

Day 2: Organizational Structures for Inter-Ministerial Collaboration, Use of Technologies for a Whole-of-Government Approach and Aligning Budgets to Policy Priorities



Module 3: Planning for SDG Implementation: Organizational structures for inter-ministerial collaboration

Module 4: Aligned Budgeting, Integrated Financial framework & Digital Technology for coherent implementation of the SDGs

Recap Day 1

Why

Concepts

- Understand the relevance of policy coherence and how the core dimensions of policy coherence and coordination are intrinsically linked to the implementation of multisector public policy challenges such as the SDGs as well as to building resilience for complex challenges and how to move from sector to issue based policy-making
- Understand the systematic enablers of and obstacles to achieving policy coherence and coordination in government
- Be aware of the systematic building blocks and indicators for policy coherence
- Understand the crucial role of institutions to make progress towards policy coherence.

What

Strategy

- Appreciate the conduct and benefits of an institutional readiness assessment for policy coherence with a view to define priorities for capacity development.
- Understand how the insights from the assessment can be translated into concrete actions by developing individual and organizational action plans to make progress in daily work.
- Identify policy areas and policies with cross-sectoral dimensions that require coherent and integrated policymaking.

How

Organization .

Activity: Recap Day 1

Reflect on Day 1 and write on a card

- Two key-takeaways of Day 1
- Reflect on why these are the two key-takeaways!



Key objectives of Day 2

Why

Concepts

What

Strategy

How

Organization

- Reflect on the importance of the organizational pre-conditions for policy coherence
- Understand how the instruments of **planning, budgeting, digital technology, M&E** need to change to move towards policy coherence for SDG implementation
- Learn how leadership, HR and mindsets contribute to enabling policy coherence, how to engage effectively with stakeholders for coherent SDG implementation and how data is significant for moving forward.

What is Module 3 about?

Planning for SDG Implementation:
Organizational structures for
inter-ministerial collaboration

- National Development Plans or similar frameworks of governmental organization for greater policy coherence and implementation
- Competing paradigms of NDPs with the emergence of the 2030 Agenda
- Rapid Integration Assessment and MAPS – critical instruments for aligning NDPs and SDGs
- Organizational arrangements Communication for SDG implementation – what works best?
- International experiences and practices

What will be achieved through Module 3?

- Understand the potential contributions of NDPs to policy coherence and the achievements of SDGs
- Recognize the critical role of leadership and ownership in adapting NDPs for implementation of SDGs
- Be aware of the choices of organizational arrangements for coherent policies across sectors and levels of government
- Recognize of the critical role of mandate and authority of organizational arrangements for effective implementation of SDGs
- Realize the breadth of country experiences

What is Module 4 about?

- Budgeting and policy coherence
- Integrated financial frameworks for policy coherence and implementation of SDGs
- Budgeting for SDG implementation
- Public financial management reforms for SDG budgeting
- Role of the Ministry of Finance and other budget institutions
- Regulatory quality instruments and budgeting
- Digitalization and sustainable, inclusive and equitable public service delivery

What will be achieved through Module 4?

- To recognize the critical contributions of financing, budgeting, regulatory quality and digital government to policy coherence and SDG implementation
- To be aware of principles of output-based budgeting for SDG implementation and the range of actual practices and experiences
- To understand the role of institutional frameworks for enabling budgeting and regulatory quality for policy coherence
- To appreciate potential and requirements of digital transformation for sustainable service delivery
- To benefit from country experiences in the use of regulatory instruments for policy coherence



Planning for SDG Implementation

Organizational structures for inter-ministerial collaboration

Module 3

9:30-12:30



Agenda of the Module

09:30-09:45	Roundtable	Existing understandings and objectives
09:45-10:15	Presentation	Key concepts: National Development Plans , Aligning National Development Plans with SDGs: RIA + MAPS
10:15-10:20	Video	Video on MAPS
10:20-10:30	Presentation	Cases: Columbia and Bosnia Herzegovina
10:30-10:40		Break
10:40-11:10	Activity	Ready for Policy Coherence? UN DESA Readiness Assessment on Governance Capacities and Institutional Arrangements for Policy Coherence
11:10-11:30	Presentation	Organizational Arrangements and Leadership for Coherent SDG Implementation
11:30-12:15	Activity	Group Work on Designing Organizational Arrangements
12:15-12:30	Wrap-Up	Key lessons of the module for the Action Plan

Roundtable: Planning for policy coherence

Participants are invited to share their understanding, experiences and insights of organizational arrangements for policy coherence in their country.

Examples for lead questions

- Who among you contributed to or participated in the development of NDPs?
- Were you part of its adaptation to SDG implementation?

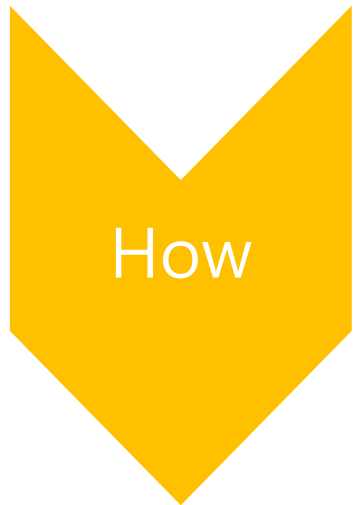
Key objectives of Module 3



Concepts



Strategy



Organization

- Reflect on the importance of the **organizational pre-conditions** for policy coherence
- Understand how the instrument of **planning** needs to change to move towards policy coherence for SDG implementation

National Development Plans for Policy Coherence – why needed?

- Horizontal policy coherence is fundamental to achieving the inter-linked SDGs. In this regard, formalized institutional mechanisms in the form of intersectoral coordinating bodies are key
- National Development Plans or similar policy and planning documents often define long-term planning structures
- Coordinating bodies with the involvement of the highest-level offices in government (prime minister's and president's offices, cabinet offices) can serve to connect and break down silos across government

Key Concept: The New National Development Plans

- National Development Plans have a long history as instruments of policy planning and implementation going back to the 1930s.
- Recent research (Chimwohu et al (2019)) shows that over 130 countries have designed NEW NDPs which identify their priorities for achieving SDGs.
- The number of countries with a national development plan has more than doubled, from about 62 in 2006 to 134 in 2018.
- More than 80 per cent of the global population now lives in a country with a national development plan of one form or another.

Two competing paradigms of National Development Planning

The rational comprehensive approach

Grounded in theories of linear rationality, it is a classical planning paradigm that sees planning as 'an organized, conscious and continual attempt to select the best available alternatives to achieve specific goals'

National development is perceived as a 'problem' that can be theoretically and empirically understood by experts so that the outcomes of public interventions can be predicted and optimal policies identified.

Plans therefore pursue agreed and defined developmental goals in the most technically efficient way – which minimizes costs and risks and which maximizes benefits and opportunities. To achieve this optimal position, a top-down approach is posited in which intellectual and professional elites apply the best techniques.

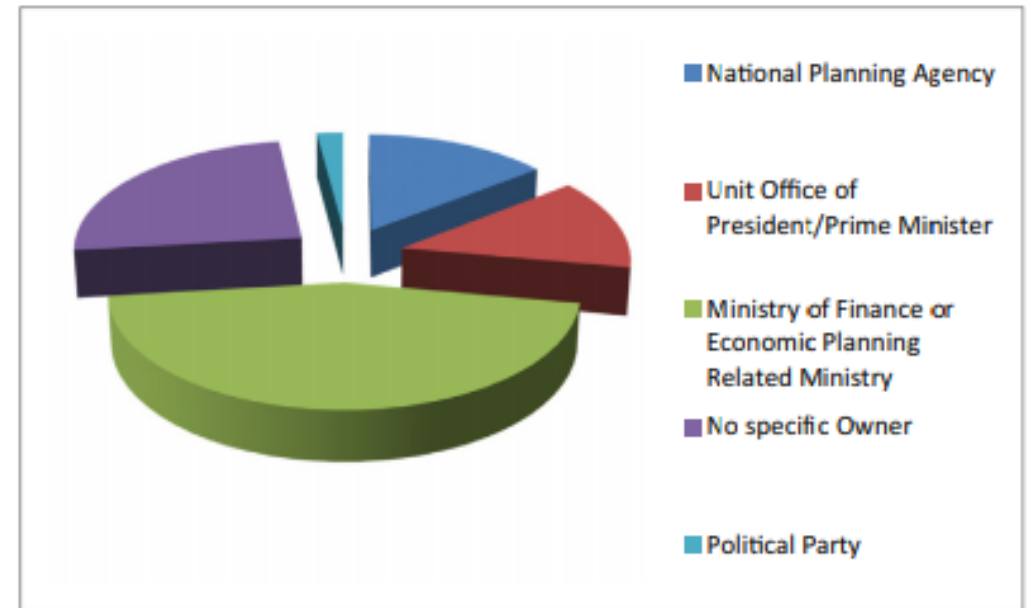
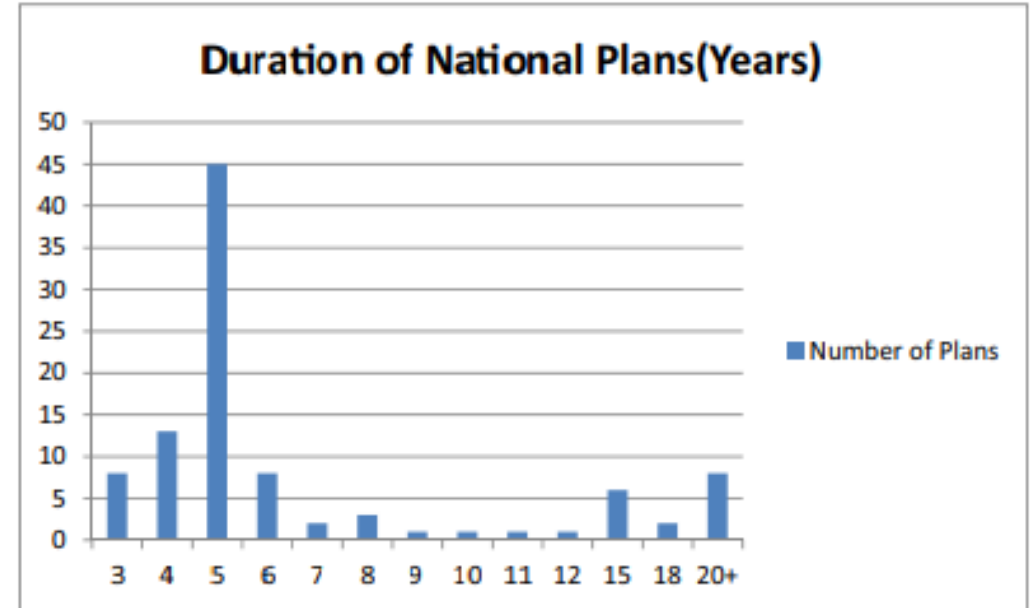
The collaborative rationality approach

Based on more recent theories of communication and negotiation, it uses collaborative or instrumental rationality. National development is a 'development mess' which is understood differently by citizens and is only partially understood theoretically. Data on which understandings are based are accepted as often being patchy, partial and of poor quality and hence not susceptible to accurate predictions based on binary logic (cause and effect) but rather to fuzzy logic, or 'dynamic logic'.

Planning – as in the case of SDGs - is seen as a process of communication and negotiation about a desired future, involving interaction of numerous individuals who bargain and negotiate from varying power bases to achieve objectives that at least partially reflect their [self-interest](#) built around shared values .

Key empirical results from research (Chimwohu et al (2019))

- Many of the plans are a product of national consensus processes although some are produced mainly by elites
- The five-year (medium term) plan is the most popular although some countries have longer-term visions documents
- National Planning Agencies are also back and play a lead role although Economic Ministries still dominate the process
- Many national plans lack financing strategies which can affect implementation and achievement of SDGs.



Source: Chimhowu et al. (2019, p. 82)

Choices in Going Forward: Aligning Planning to SDGs

- In a world of finite resources not all policy goals can be pursued equally and at the same time. There is a need for clear criteria to prioritize and sequence interventions at country level.
 - Criteria reflect technical and political considerations
- Landing the SDG agenda at the country level involves both aligning plans with targets and making choices on actions to meet them
- UNDP provides a template for the identification of balance across SDG dimensions (economic, social, environmental), mapping of potential interlinkages across targets, and determining the relationship between targets (UNDP, ANNEX B)

How to align NDPS to SDGs

Rapid Integration Assessment

MAPS

Rapid Integration Assessment

Objectives

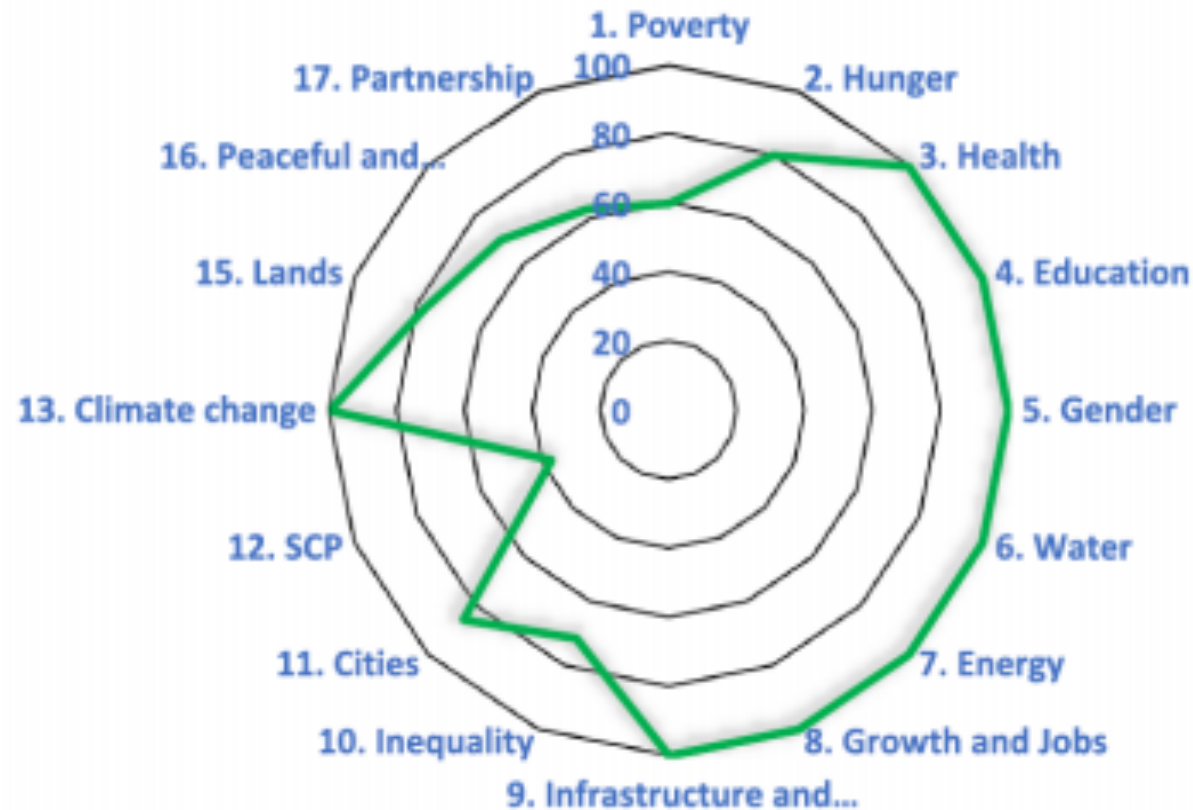
- RIA helps countries assess their readiness for SDG implementation.
- Primary audience is policy makers at the national and subnational levels or practitioners/planning experts supporting the government.
- The assessment is a first step in defining a roadmap for a country to implement the SDGs. It reviews the current national development plans and relevant sector strategies
- RIA helps determine SDG relevance to country context, both at the national and subnational level
- It provides an indicative overview of the level of alignment between the plans/strategies (at national or subnational levels) and SDG targets;
- It identifies interlinkages across SDG targets and areas for multi-sectoral coordination

Rapid Integration Assessment

Deliverables

- Mapping of relevant SDG targets that are prioritized by sectors and identification of targets that are not prioritized
- SDG profile that elaborates on the prioritized targets, the associated indicators, and the institutions responsible for implementation of the targets
- A gap analysis based on the outcomes of the review.

RIA: SDG Mainstreaming into strategic development documents of the Republic of Tajikistan



UNDP (2017), RIA,

RIA: SDG Alignment Guyana



Video: MAPS



You also could please watch the video via the link: <https://www.youtube.com/watch?v=ecUu0o7b8fY>

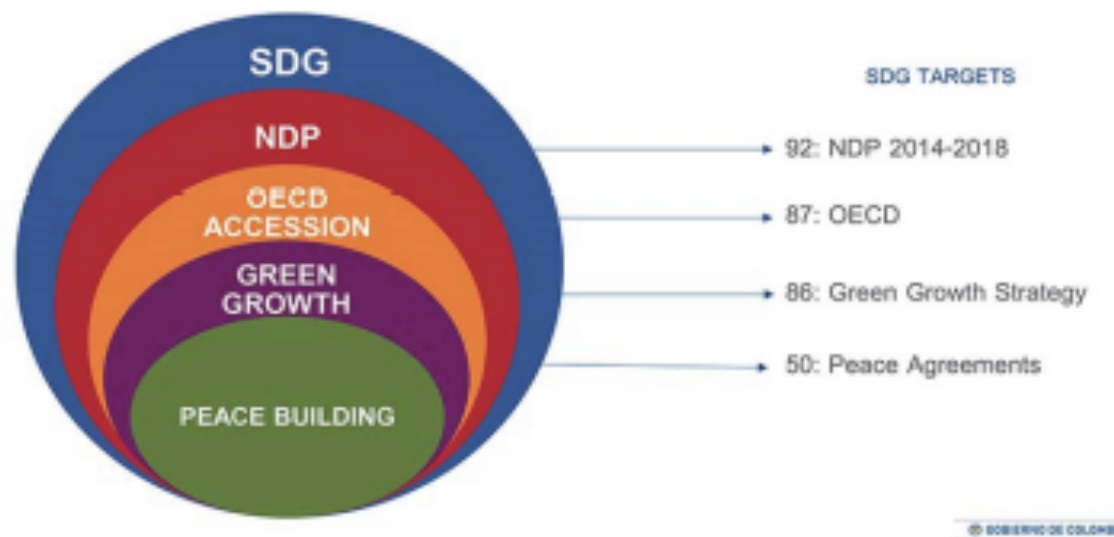
Mainstreaming, Acceleration, Policy Support for the SDGs MAPS



How to align planning and SDGs- Example Colombia

Figure 1: SDGs and other national agendas in Colombia

ACTIVE NATIONAL AGENDAS DETERMINE ACTIONS RELATED TO AT LEAST 146 SDG TARGETS - 86%



Source: "Colombia National Voluntary Review – The SDGs: a Tool for Peacebuilding", Presentation by Simón Gaviria Muñoz, Minister of Planning of Colombia, HLPF, July 20, 2016.

https://sustainabledevelopment.un.org/content/documents/21388Colombia_PPT%20NVR%2020%202016.pdf

Source: UN-DESA (2016, p. 19)

Examples of New National Development Plans resulting from 2030 Agenda

Most countries are on their way to **aligning** their development strategies with the SDGs or incorporating SDGs into existing national development plans.

In some countries, the SDGs have led governments to **develop new national development strategies**, ex. the National Action Plan on SDG Implementation of Azerbaijan or the Strategic Framework for the Implementation of the 2030 Agenda (Bosnia Herzegovina).

The latter is based on an open consultative process, including inputs from 70 workshops organized through the "Imagine 2030" citizen dialogue initiative, and a rapid integrated assessment conducted in partnership with the United Nations.



Country:	Bosnia and Herzegovina
VNR year:	2019
National strategies:	Bosnia and Herzegovina is currently working on a <i>Strategic Framework for the implementation of the 2030 Agenda</i> . ³⁹ The Strategic Framework is being developed through an open consultative process, including inputs from 70 workshops organized through the “ <i>Imagine 2030</i> ” citizen dialogue initiative, ⁴⁰ and from the results of a rapid integrated assessment conducted in partnership with the United Nations. The Strategic Framework will be operationalized through an annual workplan of the Council of Ministers and a three-year strategic plan. These documents will serve as the basis for the development of annual and three-year budgets. ⁴¹
National institutional arrangements:	Lead and coordination: the SDGs Rollout Working Group was established in 2018 to coordinate national SDG-related activities. ⁴² The Working Group includes representatives from the Council of Ministers of Bosnia and Herzegovina, the Government of Republika Srpska, the Government of the Federation of Bosnia and Herzegovina, the Government of Brčko District, and the United Nations. The Working Group reports to the Council of Ministers of Bosnia and Herzegovina, and to the sub-national governments. In September 2018, three subgroups were established within the Working Group: 1) a subgroup for the drafting of the Voluntary National Review (VNR) report; 2) a subgroup for SDG indicators; and 3) a subgroup for the drafting of the <i>Strategic Framework for the implementation of the 2030 Agenda</i> . ⁴³

Source: UN DESA (2020, p. 19)

Activity: Plenary Round Table

- Return to the Building Blocks 1, 3 and 4 of the UN-DESA Readiness Assessment on Governance Capacities and Institutional Arrangements for Policy Coherence filled out on day 1,
- Reflect on policy-making, planning and SDG implementation
 - *What is working, and not working, in your country?*
 - *How well aligned are national planning for development and SDG implementation?*
- *Discuss!*



Choosing Organizational Arrangements for Coherent Planning & SDG Implementation

Whole-of Government approach:

Active and operational inter-ministerial coordination mechanisms for countries' focus on **cross-sectoral collaboration**. Promoting ownership within government through appointing **SDG focal points** in line ministries and establishing SDG units across departments and agencies.

Among the pre-existing arrangements, the **Centre of Government** as focal point of SDG policy coherence and implementation.

Committees establish **roadmaps** of implementation, sector specific strategies and identify priorities.

Whole-of-society approach:

Strong stakeholder engagement enhancing **transparency, partnership and accountability** in implementing the goals.

CASE: Mexico established the National Council for the 2030 Agenda as a coordinating mechanism, with participation of key sectors of civil society through thematic committees. At regional level, **Nuevo Leon** established by law a Council for Strategic Planning to foster SD and general well being of citizens. It integrates the experience and knowledge from civil society, academia, business and government, works in six areas from human development, effective government and public finance (UN Public Service Award Winners 2020)

Organizational Arrangements in practice – based on VNRs

Leadership/Chair:

In some countries, the coordinating committee is chaired by the prime minister. In other countries, it is led jointly by two ministries, for example in Singapore, or by one ministry, as in the case of Hungary and the UAE. As pre-existing central arrangements, **Centers of Government** are only in a minority of countries exclusively in charge.

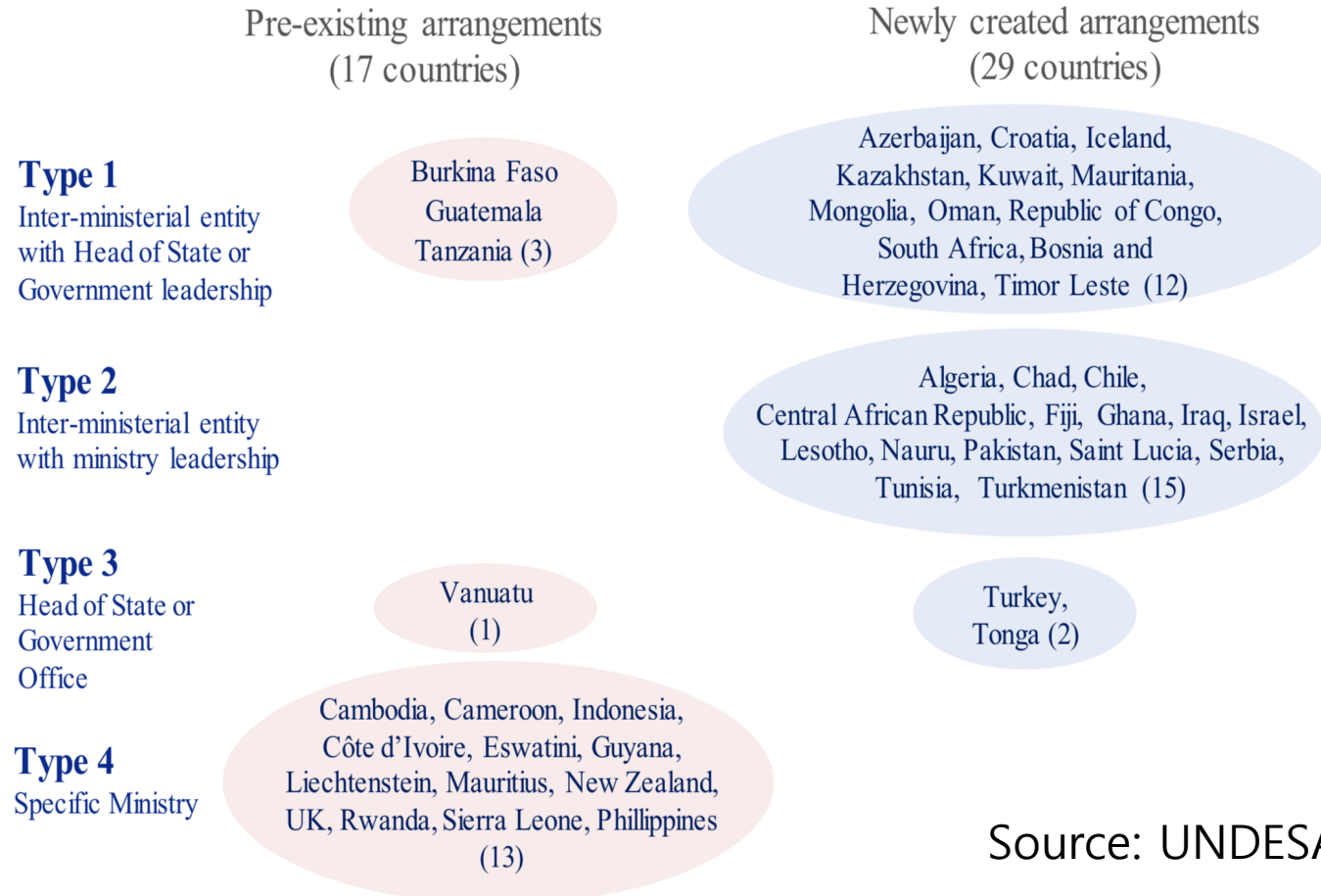
Outreach:

High level institutions and committees are, in several countries, supported by **technical bodies**, including their national statistical offices.

Countries also report on the involvement of **other branches of government**, with actions taken including the establishment of a working group for the legislative follow-up of the SDGs and the adoption of the Agenda as a mandatory reference for the work of the national assembly and its committees.

Countries also reported on the adoption the Agenda at the **sub-national level**, in the form of institutions at the state and municipal levels, as well as guides on incorporating the 2030 Agenda (see Module 8)

Examples: Organizational Arrangements for SDG Implementation



Source: UNDESA 2020, p. 5

What works best for SDG implementation? Mandate & authority are crucial

- Type 1
 - Indicates high- level commitment
 - Political authority of the center of government
 - combination of policy expertise (ministries) and government center (power) can be beneficial
- Type 2
 - Depends on the political clout and power of the leading ministry
 - Considerable variation across the globe in which ministry is assigned the lead
- Type 3
 - Political authority of the center of government
 - often experienced in cross-sectoral coordination
 - able to provide clear direction for action
- Type 4
 - Various ministries are responsible for SDG implementation across the globe (e.g., planning ministries, finance ministries, environment ministries, foreign affairs)
 - Depends on the political clout and capacity of the leading ministry
 - Assigning leadership to Finance Ministries facilitates access to financial resources

Activity: Group Work on Design and Improvement of Organizational Arrangements Strategies, Motivations and Choices

Key Questions

1. What are the key underlying motivations and strategic considerations when designing the institutional set-up, leadership and co-ordination mechanisms for the implementation of SDGs?
2. What are the weaknesses and strengths for future implementation work associated with the different features of institutional setup, leadership and co-ordination mechanisms?

Participants are invited to identify and assess the elements of an Action Plan for design and improvements of organizational structures for coherence.

Supporting material:

Drivers of Effectiveness of SDG Implementation – Results of OECD Survey among more than 30 countries

The case of Indonesia: Work in Progress on Organizational Arrangements, documented in subsequent VNR 2017 and 2019

Interactive Discussion, led by participants

Case: Portugal



Building Block 4: Organizational Structure and Processes

The integrated approach is implemented through the collaboration among a number of institutions, including the Immigration and Borders Services, Authority for Working Conditions, Social Security, Central Registry Office, Ministry of Education, Ministry of Health and the Citizen Space, as well as the Support Offices coordinated by the High Commission for Migrations - Welcoming and Sorting Office, Social Affairs and Inclusion Office, Legal Support Office, Support Office for Employment, Higher Education and Qualification.

Source: UN DESA Case Study Portugal

Case: Finland



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Source: UN DESA Case Study Finland

Drivers of Effectiveness of SDG Implementation Results of OECD Survey

- Key is the alignment of SDGs and national priorities.
- Resources play a lesser role, as do consultations or scientific and analytical support.

Table 3: Supporting tools and actions for SDG implementation (33 responses)

What tools or actions could help make the SDG implementation more effective?

	Most important (1)	Also important (2)	Quite important (3)	N/A	Subtotal
Adapting or prioritizing SDGs to fit national priorities/ context	24 (77.42%)	3 (9.68%)	3 (9.68%)	1 (3.23%)	31 (100%)
Providing additional resources to motivate department/agency engagement	9 (40.91%)	5 (22.73%)	5 (22.73%)	3 (13.64%)	22 (100%)
Strengthening citizen/civil society engagement and consultation	11 (44%)	5 (20%)	7 (28%)	2 (8%)	25 (100%)
Strengthening business sector engagement and consultation	12 (46.15%)	6 (23.08%)	4 (15.38%)	4 (15.38%)	26 (100%)
Strengthening scientific /analytical support for better understanding of SDGs	7 (31.82%)	7 (31.82%)	6 (27.27%)	2 (9.09%)	22 (100%)
Communicating the global nature of SDGs	12 (52.17%)	6 (26.09%)	3 (13.04%)	2 (8.70%)	23 (100%)

Work in Progress. The Case of Indonesia

Indonesia conducted VNRs in 2017 and 2019.

The first report highlighted how Indonesia was readying its institutions for SDG implementation.

Since then, the National SDGs Action Plan 2017-2019 was launched in June 2018. The Indonesian Parliament has been actively engaged in SDG implementation, with the newly established Parliamentary Body for Inter-Parliamentary Cooperation providing recommendations to Parliament regarding legislation, budgeting and monitoring of the SDGs.

The government is active in localization of the SDGs. 19 out of 34 provinces have developed SDGs action plans. The VNR report from 2017 mentioned a plan to establish a Regional Coordination Team to organize SDG implementation at the local level, and it has been established. In its 2019 VNR report, Indonesia notes that the 2017 VNR contributed to enhancing joint ownership of the SDGs by the government and stakeholders and helped to enhance the involvement of stakeholders in planning, implementation and monitoring and evaluation.



Country:	Indonesia
VNR year:	2019
National strategies:	<p>The substance and objective of the SDGs are in line with “Nawacita” (Indonesia’s national development vision). <i>The Indonesian National Medium-Term Development Agenda (RPJMN) 2015-2019</i> is an operational elaboration of Nawacita, and the SDGs have been mainstreamed into the 2015-2019 and 2020-2024 RPJMN.</p> <p>Indonesia has also developed the <i>National SDGs Action Plan 2017-2019 (RAN)</i> and 2030 Agenda roadmap which delineates a work plan for the implementation of the SDGs by both the Indonesian government and non-governmental actors.</p>
National institutional arrangements:	<p>Lead and coordination: the Ministry of National Development Planning (Bappenas) serves as the National Coordinator for the SDGs. The SDGs National Coordination Team established in 2017 is comprised of a Steering Committee chaired by the President, an Implementation Team, a Technical Working Group, and an Expert Team. The teams include representatives from the government, private sector, philanthropic organizations, civil society, academia, and other experts.²³⁵</p>

Source: UN DESA (2020, p. 58)

ACTIVITY Quick Scan

Priority Actions for Change of NDP in your Country

Participants are invited to each nominate the three priorities for change in their country's NDP from the following list:

- Modify priorities of goals
- Align NDP more with SDGs
- Change the Driver/s of the Plan
- Change Coordination among government entities
- Change engagement with Parliament
- Change engagement with citizens
- Change engagement with business
- Change budget allocations

Wrap up

- What are the three issues of this Module to retain for the ACTION PLAN on Day 5?
- Reflections on the session

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UN DESA (2018). Working Together: Integration, institutions and the Sustainable Development Goals. World Public Sector Report 2018. Division for Public Administration and Development Management, Department of Economic and Social Affairs, (DPADM). New York, chapter 2: <https://publicadministration.un.org/Portals/1/Images/WorldPublicSector/wChapter%202.pdf>

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