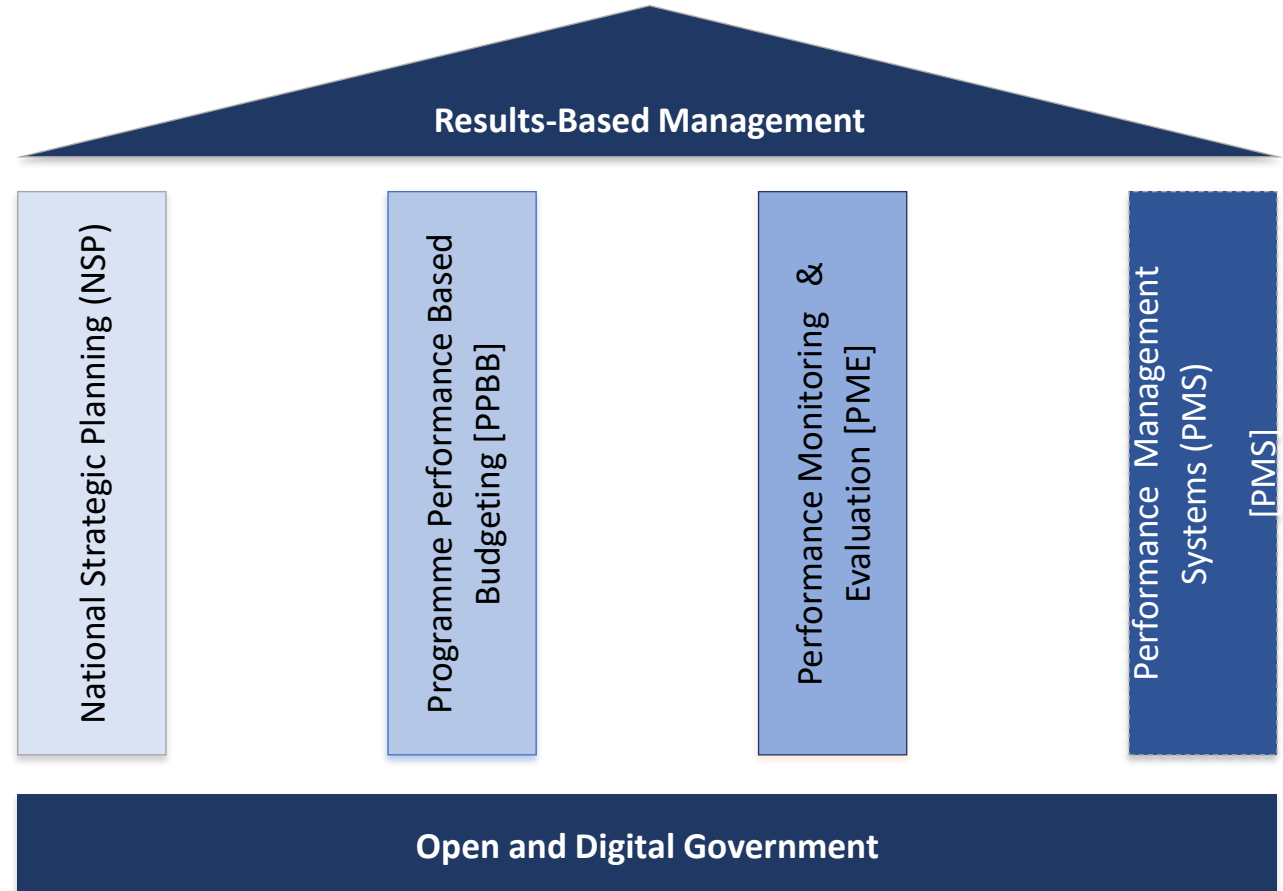# The National Strategic Planning (NSP)

- One of the four pillars of the government's Results-Based Management (RBM) Policy

- The four pillars of RBM aim to
  - foster **a profound shift in the public sector** towards **a participative, performance-driven work culture** focused on continuous improvement, better service delivery and the achievement of national outcomes.

Results-Based Management

National Strategic Planning (NSP)

Programme Performance Based Budgeting [PPBB]

Performance Monitoring & Evaluation [PME]

Performance Management Systems (PMS) [PMS]

Open and Digital Government

Source: World Bank

ToT Capacity Building to Support Change Management
A component in the Implementation section of The National Strategic Planning

National Strategic Planning Policy summary- The key NSP-related roles and responsibilities of MDAs :

- …"*Implement change management programmes that, over time, will institutionalize the shift from compliance-based work culture to one that is performance-driven and motivated to continually improve service quality*"

National Strategic Planning Guidelines – Implementation section

- … "*Change management aims to transform Seychelles' work culture from one that is compliance-based to one that will be performance-driven. Capacity strengthening aims to ensure that sufficient human and financial resources, skills development and digital/IT tools equip public service to fulfull its new role.*

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

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

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

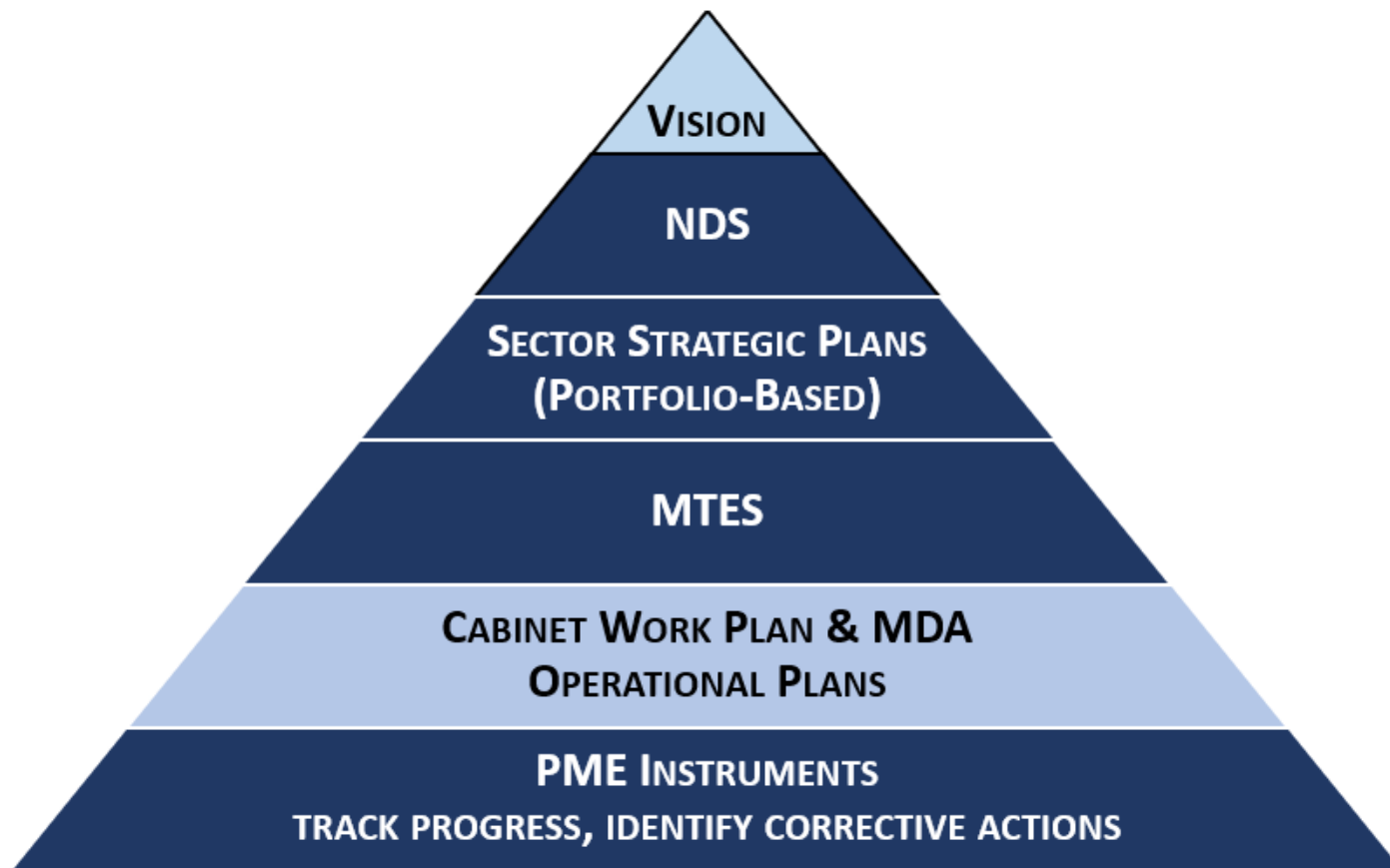# National Strategic Planning Instruments, Standards & Tools

Figure: National Strategic Planning Instruments, Standards and Tools

By the end of the workshop, you should be able to:

1. Explain how systems thinking can be applied to improve strategic planning and foresight, inter-ministerial collaboration and budgeting to increase the impact of NDS implementation

2. Use the causal loop diagram to identify policy interlinkages, monitoring and data requirements and required collaborations between ministries and with other stakeholders to inform mid-term to annual planning, resource allocation and budgeting processes

3. Learn how to analyze trends, forecast key achievements, develop a vision and roadmap towards the future to make strategic choices and manage risks to shape the future under conditions of uncertainty.

4. Explain how the Integrated National Financing Frameworks (INFFs) approach can support the implementation of Seychelles' National Development Strategy in an integrated and forward-looking manner (i.e., operating within binding constraints, leveraging resources and partnerships to close the funding gap, etc.).

5. Apply and transfer the acquired knowledge and skills to others through training and mentoring others on system-thinking-based approaches to strategic planning and allocation of resources in the context of the preparation of the state budget.

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Strategic planning, systems thinking and policy coherence for Sustainable Development: Seychelles country report(2022)
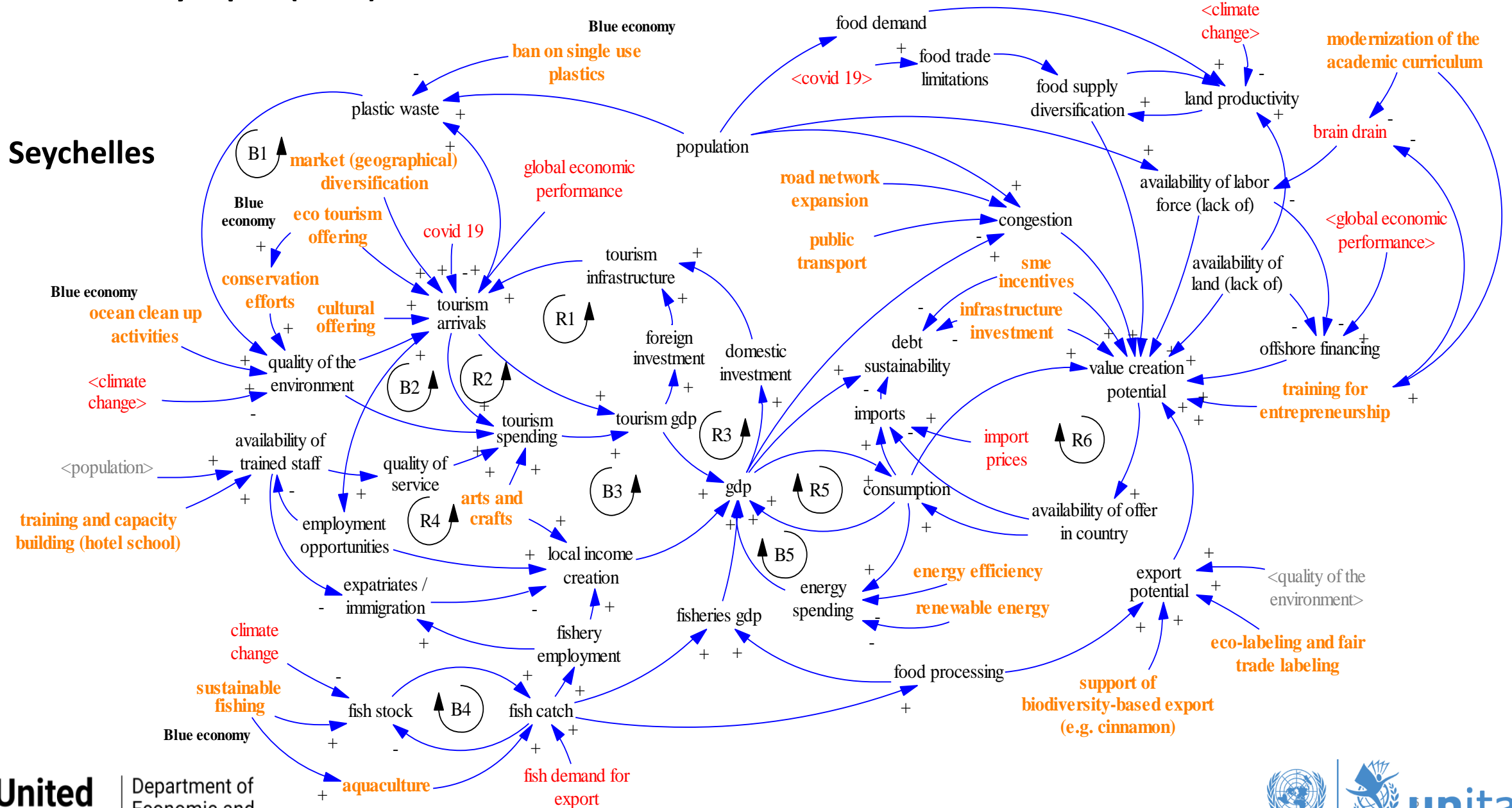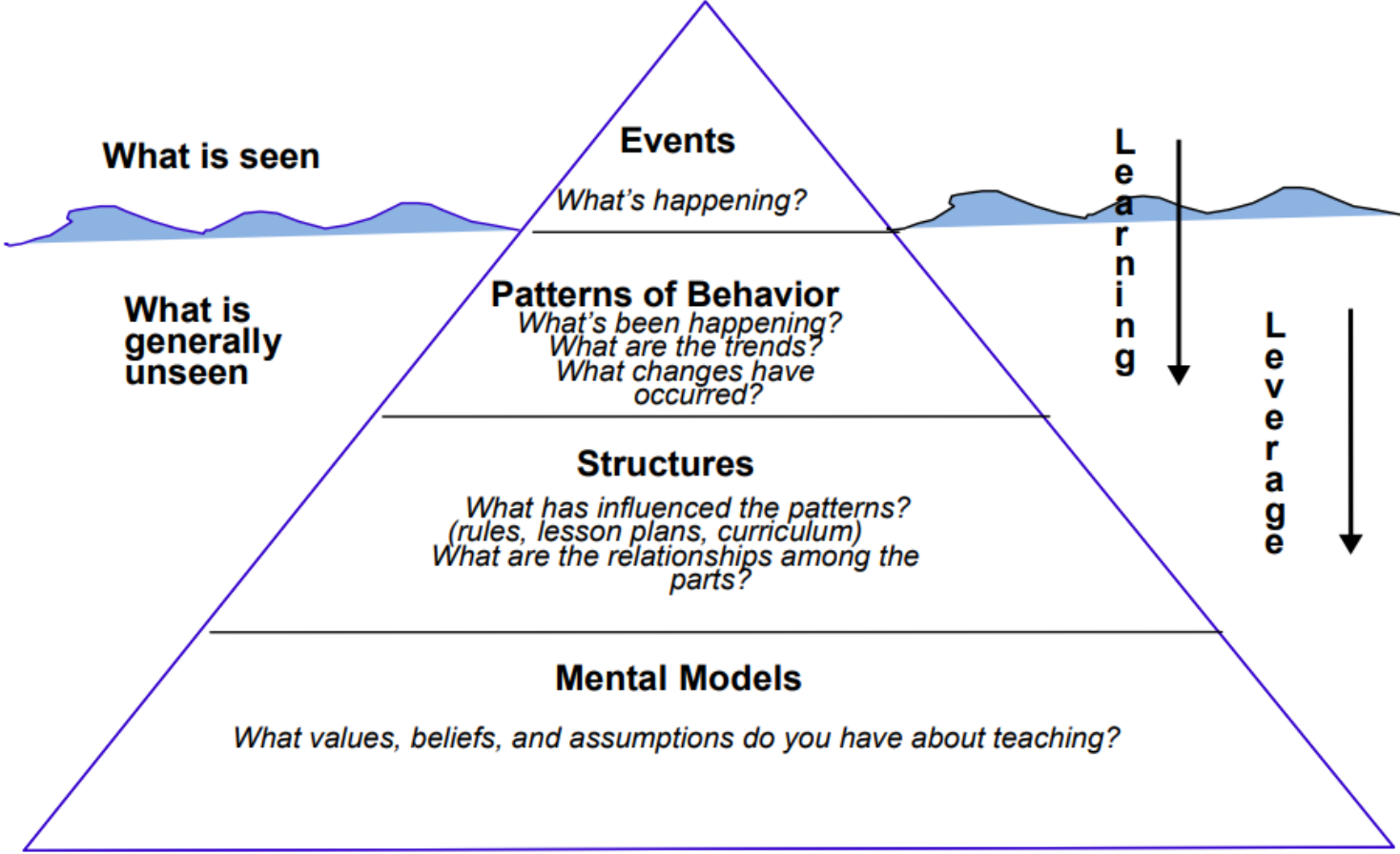

Seychelles
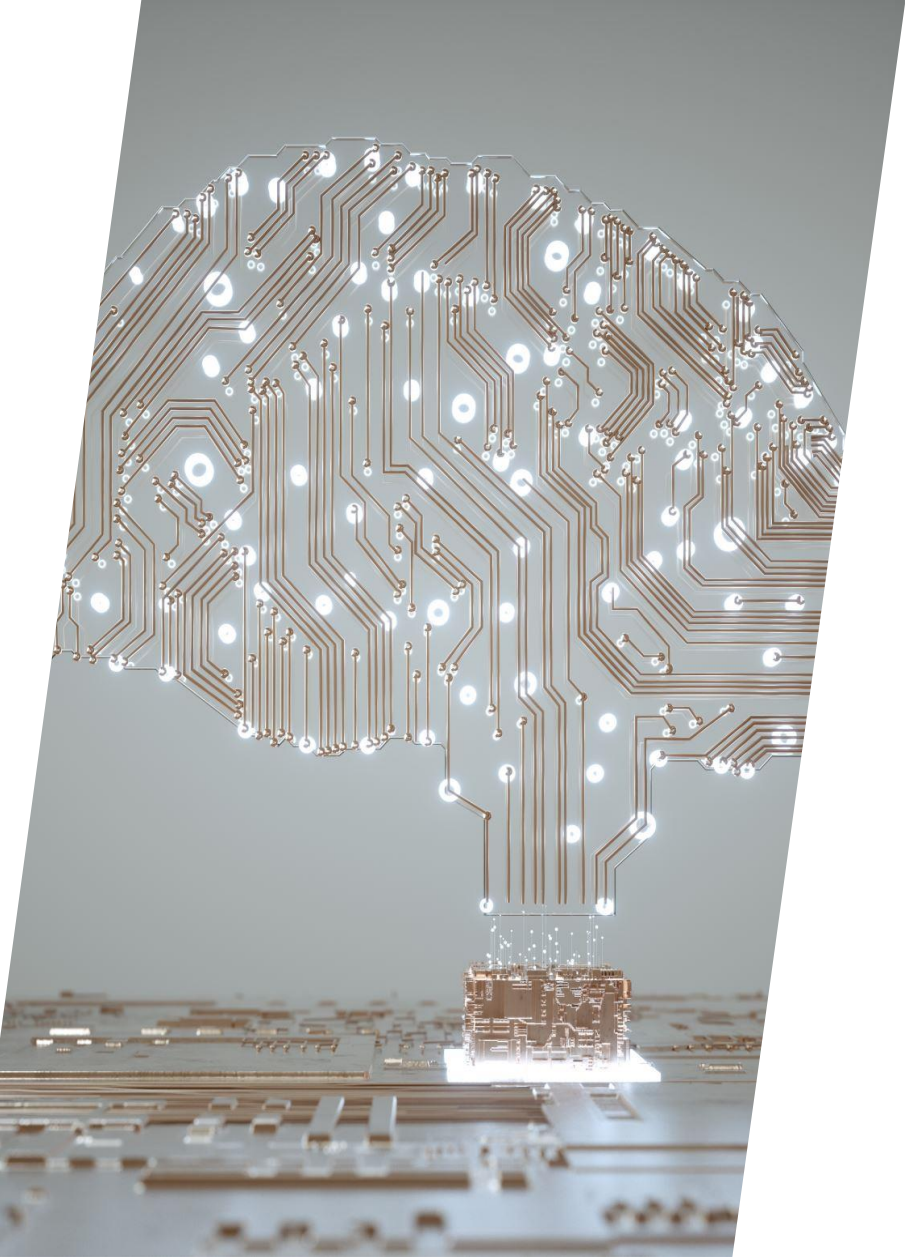
Definition of Systems Thinking

- An approach that views complex phenomena as interconnected systems rather than isolated components.

- A framework for seeing interrelationships, rather than things, for seeing patterns of change rather than static snapshots.

Finding leveraging points-Iceberg Model

What is seen

What is generally unseen

Events
What's happening?

Patterns of Behavior
What's been happening?
What are the trends?
What changes have occurred?

Structures
What has influenced the patterns?
(rules, lesson plans, curriculum)
What are the relationships among the parts?

Mental Models
What values, beliefs, and assumptions do you have about teaching?
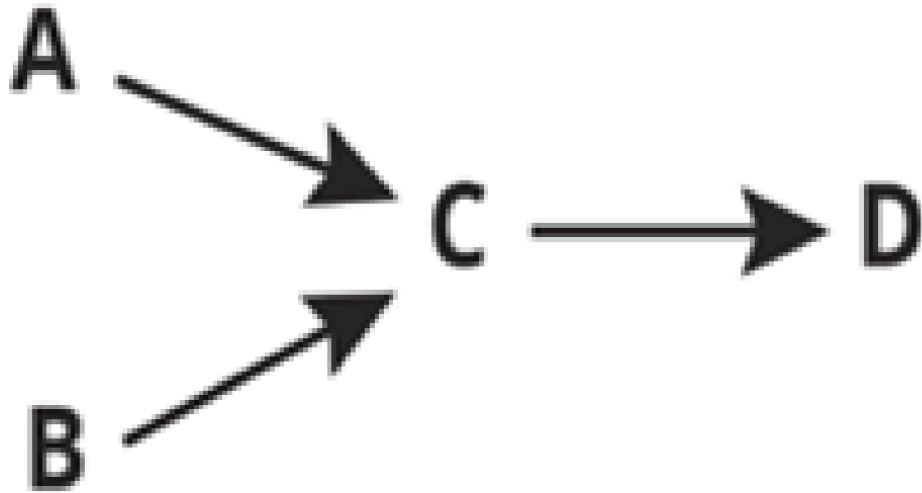
Learning

Leverage

Source: Senge, Peter, The Fifth Discipline, 1996.

From linear to interconnected policies

Linear causal analysis is not sufficient.

Systems thinking helps grasp the complexity of interactions.

As a result, leverage points in the system can be identified.
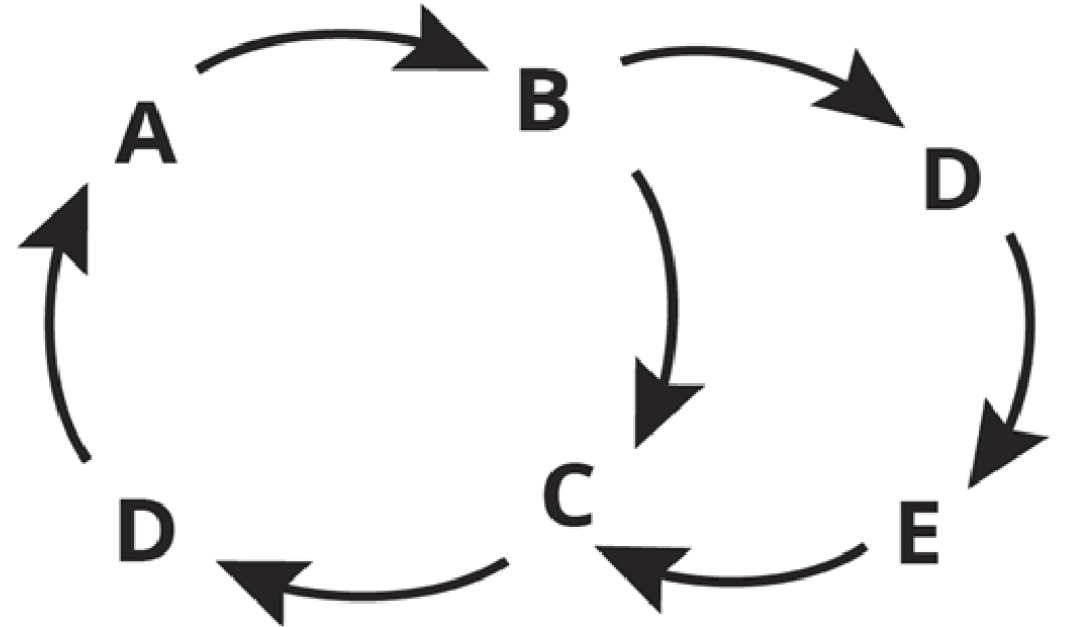
Systems thinking as a trigger for coherent strategic planning

- System thinking provides a basis for developing more coherent policies vertically and horizontally.

- Systematically identify relevant linkages across the sectors and domains and consider those linkages in design of policies;

- Policies need to be consistent across sectors and scales (from local to global);

- Engagement of relevant stakeholders in design, implementation, monitoring and evaluation;

- Adequate resources are provided for implementation at all levels and at all scales
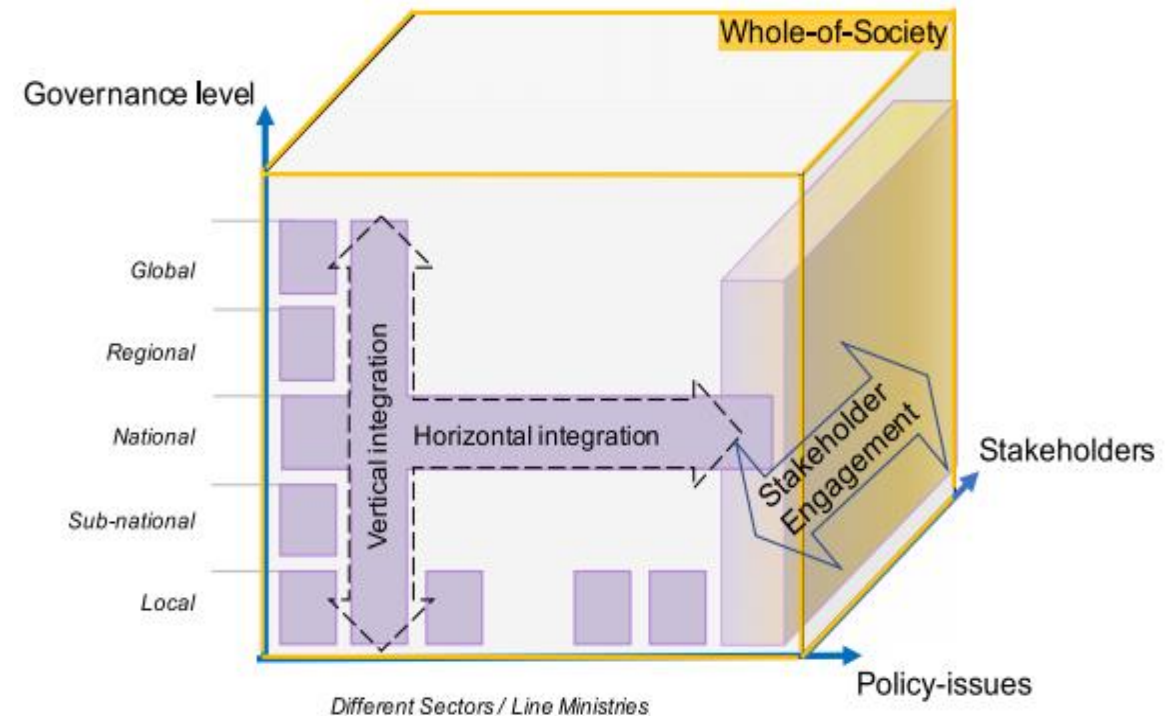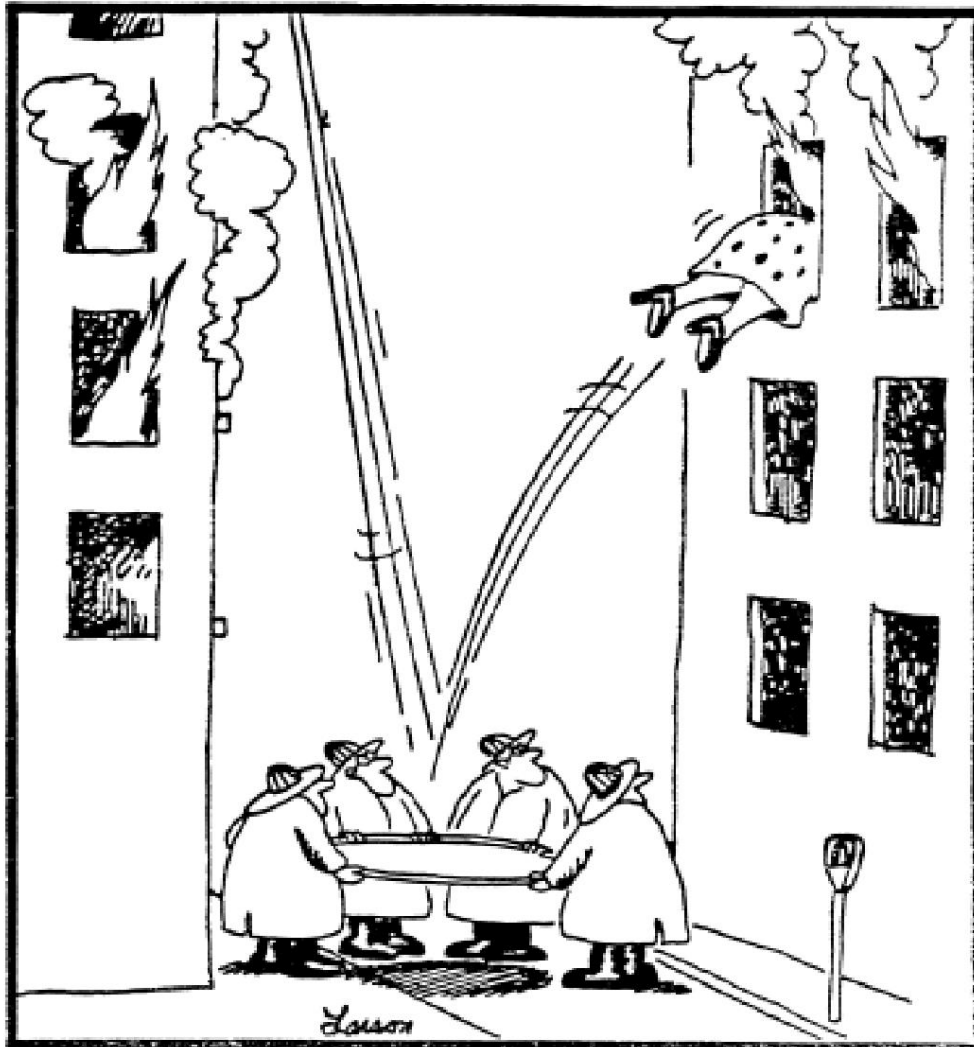
Systems thinking is the basis for:

- Strategic foresight

- Strategic planning

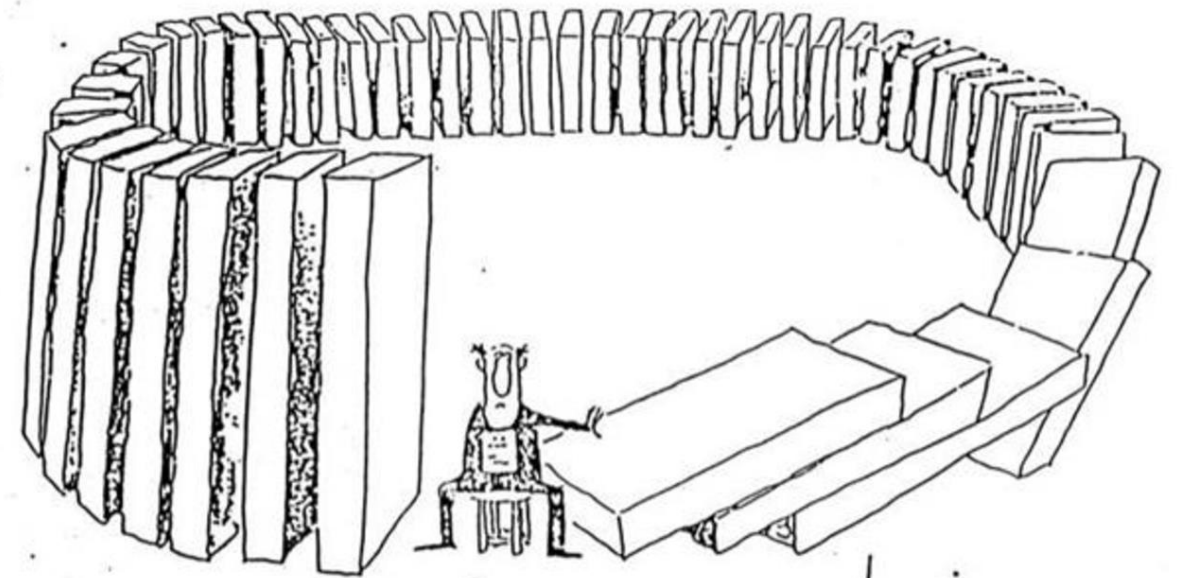-Integrated National Financial Framework.
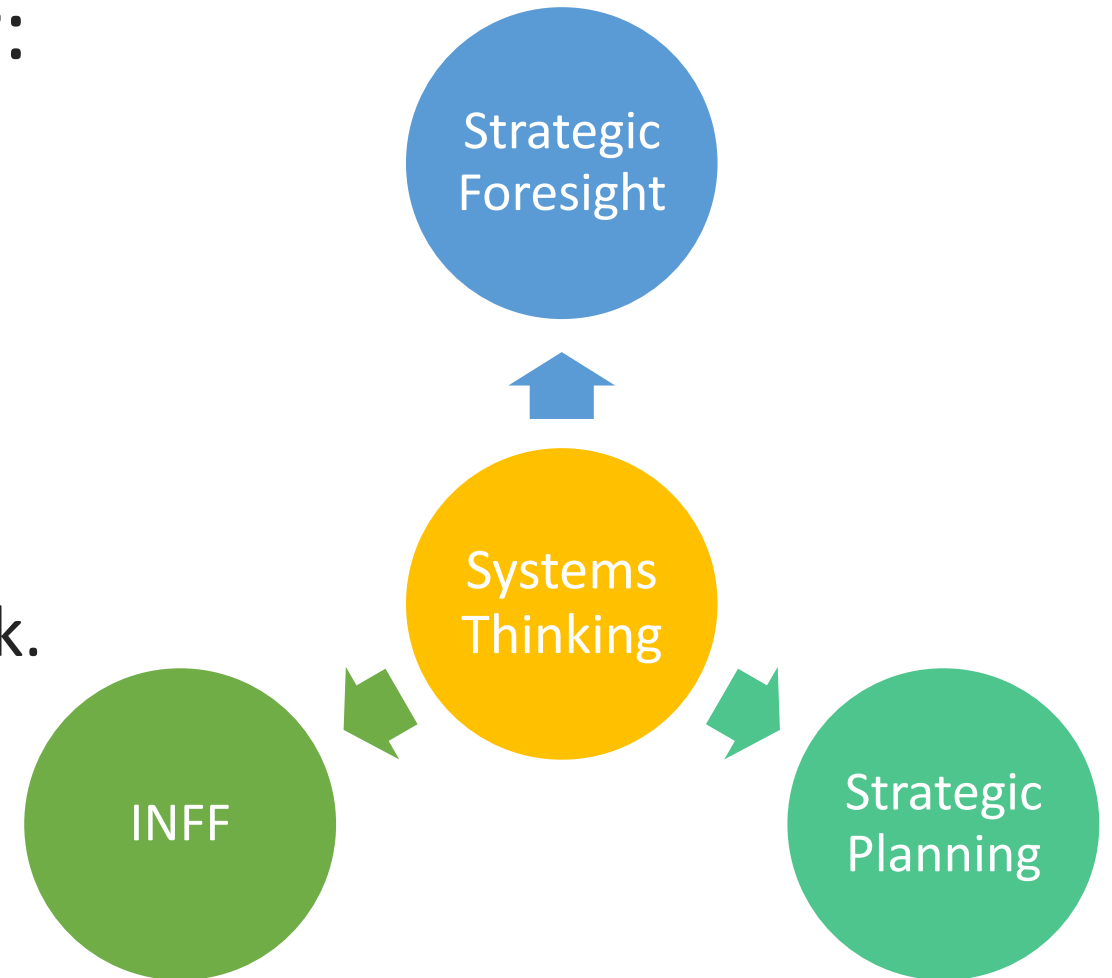
Systems Thinking: a cautionary tale(cats in Borneo)

Link: https://www.youtube.com/watch?v=17BP9n6g1F0

With systems, there are always surprises

Drawing by Levin; © 1976 The New Yorker Magazine, Inc.

ToT Capacity Building to Support Change Management Component in Implementation of The National Strategic Planning

National Strategic Planning Policy summary- The key NSP-related roles and responsibilities of MDAs：

- ...”*Implement change management programmes that, over time, will institutionalize the shift from compliance-based work culture to one that is performance-driven and motivated to continually improve service quality*”

National Strategic Planning Guidelines – Implementation section

- ... “*Change management aims to transform Seychelles' work culture from one that is compliance-based to one that will be performance-driven. Capacity strengthening aims to ensure that sufficient human and financial resources, skills development and digital/IT tools equip public service to fulful its new role.*
- *This capacity building workshop will be part of this change management plan*”.

System map and collaborations across Government

- Example of Youth in NEET as outcome indicator and its causes of outcomes and consequences of outcomes

Traditional education	→	Mismatch in Skills & Market needs	→	Youth NEET	→	Harmful use of alcohol	→	Morality rate due to NCDs, road accidents

Ministry of Economy

Ministry of Health

Ministry of Health; Ministry of Justice, Transport
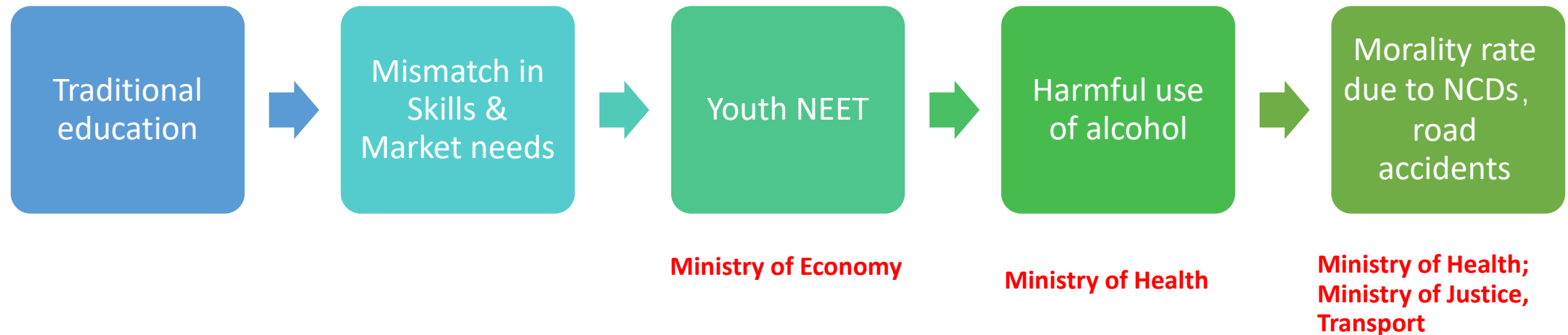
- Hence, the need for collaboration between Ministries and development agencies beyond coordination within Technical Working Groups

Institutional arrangements forresults-based implementation of the NDS-Implementation section NDS

- "The success of national portfolio- based sector strategic planning requires the establishment of clear, effective and efficient institutional arrangements...

- "Each pillar of RBM requires institutional drivers to embed and standardize them across portfolios"

- Challenges:
  - ➢ Longstanding silo mentality
  - ➢ Gaps in strategic planning
  - ➢ Suboptimal portfolio-based sector strategic planning process
  - ➢ Finance-centric decision makingLack of standardized operational structures across portfolios
  - ➢ Common core functions of government vary and can provide different levels of service delivery
  - ➢ Weak change management culture
  - ➢ etc

System maps to enhance collaborations across Government

➢ to identify and visualize the extent to which different indicators/ sectors, are interconnected with one another

➢ to identify the main factors that determine economic growth or that constrain it

➢ to support the identification of intervention options that would steer the system in the desired direction

➢ to formulate strategies that are effective, by anticipating the emergence of potential side effects and use the opportunity to create synergies and reduce trade offs

➢ to identify the type of collaboration that is required

➢ -to create storylines corresponding to the implementation of policy interventions, by highlighting policy outcomes across social, economic and environmental indicators

➢ to create a shared understanding of what is in it for different stakeholders

• E.g., by identifying various causes of the outcomes under your Ministry's responsibility shows the need for collaboration and defines responsibilities for all the stakeholders

• E.g:, 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

Breakout Session-Activity in Groups

- 1. Choose 2 Priority Areas from THE NDS (SEE SLIDE) and 1 intended outcome for each of them.
- 2. Identify the action that drives the intended outcome and draw the intended action feedback on your flip chart
- 3. Identify an unintended outcome for each of your intended outcome feedback and update your diagram on the flipchart
- 4. Debrief

Break into groups of around 5 persons

Keep the same group

- 1. Identify the systems that impact each NDS
- 2. In any one of the systems that impact each of your Priority Area, identify the actors and draw their intended action feedbacks on your flipchart
- 3. Identify unintended outcomes for each of your intended outcome feedback and update your diagram on the flipchart
- 4. Debrief

Priority Areas from NDS

1. **A modern public service**, performance-based, corruption-free, and accountable; with an established and operational public sector college to address human resource gaps and instill a culture of lifelong learning within public sector; and Increased access and efficiency of government services.

2. **The Transformative Economic Agenda**, aiming to increase productivity, yield and sustainability in dominating sectors – tourism, agriculture, fisheries and financial services -, while unleashing the potential of emerging sectors such as the blue economy, and increasing the circularity of the economy.

3. **A healthy Nation**, with increased life and healthy life expectancy with decreased key risk factors for health, improved Quality Health Services Nationwide, and a well-performing health system.

4. **Promotion of Law and Order**, with a significant reduction in crime, improved community trust and confidence in policing, a more efficient and modern legal framework, a reduction in Cyber and Financial crimes, and strengthened border security.

5. **A modern education system in line with future needs,** by reforming the Education System, promoting inclusion in educational institutions, and fostering Life-Long Learning for employability and productivity.

6. **Environmental sustainability & Climate Change resilience**, with lowered GHG emissions, Enhanced national disaster risk reduction, preparedness, and recovery capacity, responsible use and management of environmental resources, An effective and sustainable waste management system.

Guiding discussion question

Will this approach change the way you are working across portfolios?

How will this change it?

Breakout session for group discussion

- **Mix planning and finance officials per group**
- **Identify one rapporteur to provide feedback in the plenary session**

- **Understanding of the current state of play**

    1. Have relevant Ministries and Stakeholders been involved in the portfolio development?
        - Strategies / Strategic Interventions?
        - Outcomes?
        - Indicators?
        - Costing interventions?
    2. Is the Executive structure as reflected on the slide fully operational?
        - Identify opportunities and challenges

Economic Planning Department: NSP-Related Roles & Responsibilities

Change Management & Capacity Strengthening
• Work with DICT to support the development of the RBM dashboard and other NSP-related digital government systems, instruments and tools.
• Develop change management programmes that engage the public sector, private sector, civil society and other stakeholders on an ongoing basis as active partners in the national planning function, including the development of stakeholder engagement, strategic communications and risk management tools.
• Promote change management for NSP and RBM implementation by engaging with stakeholders inside and outside government to promote a results-based, participative and open planning culture.
• Coordinate NSP-related capacity-strengthening and knowledge sharing across government by establishing and leading a strategic planning network comprising MDA officials with NSP coordination responsibilities. This would be coordinated with any similar work by the coordinating institutions of other RBM pillars.
• Collaborate with institutions that deliver institutional learning and training programmes, such as the Guy Morel Institute.

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Breakout session in the same groups

1. What are the implications for the Economic Planning Department in terms of responsibilities that are set out in the Strategic Planning Guidelines following the application of the CLD and strategic foresight systems thinking in the planning process?

2. Similar question for the Financing officials.

3. In how far would the collaboration between the strategic planning and budgeting officials differ from the current situation if you would want to apply the tools for a more impactful and more cost effective approach for planning and budgeting? What would have to be amended?

4. How could you ensure – in line with your mandate- that systematically identified linkages across the sectors and domains are considered in the design of policies? What would have to change in the way of collaboration to design and implement more coherent policies where synergies are increased and trade offs reduced?

5. How would you use this information for strengthening collaboration with the portfolio sectors that would play a role in the policy pathways/ are responsible for outcomes and policies?

6. How would you create that a shared understanding of what is in it for different stakeholders?

What could be incentives: a. by pooling of resources; b. aligning timing of policy actions; c. align budget cycle with planning cycle; d. establish working groups to ensure coherence among policies, impact assessments e.g. beyond the RBM sector committees or following the PME phase? f. Others?

7. What processes or mechanisms are missing to foster such collaboration naturally (see intro that I will provide that refers to the guidelines with existing weaknesses – see below taken from existing slide in the shared folder)

Group Activity: Planning, budgeting cycle and NDS implementation

Function	What is not working? Use the tools (strategic foresight, ST, CLD, INFF)	How to improve? E.g. by using some of the tools (strategic foresight, ST, CLD, INFF) Or other options	Practical steps (Guidance Doc) Binding constraints for Prioritisation/Sequencing?
Planning	Assessment & Diagnostics (RESINA) 1. Lack of costing 2. Xxx 3. xxx Financing Strategy (RESINA) 1. Xxx 2. Xxx M&E (Elena)	Costing needed – at what level	Actions timeline Who is responsible - Per action - Overall responsibility
	Coordination/Collaboration/ Governance (VERONIQUE) 1. MDAs are not linking well to NDS through the portfolio	Template? Training? Institutional?	

Group Activity: Planning, budgeting cycle and NDS implementation

Function	What is not working? Use the tools (strategic foresight, ST, CLD, INFF)	How to improve? E.g. by using some of the tools (strategic foresight, ST, CLD, INFF) Or other options	Practical steps (Guidance Doc) Binding constraints for Prioritisation/Sequencing?
Budget	**Assessment & Diagnostics (RESINA)** 1. Xxx 2. Xxx 3. Xxx **Financing Strategy (RESINA)** 1. Xxx 2. xxx **M&E (Elena)** **Governance (VERONIQUE)** 1. Xxx 2. xxx		

Group Activity: Planning, budgeting cycle and NDS implementation

Function	What is not working? Use the tools (strategic foresight, ST, CLD, INFF)	How to improve? E.g. by using some of the tools (strategic foresight, ST, CLD, INFF) Or other options	Practical steps (Guidance Doc) Binding constraints for Prioritisation/Sequencing?
Macro	**Assessment & Diagnostics (RESINA)** 4. Xxx 5. Xxx 6. xxx **Financing Strategy (RESINA)** 3. Xxx 4. xxx **M&E (Elena)** **Governance (VERONIQUE)** 3. Xxx 4. Xxx		

Group Activity: Planning, budgeting cycle and NDS implementation

Function	What is not working? Use the tools (strategic foresight, ST, CLD, INFF)	How to improve? E.g. by using some of the tools (strategic foresight, ST, CLD, INFF) Or other options	Practical steps (Guidance Doc) Binding constraints for Prioritisation/Sequencing?
MDA (in-person)	**Assessment & Diagnostics (RESINA)** 7. Xxx 8. Xxx 9. Xxx		
	Financing Strategy (RESINA) 5. Xxx 6. xxx		
	M&E (Elena)		
	Governance (VERONIQUE) 5. Xxx 6. Xxx		

Evaluation Questionnaire

Thank you for joining the workshop. Your feedback is essential for us to evaluate the workshop, better understand your needs and improve our work.

Kindly scan the QR code or clink the survey link in the chatbox to share your feedback.

Link: https://www.surveymonkey.com/r/ToT-Mauritius