Integrating the 2030 Agenda into Planning and Budgeting Processes
Overview of Key Steps

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Some lessons from the MDGs

- Limited linkages between planning and budgeting
- Silo approach – sectoral focus
- Focus on the aggregate
- 2030 Agenda brings a new emphasis on governance – governance as an enabler, governance of the 2030 Agenda and as a separate SDG
MAINSTREAMING
landing SDGs into national, sub-national and local plans and shaping budget allocations and UNDAFs

ACCELERATION
targeting national and UN/UNDP resources at priority areas in response to bottlenecks, partnerships, etc.

POLICY SUPPORT
skills and expertise of UN/UNDP system

MULTISTAKEHOLDER PARTNERSHIPS
ACCOUNTABILITY
DATA

Adapted from UNDG Mainstreaming the 2030 Agenda for Sustainable Development – Reference Guide to UN Country Teams – February 2016
### Mainstreaming 2030 Agenda – Key Steps

<table>
<thead>
<tr>
<th>Initiate Now</th>
<th>Initiate Over Time</th>
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<tbody>
<tr>
<td><strong>Plan</strong></td>
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<tr>
<td>- Raising public awareness</td>
<td>- Ensuring policy coherence (horizontal/vertical)</td>
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<tr>
<td>- Multi-stakeholder approaches</td>
<td>- Budgeting</td>
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<tr>
<td>- Strengthening existing/creating new coordination mechanisms</td>
<td>- Taking stock of financing mechanisms</td>
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<tr>
<td>- Adapting SDGs to national, sub-national contexts</td>
<td>- Moving towards outcome-based budgeting</td>
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<tr>
<td>- Adapting SDGs to national, sub-national contexts</td>
<td>- Budget mainstreaming</td>
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<tr>
<td>- Reviewing existing plans/ strategies</td>
<td>- Developing National Integrated Financing Frameworks</td>
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<td>- Identifying areas for change and criteria for prioritizing, identifying synergies, linkages</td>
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<tr>
<td>- Setting targets (national and sub-national)</td>
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<tr>
<td>- Formulate/ revise plans</td>
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<tr>
<td><strong>Do</strong></td>
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<tr>
<td>- Monitoring, reporting and accountability</td>
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<tr>
<td>- Indicator development, data collection (baseline incl. disaggregation)</td>
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<tr>
<td>- Monitoring and reporting systems</td>
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<tr>
<td>- Review processes and mechanisms</td>
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</table>

Source: Adapted from UNDG Mainstreaming the 2030 Agenda for Sustainable Development – Reference Guide to UN Country Teams – February 2016
Anticipatory Governance

National Development Strategy/ Medium Term Budget or Expenditure Framework

- Prioritization
- Evaluation of trade-offs, synergies, costing

Mid-term Review of National Development Strategy/ review of Sectoral Plans

- Evaluating policy choices

Annual Sector Allocations

- Review progress of expenditures results

Sectoral Plans

- Annual budget priorities

Final Evaluation

- Adjustments to sectoral plans

Adjustment / Revision

- Prioritization
- Evaluation of trade-offs, synergies, costing

Monitoring
Integrating the 2030 Agenda - Mongolia

17 SDGs 169 targets

Long-term national development framework

Vision

Mongolia’s long term sustainable development concept

Overall development objectives

Mid-term national development plan/medium term fiscal framework

National biodiversity strategy
National health policy
National energy strategy

Annual plans and budgets

Regional and local development plans

Priorities for year

Sectoral strategies
Pakistan National SDG Framework
- Engaging Three Levels of Government

NATIONAL

PROVINCIAL

DISTRICT

Vision 2025

Five Year Development Plan
(incl. sectoral and cross-cutting priorities)

Annual Development Plans (incl. PC-I)

Sector and Cross Cutting Strategies, Policies
(federal areas and subjects)

Growth Strategy

Medium-term Strategy/SDG plan

Annual Development Plans (incl. PC-I)

Sector and Cross Cutting Strategies, Policies
(provincial areas and subjects)

Medium-term Strategy / SDG plan

Annual Development Plans (incl. PC-I)

Sector and Cross Cutting Strategies, Policies
(federal areas and subjects)

Engaging with Multiple Stakeholders

2030 AGENDA

National SDG Framework
Multi-stage process including

- Reviewing national, sub-national strategies, plans and policies in terms of consistency with 2030 Agenda
  - **Alignment** - to what extent are existing strategies, plans already aligned to SDGs?
  - **Ambition** – do plans match the ambition of the SDGs? (leave no one behind, zero poverty)
  - **Integration** – identifying synergies and trade offs across sectors and goals
  - **Implementation** – matching ambitions with resources (financial, human and institutional capacities)

- Addressing gaps (through planning and implementation)
### Checking Alignment - Rapid Integrated Assessment - Bhutan

The Rapid Integrated Assessment - Bhutan SDG Profile highlights the prioritization of 93 out of 102 SDG targets, excluding SDG-17 on MGL and SDG-14 on Oceans.

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<tr>
<td>1. Education</td>
<td>X</td>
<td>X1</td>
<td>X2</td>
<td>X3</td>
<td>X4</td>
<td>X5</td>
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<td>2. Health</td>
<td>X1</td>
<td>X2</td>
<td>X3</td>
<td>X4</td>
<td>X5</td>
<td>X6</td>
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<td>3. Human Development &amp; Management</td>
<td>X7</td>
<td>X8</td>
<td>X9</td>
<td>X10</td>
<td>X11</td>
<td>X12</td>
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<td>4. Employment</td>
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<td>X14</td>
<td>X15</td>
<td>X16</td>
<td>X17</td>
<td>X18</td>
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<td>5. Renewable Natural Resources</td>
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<td>X20</td>
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<td>X22</td>
<td>X23</td>
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<td>6. Tourism</td>
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<td>X26</td>
<td>X27</td>
<td>X28</td>
<td>X29</td>
<td>X30</td>
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<td>7. Trade, Industries &amp; Mines</td>
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<td>X32</td>
<td>X33</td>
<td>X34</td>
<td>X35</td>
<td>X36</td>
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<td>8. Hydropower, Renewable Energy and Hydropower</td>
<td>X37</td>
<td>X38</td>
<td>X39</td>
<td>X40</td>
<td>X41</td>
<td>X42</td>
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<td>9. ICT and Media</td>
<td>X43</td>
<td>X44</td>
<td>X45</td>
<td>X46</td>
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<td>10. Transport</td>
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<td>X52</td>
<td>X53</td>
<td>X54</td>
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<td>11. Roads &amp; Bridges</td>
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<td>X56</td>
<td>X57</td>
<td>X58</td>
<td>X59</td>
<td>X60</td>
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<td>12. Construction</td>
<td>X61</td>
<td>X62</td>
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<td>13. Human Settlement and Housing</td>
<td>X67</td>
<td>X68</td>
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<td>X70</td>
<td>X71</td>
<td>X72</td>
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<tr>
<td>14. Emerging Social Challenges</td>
<td>X73</td>
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<td>X77</td>
<td>X78</td>
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<td>15. Sports</td>
<td>X79</td>
<td>X80</td>
<td>X81</td>
<td>X82</td>
<td>X83</td>
<td>X84</td>
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<td>16. Preservation and Promotion of Culture</td>
<td>X85</td>
<td>X86</td>
<td>X87</td>
<td>X88</td>
<td>X89</td>
<td>X90</td>
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<tr>
<td>17. Conservation of Environment</td>
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<td>X92</td>
<td>X93</td>
<td>X94</td>
<td>X95</td>
<td>X96</td>
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<tr>
<td>18. Good Governance</td>
<td>X97</td>
<td>X98</td>
<td>X99</td>
<td>X100</td>
<td>X101</td>
<td>X102</td>
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**SDG targets prioritized by multiple sectors in Bhutan’s 11th NDP:**

**SDG targets prioritized by one sector in Bhutan’s 11th NDP:**

**SDG targets not prioritized in Bhutan’s 11th NDP:**
2030 Agenda Ambition

“Leaving no one behind” and “reaching the furthest behind first”
- addressing inequality and targeting vulnerable groups

- Commitment to ‘leave no one behind’ is central to Agenda 2030 and SDGs: no goal is met unless it is met for everyone
- Requires going ‘the last mile’, addressing economic, social, and political factors of exclusion
- Implies risk-informed planning, strengthening resilience
- Necessitates disaggregated data to support targeted policy interventions

Cambodia example: In several areas plans cover the SDG target but do not fully capture the ambition of 2030 Agenda, in particular special needs of the poor and other vulnerable groups (e.g., increasing access to public services for all and participation in political and economic processes)
Interdependence of goals and targets

- Importance of policy coherence
- Requires breaking down silos – multi-stakeholder partnerships, whole of government approaches
- Recognition of trade-offs and synergies
- Dynamic, requiring constant learning, feedback and adaptation of strategies
Managing Trade-Offs and Maximizing Synergies

### Goals Scoring
The influence of one Sustainable Development Goal or target on another can be summarized with this simple scale.

<table>
<thead>
<tr>
<th>Interaction</th>
<th>Name</th>
<th>Explanation</th>
<th>Example</th>
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<tbody>
<tr>
<td>+3</td>
<td>Indivisible</td>
<td>Inextricably linked to the achievement of another goal.</td>
<td>Ending all forms of discrimination against women and girls is indivisible from ensuring women’s full and effective participation and equal opportunities for leadership.</td>
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<tr>
<td>+2</td>
<td>Reinforcing</td>
<td>Aids the achievement of another goal.</td>
<td>Providing access to electricity reinforces water-pumping and irrigation systems. Strengthening the</td>
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<tr>
<td>+1</td>
<td>Enabling</td>
<td></td>
<td></td>
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<tr>
<td>0</td>
<td>Consistent</td>
<td></td>
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<tr>
<td>-1</td>
<td>Constraining</td>
<td>The most negative interaction is where progress in one goal makes it impossible to reach another goal and vice versa.</td>
<td>The pursuit of one objective constrains another objective. For example, pursuing policies to boost consumption in order to generate economic growth may clash with another objective's focus on reducing inequality.</td>
</tr>
<tr>
<td>-2</td>
<td>Counteracting</td>
<td>Clashes with another goal.</td>
<td>The pursuit of one objective does not significantly interact with another or where interactions are deemed to be neither positive nor negative.</td>
</tr>
<tr>
<td>-3</td>
<td>Cancelling</td>
<td>Makes it impossible to reach another goal.</td>
<td>Fully ensuring public transparency and democratic accountability cannot be combined with national-security goals. Full protection of natural reserves excludes public access for recreation.</td>
</tr>
</tbody>
</table>

**Source:** Map the interactions between Sustainable Development Goals, Mans Nilsson, Dave Griggs and Martin Visbeck, Nature, Vol. 534, June 2016

*ICSU June 2016*
Promoting Institutional Coordination & Oversight – Example from Pakistan

- **Vertical Policy Coherence**
  - National Coordination (Planning Commission) supported by SDG Units
  - Provincial Coordination and Thematic Coordination (P&D) supported by SDG Delivery Units

- **Horizontal Policy Coherence**
  - Formal partnerships and coordination across sectors including participation from civil society, private sector

- **Institutional Coordination & Oversight**
  - Cabinet Committee
  - Provincial Cabinet Committee
  - National Assembly and its committees
  - Provincial Assembly and its committees
  - Parliamentary Secretariat on SDGs
Matching ambitions with resources
- Integrating 2030 Agenda into Budgets

- Incentivizing Resource Allocation/Fiscal Transfers

- Results and Programme Based Budgeting
  - means for organizing and reporting a government’s allocation
    of fiscal resources along lines of high-level goals

- Budgeting for Outcomes
  - Takes focus on performance further by creating process for
    defining outcomes that citizen’s want as first step in budgeting
    process

- Participatory Budgeting
  - Involving citizens directly in budgeting process

- Budget Thematic Mainstreaming
  - integration of specific issue areas into fiscal budgets (e.g.
    climate change, gender, environment)
What does prioritization mean in the context of the 2030 Agenda?

Indivisibility of the Agenda calls for an integrated approach – yet implementing the 2030 Agenda requires some level of prioritization.

Resources will need to be targeted towards ‘accelerator interventions’ which can trigger progress across multiple goals and targets across different sectors.
Possible criteria for prioritization

- Meeting basic needs first – unfinished business of MDGs
- Low hanging fruit – prioritizing those goals that are easiest to achieve (SDG capacities method)
- Specific substantive priorities – addressing poverty, inequality, social exclusion…
- Interactions between substantive priorities/ accelerator interventions: interventions that trigger progress across a range of goals/ targets
- Availability of resources

- Approaches or tools that can help facilitate identification of priorities
  - based on quantitative evidence and methods
  - based on political decisions/ discussions and consultations
  - approaches combining the two
More information:
http://www.asia-pacific.undp.org/meetTheSDGs.html