National Workshop on
EFFECTIVE GOVERNANCE FOR SUSTAINABLE DEVELOPMENT IN MONGOLIA

07 to 13 June 2023

08:00 – 17:00 | Mongolia (GMT+ 8)
09:00 – 18:00 | Seoul (GMT+ 9)
20:00 – 05:00 | New York (GMT-4)

Photo: NAOG

Coherent planning for SDG implementation - Inter-ministerial Collaboration

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Coherent planning for SDG implementation: inter-ministerial collaboration for national development planning and priority setting

- Icebreaker
- Institutional arrangements for horizontal coordination at national level
- National Development Planning and horizontal coordination
- Causal loop diagram: qualitative approach to systems thinking to accelerate coherent policymaking, considering the need for increased resilience
- Breakout groups: readiness assessment building block 4 on Organizational structures and processes for inter-ministerial coordination/ feedback
- Director-General of Integrated Policy Department, MED: state of play regarding policy coherence and inter-ministerial coordination.
- Questions and answers, discussion
- Wrap up: which activity to include in the action plan related to inter-ministerial coordination for coherent planning for SDG Implementation

Who among you contributed to or participated in the development of NDPs or who is part of a technical or political working group to align sectoral policies towards the NDP?

A number of specific institutional mechanisms have been consistently reported in the VNRs, to facilitate decision-making and coordination for implementation of the 2030 Agenda

Pre-existing arrangements (17 countries)

Newly created arrangements (29 countries)

Type 1
Inter-ministerial entity with Head of State or Government leadership

Burkina Faso, Guatemala, Tanzania (3)

Azerbaijan, Croatia, Iceland, Kazakhstan, Kuwait, Mauritania, Mongolia, Oman, Republic of Congo, South Africa, Bosnia and Herzegovina, Timor Leste (12)

Type 2
Inter-ministerial entity with ministry leadership

Algeria, Chad, Chile, Central African Republic, Fiji, Ghana, Iraq, Israel, Lesotho, Nauru, Pakistan, Saint Lucia, Serbia, Tunisia, Turkmenistan (15)

Type 3
Head of State or Government Office

Vanuatu (1)

Turkey, Tonga (2)

Type 4
Specific Ministry

Cambodia, Cameroon, Indonesia, Côte d'Ivoire, Eswatini, Guyana, Liechtenstein, Mauritius, New Zealand, UK, Rwanda, Sierra Leone, Phillippines (13)

Source: UN DESA, 2019

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
- Political authority of the center of government
- often experienced in cross-sectoral coordination
- able to provide clear direction for action

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

Tpye 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

Diagnostic coherence scale

9	Unified Government Strategy
8	Setting Common Priorities
7	Establishing Common Parameters
6	Arbitration of Trade-offs & Conflicts
5	Search for Policy Consensus (Conflict Management)
4	Avoiding Policy Divergences (Speaking with One Voice)
3	Consultation among Ministries (Feedback)
2	Exchange of Information among Ministries (Communication)
1	Ministries Manage Independently within their Jurisdictions

Source: Metcalfe, 1994

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

National development planning: catalyst for achieving SDGs

Re-emergency of practice with 4-to-6 years national plans since 2015 (SDGs) + COVID 19

Greater ownership and political control leading to plan production

Intended to set **coherent** economic, environmental and socio-political objectives for overall national development

More collaborative approaches involving a wide range of stakeholders

Two competing paradigms of National Development Planning

- Organized attempt to select the best available alternatives to achieve specific goals
- Problem can be understood by experts to predict outcomes of public interventions
- Optimal policies can be identified
- Plans pursued in the most technically efficient way
- Top-down approach by technocrats to achieve goals in the technical most efficient way

Planning is the result of negotiations and ongoing deliberation of goals, policies, and actions to reach decisions that are technically desirable and politically feasible.

- National development is a development mess
- Differently understood by citizens
- Only partially understood theoretically
- Data patchy, not susceptible to accurate predictions, partial, fuzzy

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 t he 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)

Starting Questions

1. Is it enough to reflect SDG indicators in national strategies and programs?

2. How do you design policies that would have highest SDG impact?

# Need to define high-impact policies

- With limited resources, a focus on high-impact policies is needed.

- Systems thinking helps identify leverage points - high-impact policies - across the system.

- Acting on leverage points can generate new system dynamics.

- A shared understanding of these dynamics across the system in short, medium and long run can create a basis for formulating and implementing high-impact policies.

- Participatory development of the system map is essential to buy-in of all stakeholders. Quantification can help test assumptions and bring more precision where robust data is available.

Seychelles
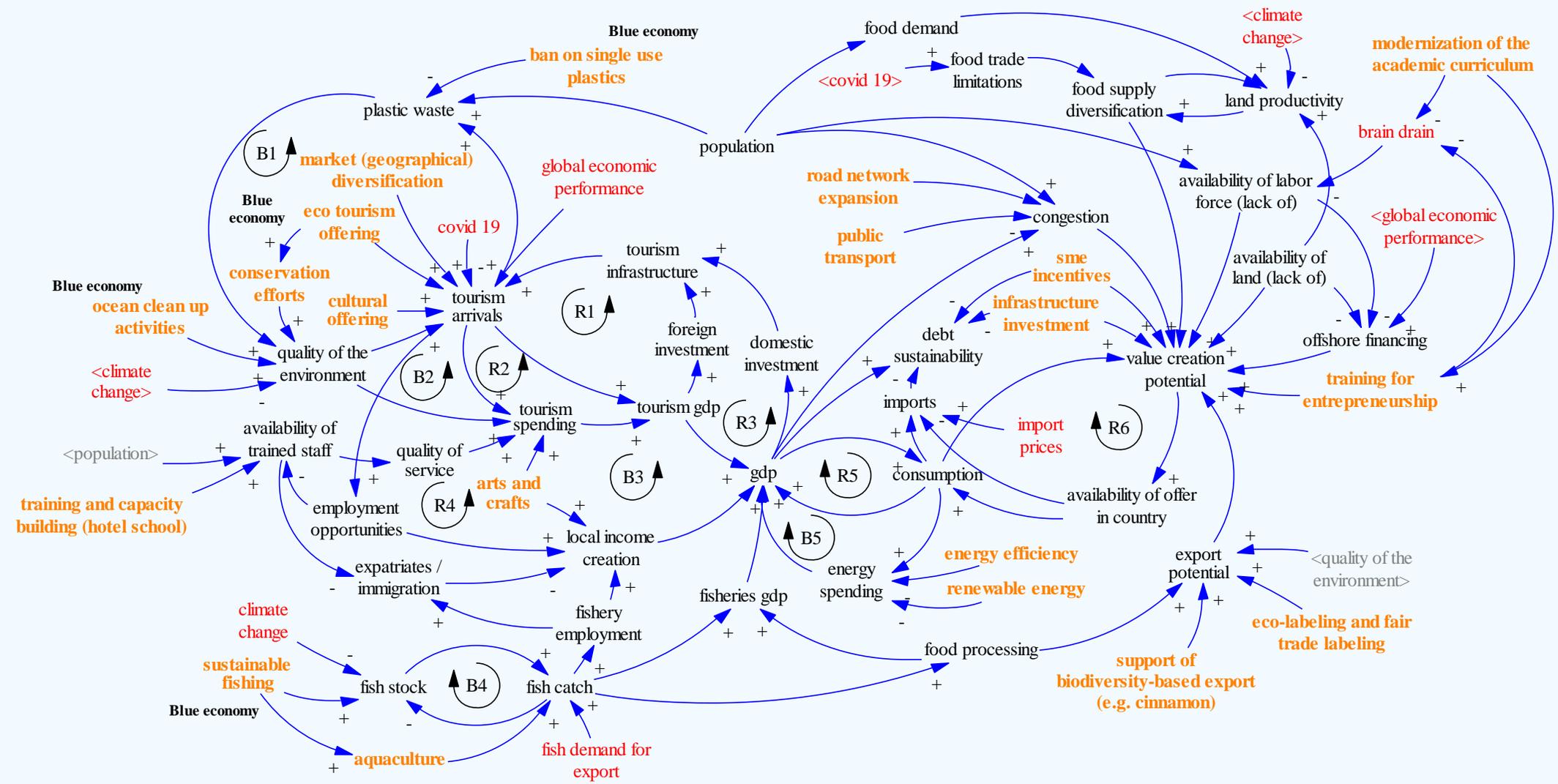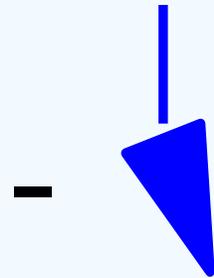
covid 19

— tourism arrivals
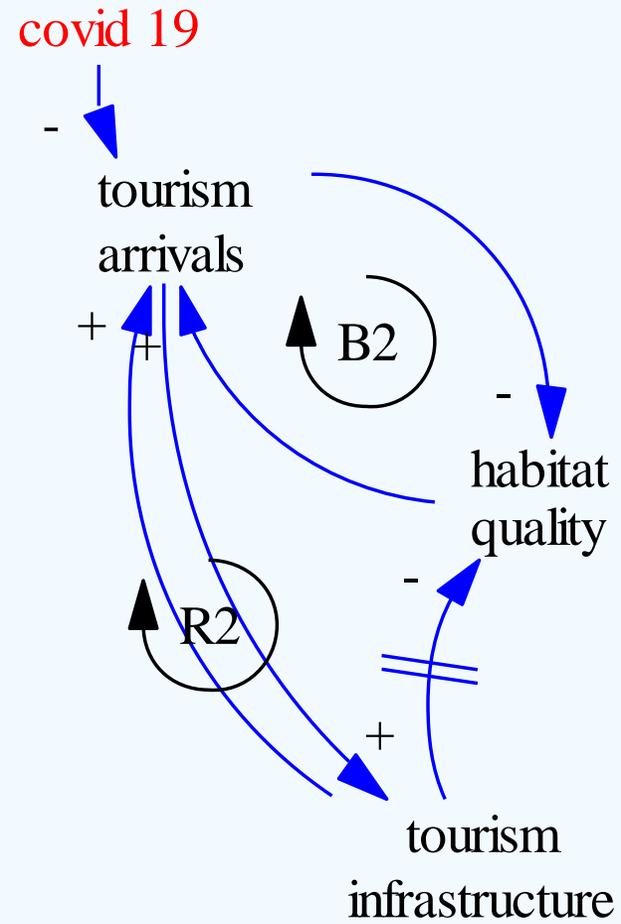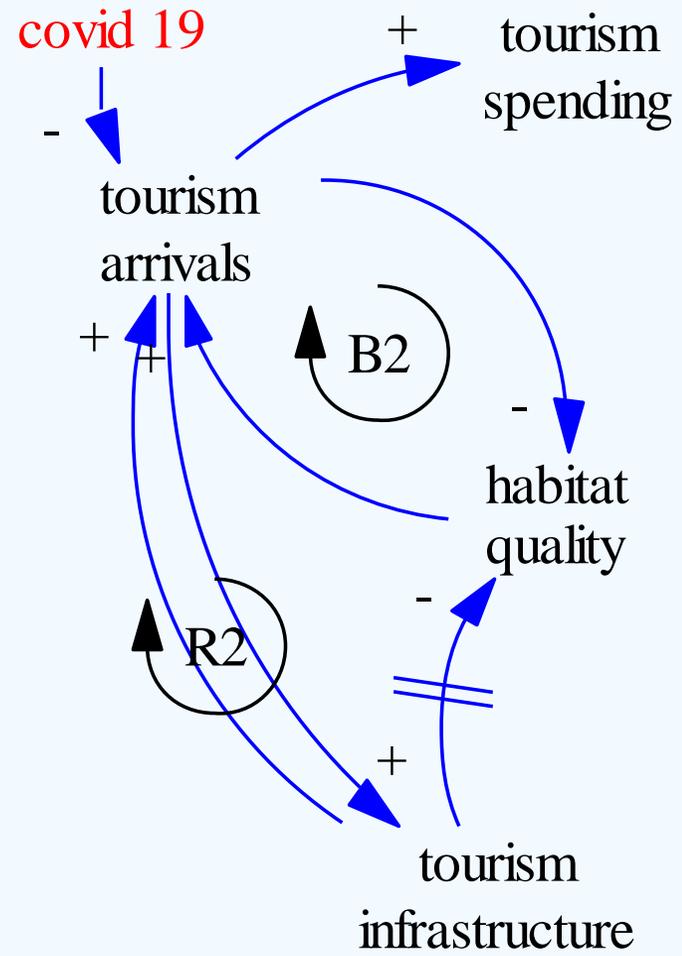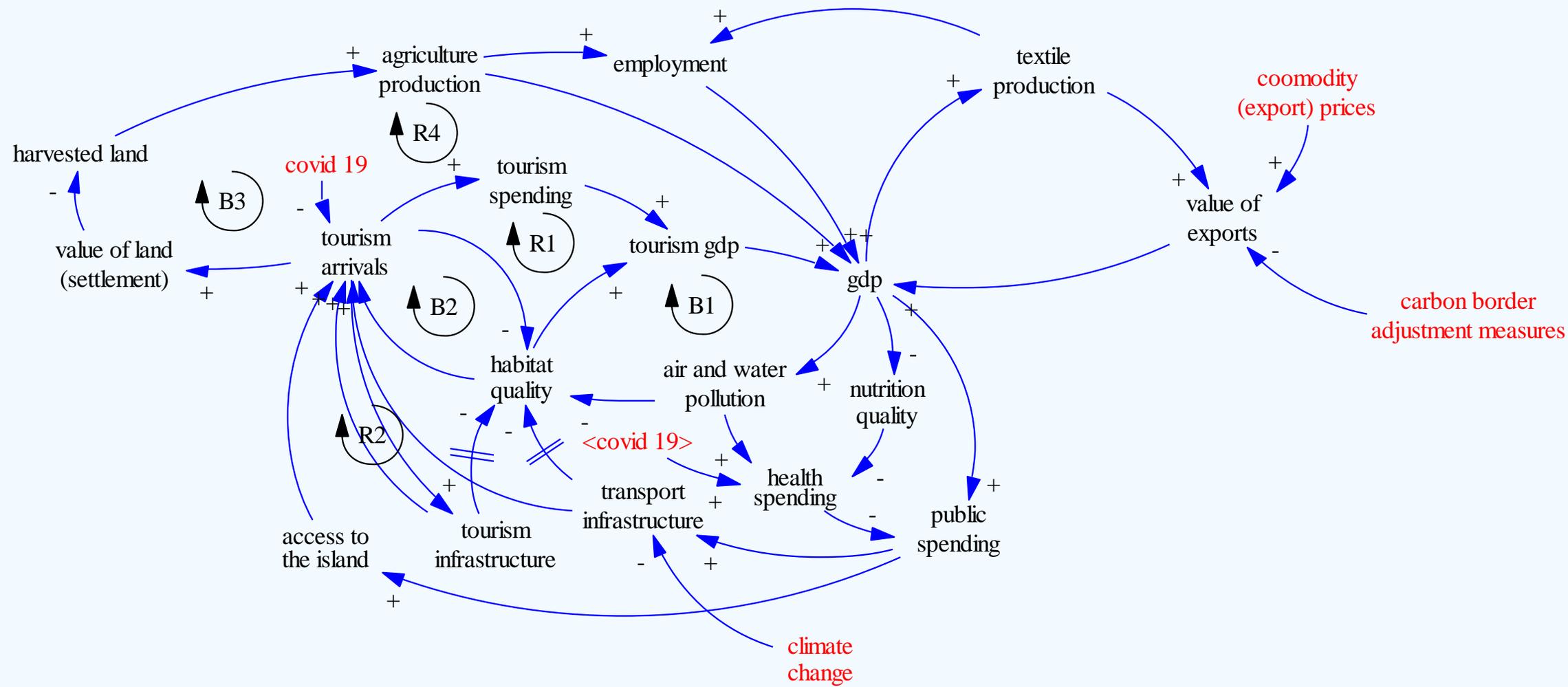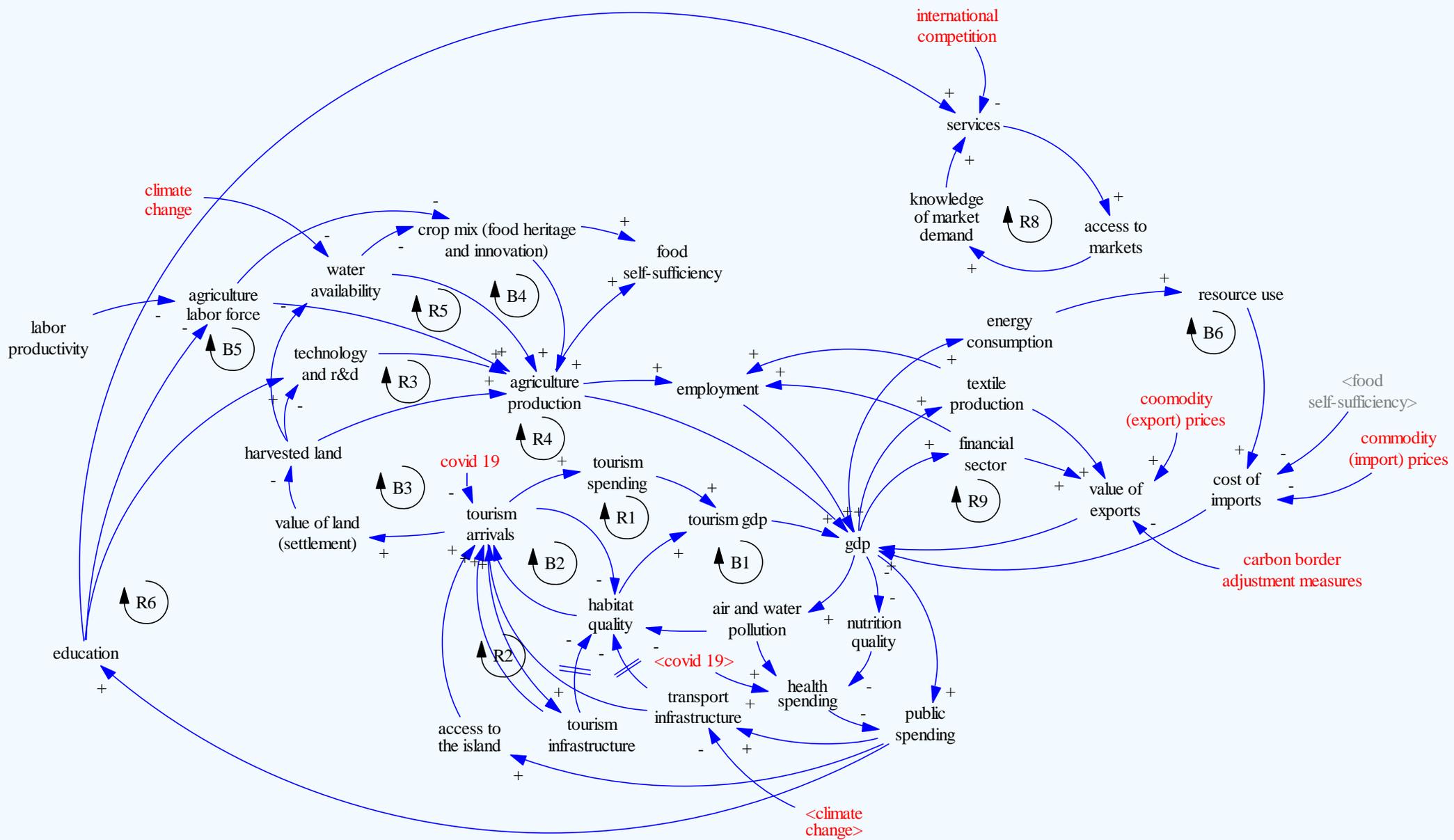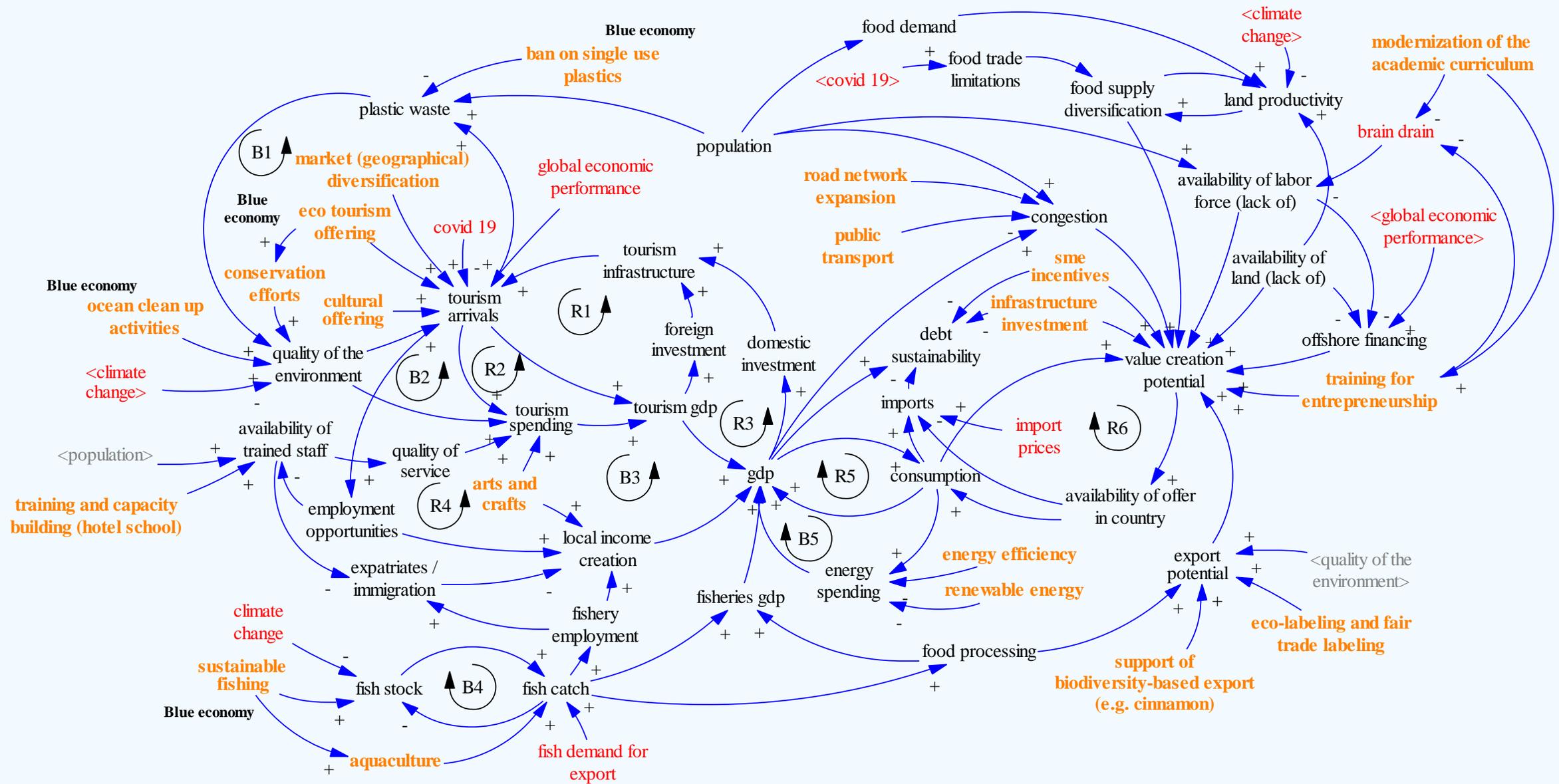
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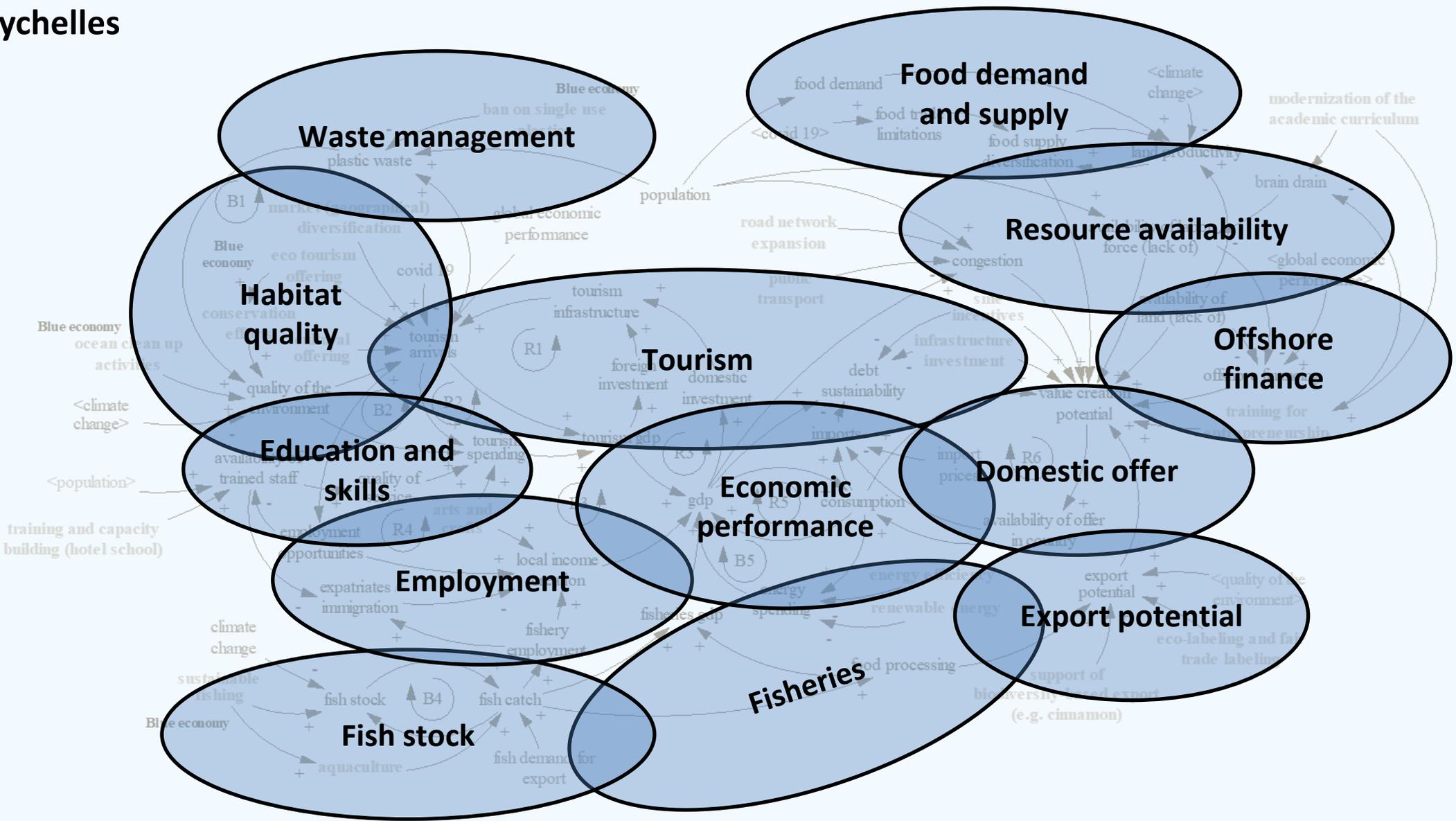
System maps and collaborations across Government

Mapping your systems can:

Help identify key interactions and collaborations

Create a shared understanding of what is "in it" for different stakeholders

For Example:

Identifying various causes of the outcomes under your Ministry's responsibility shows need for collaboration and defines responsibilities

Identifying consequences of your Ministry's outcomes can help show added advantages of your policies, bring on board additional partners and make the case for shared budgets

Biomass for biofuel production and other energy uses

Energy required for field preparation and harvest

Energy for production of fertilizer, pesticides and other agricultural inputs
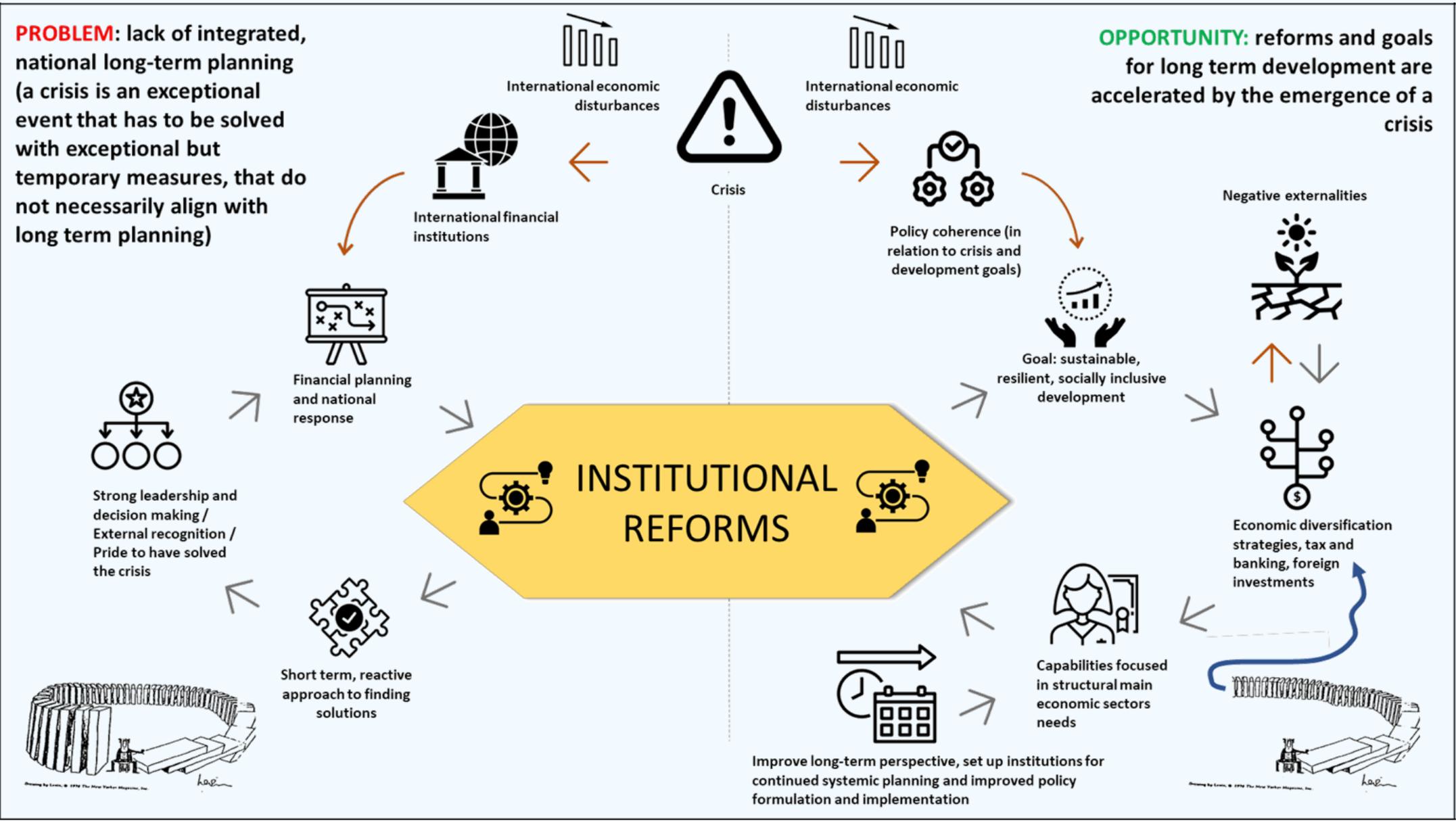
Water-land interactions in the hydrological cycle
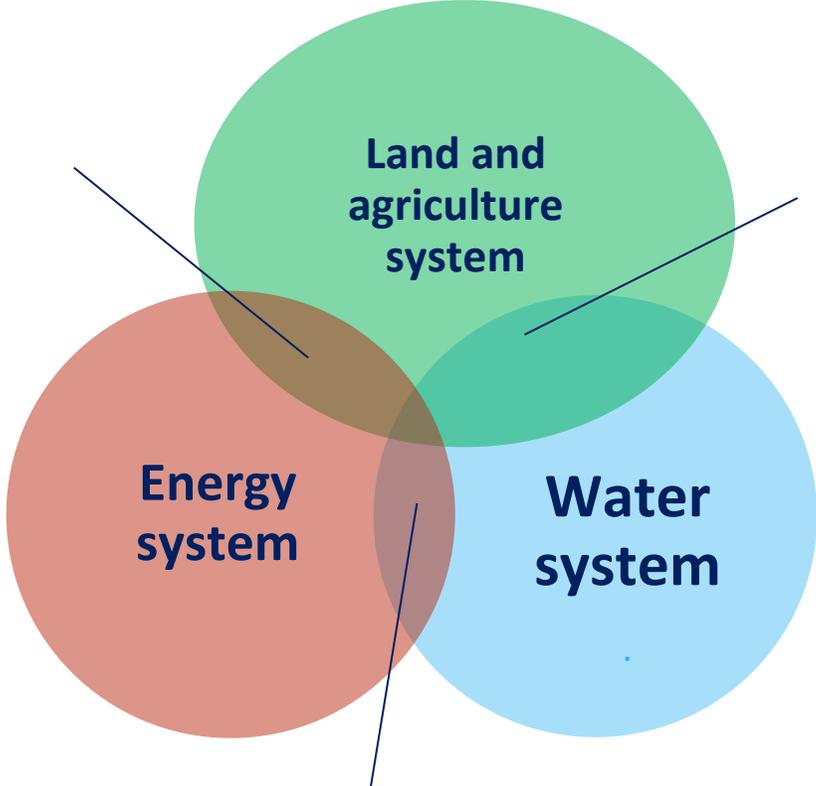
Water needs for food, feed, fuel and fibre crops (rain-fed and irrigated)

Land and agriculture system

Energy system

Water system

GHG emissions

Precipitation, temperature

Climate
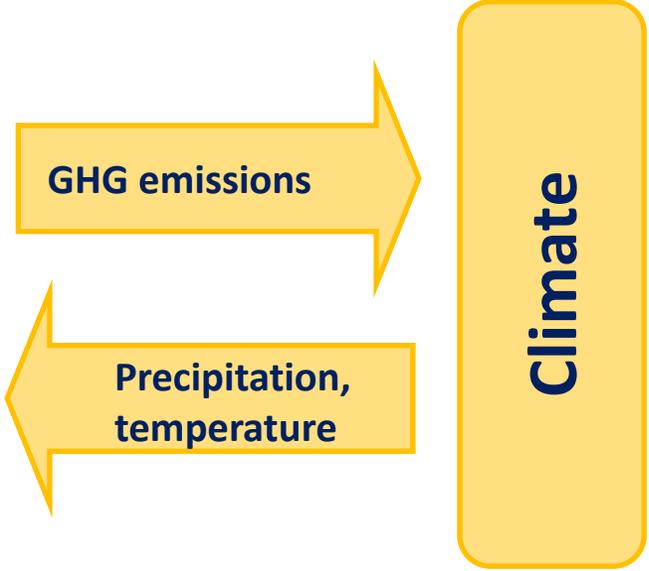
Energy for: water processing and treatment, water pumping, and desalination
Water for: hydropower, power plant cooling, and (bio-) fuel processing

CLEWs Leadership, Steering Committee, Technical Working Group
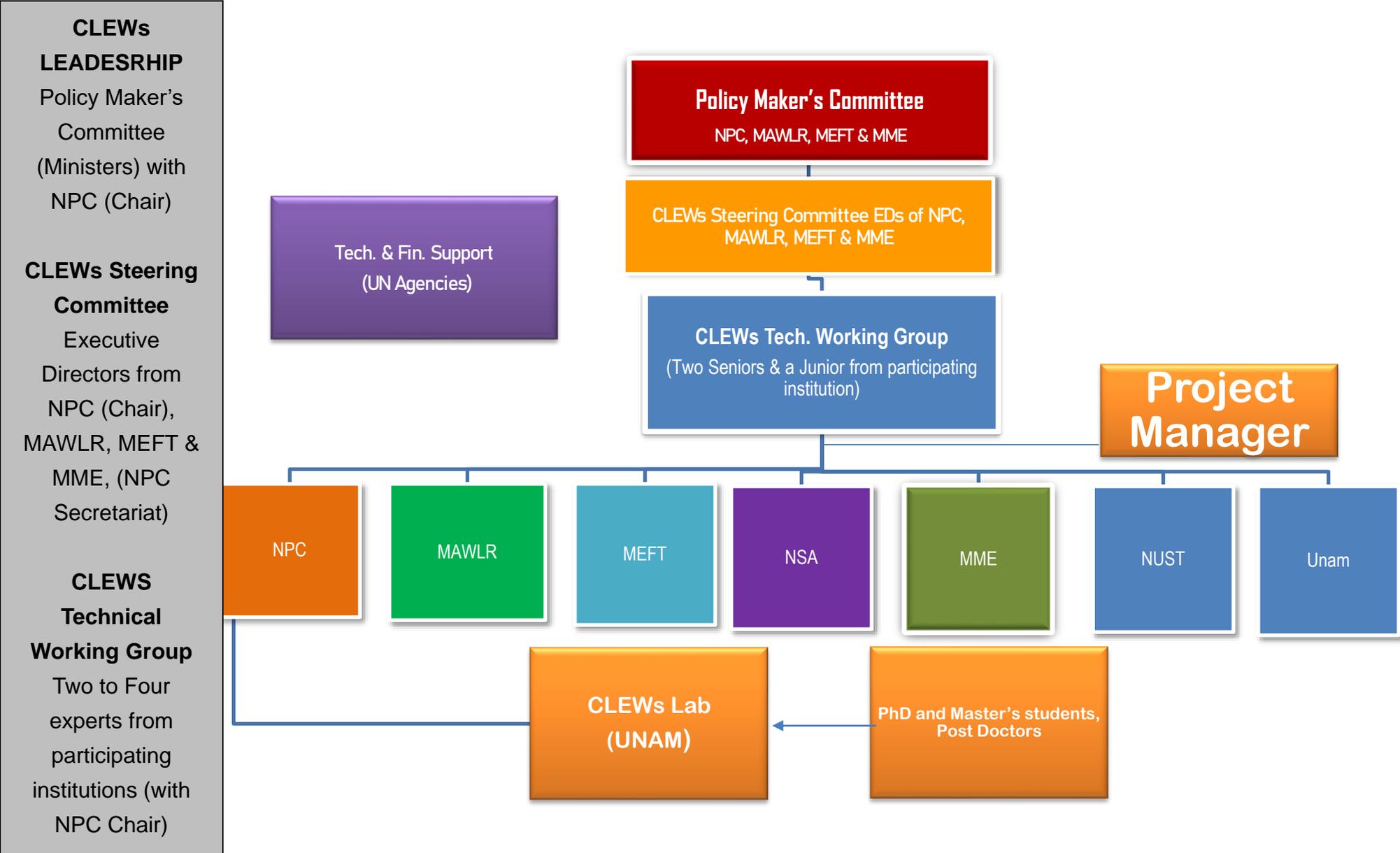
CLEWs LEADESRHIP
Policy Maker's Committee (Ministers) with NPC (Chair)
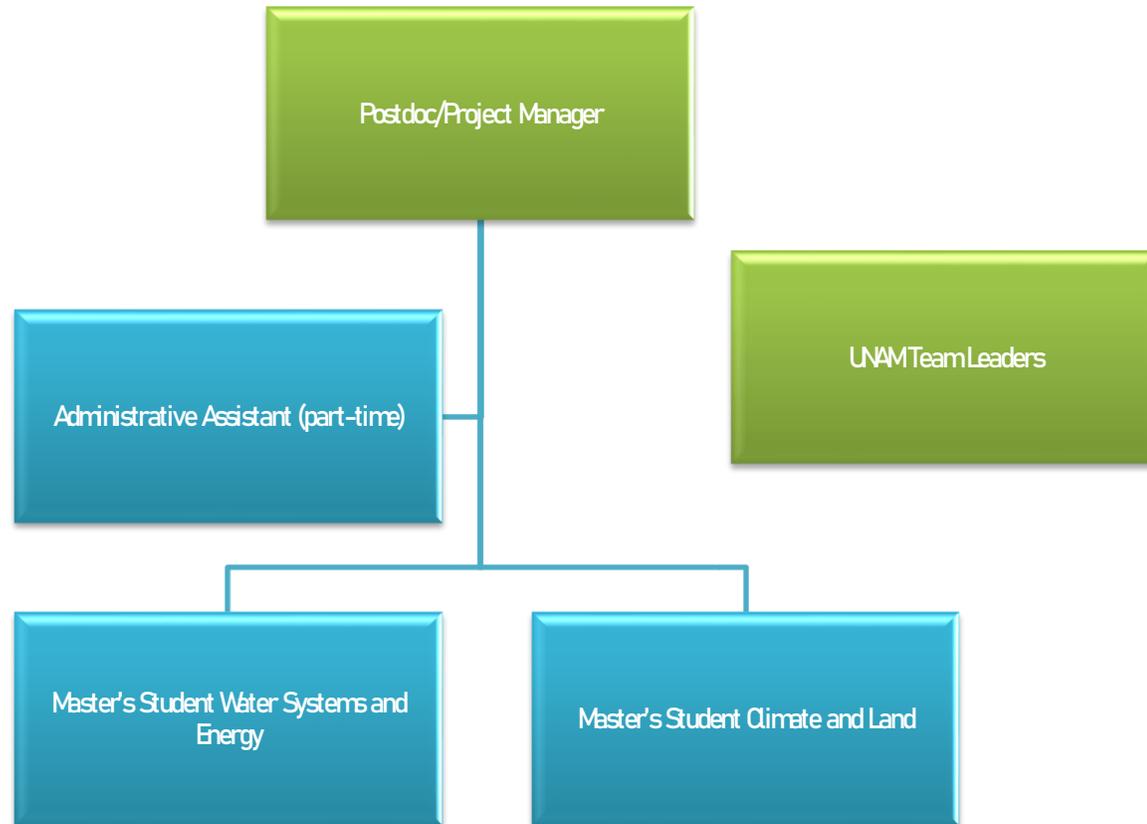
CLEWs Steering Committee
Executive Directors from NPC (Chair), MAWLR, MEFT & MME, (NPC Secretariat)

CLEWS Technical Working Group
Two to Four experts from participating institutions (with NPC Chair)

Policy Maker's Committee
NPC, MAWLR, MEFT & MME

CLEWs Steering Committee EDs of NPC, MAWLR, MEFT & MME

Tech. & Fin. Support (UN Agencies)

CLEWs Tech. Working Group
(Two Seniors & a Junior from participating institution)

Project Manager

NPC

MAWLR

MEFT

NSA

MME

NUST

Unam

CLEWs Lab (UNAM)

PhD and Master's students, Post Doctors

Project Team
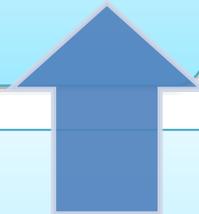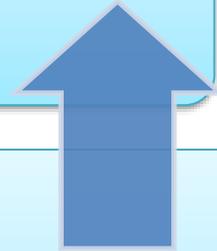
Breakout group

Please fill out building block 4

What are the key successes
And weaknesses/ challenges
In inter-ministerial coordination?

Could you provide an example
Within your working group where Inter-ministerial
coordination works well?

What is the institutional arrangement for this good
practice example if you have identified one?
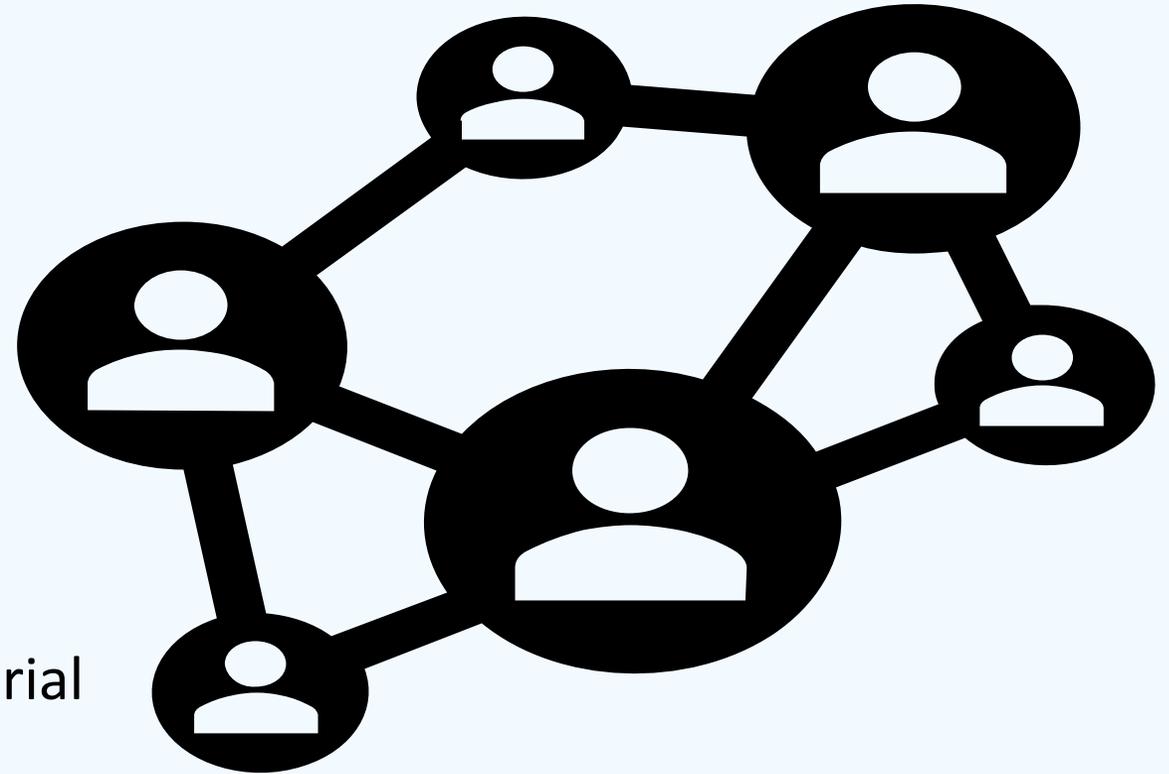
Mentimeter: select one key activity that would need to be included in the action plan