Towards an integrated approach for the implementation of Agenda 2030

Zambia’s experience

February 2017
INTRODUCTION

The global sustainable development agenda is a revolution against linear, supply-side, top-down change, and a clarion call for wholesale transformation of the way development support is designed, provided and evaluated

Secretary-General’s Synthesis Report
INTRODUCTION

.....And Zambia has, in similar line, with the global sustainable development agenda revolution actualized a paradigm shift in its development planning approach – towards an integrated development approach in the Seventh National Development Plan (7NDP), 2017 – 2021
INTEGRATED DEVELOPMENT APPROACH

7NDP PROGRAM

SDG linked

KPIs-1
KPIs-2
KPIs-3
KPIs-4
KPIs-5

7NDP MAIN OUTCOMES

Inclusive & Diversified Economy
Enhanced Human Development
Improved Governance Environment
Reduced Poverty and Vulnerability
Reduced Development Inequalities

Inclusive & Social Sustainability
Competitiveness & Innovation
Strengthening of Mechanisms & Capacities

Vision 2030

Strategic objectives
• PARTNERSHIP
• TRANSFORMATION
• COMPLEXITY
PARTNERSHIP IN ZAMBIA

• Zambia and the United Nations have slightly over 50 years of strong relations and partnership that has promoted peace and development in the African continent and around the world.

• SDGs have led to a revitalised and strengthened partnership that fully contributes to the global sustainable development agenda and to Zambia’s own national development.

Enablers

• Shared vision - SDGs
• Cultivated mutual trust
• Shared responsibilities
• Leveraging expertise, capacities and resources
Partnership - the fundamentals

For SDGs to enter national planning they need to be:
- government-led: ownership is key
- supported: sharing experience by UN and others
- financed: domestic revenues, FDI, private sector, ODA ...
- people-centred: prioritised by communities
- balanced: top down and bottom up
Partnership - the building blocks

This means a strengthened concept of real partnership through:

- building a shared development intervention strategy towards attainment of the national vision together
- ensuring it is an inclusive strategy together
- setting a high level of ambition together
- breaking silos in thinking together
- agreeing on the modalities of tackling the priorities that government has set together
- finding the financing together
Partnership - what we did

In government, set principles for national planning under the SDGs:

- multi-sectoral -> pillars
- integrated -> clusters
- home-grown -> Zambia Plus
- people-centred -> decentralisation
- Leave No-one Behind -> data and integration, and use targeted interventions to help those furthest behind
Partnership - what we did

For the UN in Zambia, we set principles for how we could best Deliver as One to support the country under the new SDGs:

- agency mandates should support collaboration not competition
- promote resilience, reduce vulnerability
- understand the demand side: listen
- bring in the excluded voices: youth, women, private sector
- dual rights-based approach
Partnership - means . . .

- inclusivity in an end-to-end process
- integration must be horizontal and vertical
- being multi-sectoral - design, delivery, results
- a new investment approach
- making space for all partners: no parallel processes
- new systems and processes are needed
- capacities need to be built at all levels
- thinking differently: transformation
TRANSFORMATION
Transformation - What is it?

- Change that enables another change, and that does not change back

- Sustained

- Progressive and incremental
Transformation - behaviours

Enablers of transformation

- Integration
- Inclusion
- Innovation
- Investment of ideas, political will, finance, expertise, patience and resilience, all sustained over time

Transformation requires true partnerships, sustained investment and radical thinking
Transformation - for national planning

• **Underpinned by**: Agenda 2030; AU Agenda 2063; Sendai (Disaster Risk Reduction; COP 21-Paris Declaration including National Determined Contributions (NDC)

• **Integrated approach**: moving from sector-based to multi-sectoral planning and budgeting, supported by a shift from activity-based to outcome-based budgeting.

• **Forge linkages**: by bringing together different sectors and partners to design and implement coordinated interventions for results

• **Reduce regional development imbalances**: through inclusive approach - Leave Noone Behind
Transformation - in the national plan

Volume I - the Strategic Document

- outlines the overarching Vision:
  
  *to create a resilient, diversified economy for sustained advanced growth and socio-economic development*

- defines five Pillars or Result Areas:
  - Economic diversification and job creation;
  - Reducing inequalities;
  - Tackling poverty and vulnerabilities
  - Human development
  - Governance
Transformation - in the national plan

Volume II - the Implementation Plan

- captures the Theory of Change for each Pillar and cross-linkages between Pillars
- is based on multisectorality which cuts across Ministries
- is articulated round widely inclusive partner Results Groups
- covers national, provincial and district levels
- requires and will generate data
- will invite participatory monitoring and feedback

This process is innovative, integrated, ambitious, aspirational, lives up to the urgency of Agenda 2030: is transformational.
Delivering as One

- To Deliver as One we must first Plan as One
- To Plan as One we must first have a shared Vision

- In Zambia, the government and the UN have worked together to reach a common understanding on how to approach the new SDG agenda in the National Development Plan framework.

- Inter-agency Working Group to catalyse GRZ-UN interactions
- Joint position paper during SDG Open Working group: one of the few countries to take this focused approach to the negotiations

- So, Delivering as One is not only for the UN; or only for government but is a viable model for a coherent process to build sustainable national development
Transformation in support

The UN in Zambia is Delivering as One

- Previous UNDAF 2011-2015 - first step in how to Deliver as One
- New UNDAF needed: SDGs awaited...
- Agreed to design an SDG transitional UNDAF 2016-2021
- 2016 to be a transition year for UN working/election year for Zambia
- Principles of Sustainable Development agenda foremost:
  Leave Noone Behind; Rights-based; People-centred

Transformation in Delivering as One

- No longer able to work as separate agencies on individual outcomes
- Recognised that complex SDG results require all interested agencies to work together so the whole is greater than the sum of the parts
- Poverty in Zambia derives from multiple vulnerabilities; many are left behind through marginalisation; leading to persistent inequalities
- Need to improve resilience of systems and processes, as well as communities and individuals
- Imperative to address not only improved capacity in the supply side (service delivery, legal and regulatory environment etc) but also in the demand side (people, communities, employees, students, women).
Transformation in support


Captures the entirety of support through projects and activities of the UN agencies in Zambia, according to their mandates.

Pillar 1: inclusive social development
Pillar 2: environmentally sustainable and inclusive economic development
Pillar 3: governance and participation
Zambia-United Nations Sustainable Development Partnership Framework

**PILLAR 1: INCLUSIVE SOCIAL DEVELOPMENT**

**PILLAR 2: ENVIRONMENTALLY SUSTAINABLE DEVELOPMENT**

**PILLAR 3: GOVERNANCE AND PARTICIPATION**

Rights-based and Rights-driven
Transformation in Delivering as One

- 15 UN agencies are resident in Zambia, and 6 non-resident agencies operate in country from regional or HQ bases.
- designing a new way of planning and Delivering as One for these complex SDG outcomes had to be more than linear planning for each agency stitched together at the end.
- Instead, we designed a **Matrix of Transformation** approach
- For each desired strategic outcome, identify the agencies with a mandate and cluster them into Results Groups
- then work through interlinked theories of change to define the pathway to that outcome, recognizing that a key input or building block might in reality come from a different Results Group
Transformation in support - how the UN in Zambia works

1. Inclusive Social Development
   - RG 1: HEALTH
   - RG 2: EDUCATION
   - RG 3: HUMAN SETTLEMENTS & WASH
   - RG 4: FOOD & NUTRITION
   - RG 5: HIV AND AIDS & SRH AND RIGHTS
   - RG 6: SOCIAL PROTECTION

2. Environmentally Sustainable and Inclusive Economic Development
   - RG 7: ECONOMIC DEVELOPMENT
   - RG 8: ENVIRONMENTAL SUSTAINABILITY

3. Governance and Participation
   - RG 9: DATA & ACCOUNTABILITY
   - RG 10: PARTICIPATION
   - RG 11: HUMAN RIGHTS & JUSTICE
COMPLEXITY
Complexity

- The SDGs are very ambitious.
- The global socio-economic environment is constantly changing.
- Localising SDGs at country level is a bigger, dynamic challenge.
- The world is experiencing the largest ever youth bulge in human history. So is Zambia.
- Climate change brings multidimensional challenges.
- Development financing architecture has changed.
- There are more refugees globally than ever.
Complexity

For government, that complexity means:
- Shift from sectoral to integrated multisectoral approach
- Whole of government approach, breaking down silos
- Renewed focus on implementation is essential
- Results-based budgeting
- Prioritisation - do the foundational activities first that will enable further and sustained change
- build a collective approach to improve collaboration and reduce competition
COMPLEXITY

For the UN in Zambia, that means:
- traditional assistance approach in the UNDAF was easier and more familiar than the new partnership approach in the Partnership Framework
- new collaboration muscles are needed among agencies in the Results Groups to avoid falling back into silos
- coordination work is much more complicated under SDGs
- funding sources are becoming narrower and more technical
- people-centred focus means improving outreach in a systematic coordinated way
- So we need a strong and integrated Delivering as One mechanism between UN and government
COMPLEXITY - conditions for success

For government, we need

• Consistent and sustained policy implementation including:
  – Implementation of fiscal decentralization and devolution
  – Statistical data availability
  – Reforms and results-based performance management
  – Innovation and flexibility in development interventions
• Improved national coordination mechanism
• Better financial management; controls; anti corruption measures
• Improved domestic revenue collection
• Effective communication and sensitisation strategy
COMPLEXITY - conditions for success

For the UN in Zambia,

- Persistance with the new model; iterative progress through communication of concepts to reinforce the change
- Making the partnership concept real by fostering new partnerships eg the Zambia-UN Youth Partnership Platform
- Special emphasis on SDG 16, for specific rights-related issues and also to underpin the effective implementation of the other SDGs with a dedicated Results Group
- Integrated approach to planning and raising investment for development interventions, in support of and supported by government.
- Working together in partnership
Complexity requires Courage

*Embracing the complexity of:*

- Leave No-one behind
- From sectoral to multi-sectoral and integrated approach
- From funding to financial investment approach
Thank you