Effective NDS Cross-Sector Interfaces and Integration

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Why is cross-sector coordination so important?

NDS “horizontals”

What are the required process steps to initiate and implement cross-sector interventions?

What structures can support coordination?
Why is co-ordination so important?

“Sustainable development outcomes typically require responses that cross agency and sector boundaries, requiring that a number of different agencies collaborate and contribute towards a common goal....”
Areas of NDS Horizontals

Many of the important themes in the NDS flow across, impact upon and require coordinated responses from a number of different stakeholders e.g.

- **Infrastructure**
  Delivery of assets that will support long-term beneficial economic and social outcomes requires enabling regulatory and governance structures and long-term fiscal planning and processes that support efficient delivery and operation.

- **Water**
  Sustainable management of water is an inherently multi-sector challenge that encompasses issues of supply, demand, allocation, regulation, environmental management, security and conservation.

- **Labour**
  The promotion of a knowledge economy will require that Qatar is able to attract and retain international talent. This in turn will require suitable immigration and labor market regulations. Participation of citizens in the knowledge economy will require the presence of incentives that draw them out of the public sector into productive private sector employment.

- **Environmental Management**
  Qatar’s strategy for environmental management calls for multiple interrelated actions that cut across all areas of environmental management. Government’s ambitious environmental management agenda will require many initiatives including organizational changes and substantial capacity strengthening, as well as directly involving many parts of the government and the private sector.
Example: Integrated Water Management

Integrated water management across the value chain

**Action in value chain**

**Natural resources**
- Structure of economic activity
- Targeted population growth
- Urbanization, strategic land use and food security

**Production**
- Environmentally friendly technology
- Adequate and efficient infrastructure
- Economic and production efficiency
- Health and safety

**Distribution**
- Environmentally friendly technology
- Adequate and efficient infrastructure
- Economic and production efficiency
- Health and safety

**Consumption**
- Environmentally friendly technology
- Adequate and efficient infrastructure
- Pricing, incentives and regulations
- Water use education and awareness

**Recycle and reuse**
- Environmentally friendly technology
- Adequate and efficient infrastructure
- Sustainable waste management
- Education and awareness

**Cross-sectoral dimensions**

**Upstream**
- Evidence-based policy and regulatory considerations

**Downstream**
- Environmental conservation

**Key stakeholders**

- General Secretariat for Development Planning
- Ministry of Economy and Finance
- Ministry of Environment
- Ministry of Municipality and Urban Planning
- Qatar Statistics Authority
- Ministry of Environment
- Kahramaa
- Ministry of Municipality and Urban Planning
- Supreme Council of Health
- Qatar Statistics Authority
- Research and development institutions
- Ministry of Environment
- Kahramaa
- Ashgali
- Ministry of Municipality and Urban Planning
- Supreme Council of Health
- Qatar Statistics Authority
- Research and development institutions
- Ministry of Environment
- Ministry of Economy and Finance
- Supreme Education Council
- Qatar Statistics Authority
- Civil society
- Research and development institutions
- Ministry of Environment
- Ashgali
- Ministry of Municipality and Urban Planning
- Supreme Education Council
- Qatar Statistics Authority
- Research and development institutions
NDS creates the need for working across sectors

- Culture and heritage
- Educated and capable population
- Healthcare
- Public protection
- Caring and cohesive society
- Environmental Sustainability
- Economic management
- Population, labor force and employment
- Business environment & trade
- Infrastructure

Central coordination

Institutional Development
Necessary process steps

- Mapping of institutional scope of intervention, assessment of degree of collaboration needed, and identification of stakeholders
- Agreement on the coordinating entity
- Establishing “rules of the game”: assignment of functions, roles and responsibilities and definition of attuned governance mechanisms and business processes
- Confirmation that the respective entities have the capability, and authority to discharge agreed responsibilities
- Formalizing relationships: formulation and agreement of relevant charter
- Acquiring needed resources and mechanisms to support their effective deployment
Structures to support coordination

Mechanisms are not necessarily mutually exclusive; some will take time to develop:

- **Council of Ministers**
  - Establishment of centralized entity with CoM charged with overall coordination role
  - Cabinet topic subcommittees

- **Coordinating authorities/entities**
  - Centralized planning and coordination nodes for well defined horizontals (e.g. infrastructure)

- **Committees**
  - Standing or Permanent/ad hoc/project but with clear mandate, results focused deliverables, and adequate empowerment and resourcing

- **Other mechanisms**
  - Program/Project management entities
  - Communities of expertise or practice/networks