

Financing for Small Island Developing States (FINS)

Achieving Fiji's National Development Plan: The Benefits of an Integrated National Financing Framework (INFF)

INFF Training Workshop

1-3 October 2024, Holiday Inn, Suva, Fiji

BACKGROUND

The United Nations Department of Economic and Social Affairs (UNDESA) Financing for Small Island Developing States (FINS) initiative addresses the unique vulnerabilities of Small Island Developing States (SIDS) by enhancing their capacity to mobilize financing aligned with national development priorities and the Sustainable Development Goals (SDGs). The initiative supports SIDS through Integrated National Financing Frameworks (INFFs). An INFF helps countries strengthen planning processes and overcome existing impediments to financing sustainable development at the country level. It lays out the full range of financing sources – domestic and international sources of both public and private finance – and allows countries to develop a strategy to increase investment, manage risks and achieve sustainable development priorities, as identified in a country's national sustainable development strategy.

The new **National Development Plan (NDP) 2024-2029 and Vision 2050** is a 5-year plan and a 25-year vision for national development which will set the foundation for long term growth and development of Fiji. The NDP is an outcome of an inclusive and participatory approach. It was developed through inputs and recommendations received from the 2023 National Economic Summit, 2023 Fiscal Review Committee Report, two meetings of 11 Thematic Working Groups based on themes aggregated from the sectors in the NDP, a nationwide public consultation, and written submissions received from the public. The nationwide public consultation was conducted in all four divisions. Around 21,000 people attended the 332 meetings that were held around the country. Of the total number of people that attended the public consultation meetings, around 43 percent were women and 37 percent youths. This NDP therefore represents the aspiration of the people, reflects their concerns and what they want. The government will continue to engage with stakeholders, where required, to implement the NDP.

The new NDP puts in focus a new national vision that will be translated into sectoral goals, policies and strategies, with a clear set of key performance indicators (KPIs) for each sector. The NDP is based on a holistic framework that will address a range of economic, social, and environmental objectives required to promote sustainable development and improve the wellbeing of our citizens. The 5-year plan and the 25-year vision sits on three broad pillars – (1) Economic Resilience; (2) Empowerment of People; and (3) Good Governance. These three core pillars form the central foundation of the plan. The pillars emphasize the need for developing strong commitments in ensuring a conducive framework towards growing and diversifying the economy, reducing poverty and providing support to the vulnerable, strengthening social cohesion, empowering our people and communities, protection of environment, and restoring our belief in the institutions of democracy and rule of law.

The NDP will be costed against its goals, policies and strategies in order to understand the level of resources required towards the achievement of outcomes contained in the plan. It is also aligned with our global and regional commitments such as the SDGs, the United Nations Framework Convention on Climate Change (UNFCCC) and the 2050 Strategy for the Blue Pacific Continent.

The implementation of the new NDP is crucial in achieving the goals and KPIs identified in the plan. The process of implementations is anchored on a results oriented, transparent and accountable implementation, monitoring and evaluation (IME) mechanism. To facilitate execution and ensure that the NDP realizes its goals and outcomes, a comprehensive IME mechanism will be established based on a whole of government approach and involving key development partners. It will also facilitate the assessment of progress and reporting of international commitments including under Agenda 2030 and the SDGs and other conventions.

The IME mechanism will manage development outcomes by providing a clear and systematic framework to achieve better performance, minimize failures and introduce sufficient accountability. The IME process starts by accurately identifying desired development outputs and outcomes underpinning a policy that is enabled by a set of strategies, programmes and projects. It further involves regular gathering of data to assess progress towards the desired output and outcomes, reporting of the progress based on set timelines, and timely intervention to undertake corrective measures, where necessary.

OBJECTIVES OF THE WORKSHOP

The overall aim of the workshop is to help officials of the Ministry of Finance, Strategic Planning, National Development & Statistics (MOF) understand how INFFs can help achieve national priorities/targets as set in Fiji's new National Development Plan. In particular, the workshop aims to:

- a) Provide participants with a comprehensive understanding of an INFF and its four building blocks: [assessment and diagnostics](#), [financing strategy](#), [monitoring and evaluation](#) and [governance and coordination](#).
- b) Ensure participants can apply the concepts and tools in their day-to-day responsibilities.
- c) Formulate an action plan on INFF application for the achievement of Fiji's NDP.

TARGET PARTICIPANTS

This workshop is targeted at officials of the Ministry of Finance, Strategic Planning, National Development & Statistics and other officials involved in national planning, budgeting, public financing policy and monitoring and review.

Participants to this Workshop are encouraged to complete the following e-learning course¹:

- [Integrated national financing frameworks \(INFFs\) e-learning course: An Introduction](#)

¹ Please register and create an account in the Learning Management System. This has to be done just one time by visiting <https://unsec.unssc.org/?tenant=UNDESA> and following the instructions "a how-to video on self-registration": [How to Register in DESA's eLearning System and Enroll in a Course \(youtube.com\)](#). Participants may also wish to complete [Integrated national financing frameworks \(INFFs\) e-learning course: From theory to practice](#).

Observers to Day 1 and 2 of the Workshop will include representatives of relevant agencies of the United Nations country team (UNCT), Council of Regional Organizations of the Pacific (CROP), IMF, World Bank, ADB and major development partners (Australia, New Zealand, EU, USA, and others), as well as representatives from private sector and civil society.

DRAFT PROGRAMME

DAY 1	Session
08.00-08.30	Registration
08.30-09.00	<p>OPENING SESSION</p> <ul style="list-style-type: none"> - Shiri Gounder, Permanent Secretary, Ministry of Finance, Strategic Planning, National Development & Statistics - Dirk Wagener, UN Resident Coordinator - Shari Spiegel, Director, Financing for Sustainable Development Office, UNDESA (video) <p><i>Facilitator: UNDESA</i></p>
09.00-09.45	<p>SESSION 1a: FIJI'S NATIONAL DEVELOPMENT PLAN (NDP) 2024-2029 AND VISION 2050</p> <p>This session aims to provide an overview of Fiji's NDP.</p> <ul style="list-style-type: none"> - Presentation by Dr Neelesh Gounder (MOF) - Q&A <p>At the end of this session, participants should have a broad understanding of Fiji's 2024-2029 NDP and Vision 2050.</p> <p><i>Facilitator: UNDESA</i></p> <p>(Live Poll)</p>
09.45-10.45	<p>SESSION 1b: OVERVIEW OF AN INTEGRATED NATIONAL FINANCING FRAMEWORK</p> <p>This session aims to provide an overview of an INFF, including an introduction to the four building blocks: assessment and diagnostics, financing strategy, monitoring & evaluation and governance and coordination. It will also outline INFF application in countries, particularly SIDS (building on existing systems and knowledge, prioritization and phased approach), as well as possible applications to achieving Fiji's NDP.</p> <ul style="list-style-type: none"> - Presentation by Resina Katafono (UNDESA) - Q&A <p>At the end of this session, participants should be able to:</p> <ul style="list-style-type: none"> • Have a broad understanding of INFF and its four building blocks • Understand its application in countries, particularly SIDS - building on existing systems and knowledge, prioritization and phased approach • Understand how an INFF could contribute to achieving Fiji's NDP <p>(Live Poll)</p>

DAY 1	Session
10.45-11.00	BREAK
11.00-13.15	<p>SESSION 2: BUILDING BLOCK 1 – ASSESSMENT AND DIAGNOSTICS</p> <p>This session aims to elaborate on how Building Block 1 expands upon traditional needs assessment models to provide a complete picture of: (i) assessing financing needs; (ii) assessing the financing landscape; (iii) assessing risk and (iv) assessing policy and institutional binding constraints.</p> <ul style="list-style-type: none"> - Presentation by Yanis Burgsdorff (UNDESA) - Q&A - Group activity 1 (see Annex), followed by group presentations and plenary discussion <p>At the end of this session, participants should be able to:</p> <ul style="list-style-type: none"> • Understand the four components of assessment and diagnostics: (i) assessing financing needs; (ii) assessing the financing landscape; (iii) assessing risk and (iv) assessing policy and institutional binding constraints. • Identify gaps in assessment and diagnostics for the achievement of Fiji’s NDP • Understand how to prioritize and/or apply assessment and diagnostics in a phased approach for the achievement of Fiji’s NDP <p>(Live Poll)</p>
13.15-14.15	LUNCH
14.15-15.15	<p>SESSION 3: BUILDING BLOCK 2 – FINANCING STRATEGY</p> <p>A financing strategy sets out a set of sequenced actions to finance national development strategies and goals and mobilize and align financing with national priorities. This session aims to outline the scope and limitations of a financing strategy, as well as on its application in practice.</p> <ul style="list-style-type: none"> - Presentation by Yanis Burgsdorff (UNDESA) - Q&A
15.15-15.30	BREAK
15.30-16.45	<p>SESSION 3: BUILDING BLOCK 2 – FINANCING STRATEGY (continued)</p> <ul style="list-style-type: none"> - Group activity 2 (see Annex), followed by group presentations and plenary discussion <p>At the end of this session, participants should be able to:</p> <ul style="list-style-type: none"> • Understand the role of a financing strategy within an INFF • Understand the scope and limitations of a financing strategy • Apply the concepts needed to develop a financing strategy <p>(Live Poll)</p>
16.45-17.00	<p>DAY 1 WRAP UP SESSION</p> <ul style="list-style-type: none"> - Summary of Day 1 and preview of Day 2 by Resina Katafono (UNDESA)

DAY 2	Session
08.30-09.00	Arrival
09.00-09.30	RECAP WITH KAHOOT! <i>Facilitator: Resina Katafono, UNDESA</i>
09.30-10.30	<p>SESSION 4: BUILDING BLOCK 3 – MONITORING & REVIEW</p> <p>Monitoring and review is a key component of an effective INFF. This session aims to outline monitoring and review in the context of an INFF: (i) monitoring progress in different financing flows and policy areas, and (ii) strengthening coherence among already existing tracking and monitoring systems and closing gaps in the architecture.</p> <ul style="list-style-type: none"> - Presentation by Mauricio Ruiz (UNDESA) - Presentation by Dr Neelesh Gounder, MOF - Q&A
10.30-10.45	BREAK
10.45-12.00	<p>SESSION 4: BUILDING BLOCK 3 – MONITORING & REVIEW (continued)</p> <ul style="list-style-type: none"> - Group activity 3 (see Annex), followed by group presentations and plenary discussion <p>At the end of this session, participants should be able to:</p> <ul style="list-style-type: none"> • Understand the importance of monitoring progress and assessing the effectiveness of financing policies/strategies. • Identify how existing monitoring and review systems can be strengthened. <p>(Live Poll)</p>
12.00-13.00	<p>SESSION 5: SDGs VOLUNTARY NATIONAL REVIEWS AND SDGs BUDGET TAGGING</p> <p>Linking the monitoring and review of Fiji’s NDP, including on financing, with the SDGs Voluntary National Review can help streamline/strengthen processes. SDG budget tagging can also help in this regard.</p> <ul style="list-style-type: none"> - Presentation by Mauricio Ruiz (UNDESA) - Q&A
13.00-14.00	LUNCH
14.00-15.00	<p>SESSION 6: BUILDING BLOCK 4 – GOVERNANCE AND COORDINATION</p> <p>Governance and coordination mechanisms guide the entire process of the INFF – from assessments and diagnostics to policy formulation, implementation, and monitoring and review. This session aims to outline the value of and options to strengthening existing governance and coordination arrangements.</p> <ul style="list-style-type: none"> - Presentation by Resina Katafono (UNDESA) - Q&A
15.00-15.15	BREAK
15.15-16.30	<p>SESSION 6: BUILDING BLOCK 4 – GOVERNANCE AND COORDINATION (continued)</p> <ul style="list-style-type: none"> - Group activity 4 (see Annex), followed by group presentations and plenary

DAY 2	Session
	<p>discussion</p> <p>At the end of this session, participants should be able to:</p> <ul style="list-style-type: none"> • Understand the central role of governance and coordination mechanisms in ensuring effective INFF implementation. • Broadly assess existing governance and coordination mechanisms and identify areas for strengthening. <p>(Live Poll)</p>
16.30-17.00	<p>DAY 2 WRAP UP SESSION</p> <ul style="list-style-type: none"> - Summary of Day 2 and preview of Day 3 by Resina Katafono (UNDESA) - Workshop Survey

DAY 3	Session (CLOSED)
08.30-09.00	Arrival
09.00-10.30	<p>SESSION 7: ACTION PLAN ON INFF APPLICATION</p> <p>Interactive discussion between Ministry of Finance, Strategic Planning, National Development & Statistics and UNDESA to prepare an action plan on INFF application for the achievement of Fiji’s NDP.</p>
10.30-10.45	BREAK
10.45-13.00	<p>SESSION 7: ACTION PLAN ON INFF APPLICATION (continued)</p> <p>Interactive discussion between Ministry of Finance, Strategic Planning, National Development & Statistics and UNDESA to prepare an action plan on INFF application for the achievement of Fiji’s NDP.</p>
13.00-14.00	LUNCH END

ANNEX: GROUP ACTIVITIES

GROUP ACTIVITY 1

Description:

Participants will analyze Building Block 1 (BB1) sub-components as part of the diagnostic phase to financing Fiji's National Development Plan (NDP). Each table will focus on one of four sub-components, identifying three key themes based on provided guiding questions. The goal is to foster discussion among diverse stakeholders and highlight the most significant issues and ideas related to the sub-components. Results will be shared and discussed via Mentimeter.

Sub-Components and Table Assignments:

Each table will be assigned one of the following components, with two tables discussing each component to ensure diverse perspectives:

1. **Financing Needs** (Tables 1 & 2)
2. **Sources of Finance** (Tables 3 & 4)
3. **Risks** (Tables 5 & 6)
4. **Binding Constraints** (Tables 7 & 8)

Instructions and Timing:

1. **Group Formation and Setup (5 minutes):**
 - Participants are seated at 8 tables, with each table assigned one of the sub-components. Ensure diverse representation at each table.
 - Assign sub-components to each table.
2. **Component Analysis (45 minutes):**
 - **Step 1:** Review the assigned sub-component and its relevance to Fiji's NDP.
 - **Step 2:** Discuss the sub-questions for each component, focusing on key issues, gaps, and recommendations.
 - **Financing Needs:**
 - Is there a clear understanding of the financing needs outlined in the NDP?
 - What are the gaps (public, private, concessional finance)?
 - What should be prioritized in a phased approach?
 - **Sources of Finance:**
 - What are the main sources of finance (public, private, concessional)?
 - What initiatives are expanding current sources of finance?
 - What sources need more attention?
 - **Risks:**
 - What risks have been identified in achieving the NDP?
 - What policy solutions can address these risks?
 - **Binding Constraints:**
 - What are the barriers (capacity, institutional, legal) preventing effective mobilization or allocation of resources?
 - How feasible is it to remove or mitigate these constraints?
 - **Step 3:** Identify three key themes per question that stand out in the analysis. Ensure themes are concise and actionable.
3. **Reporting Results (5 minutes):**
 - A representative from each table inputs the three key themes into Mentimeter.
4. **Discussion of Results (20 minutes):**

- The facilitator reviews the results displayed on Mentimeter.
- Discuss common themes, differences, and key insights. Facilitators should guide the discussion, encouraging feedback from different tables.

GROUP ACTIVITY 2:

Description:

Participants will break into 10 tables, each with 10 participants, for this group exercise. Each table will be assigned a specific National Development Plan (NDP) priority to work on. To support the discussions, a resource person familiar with the exercise will join each table, helping to guide the process and clarify any points. Each table will also receive a printed form, which includes a financing policy table, for participants to complete during the activity.

The exercise will follow a structured approach, with the participants asked to focus on the key 2-3 elements for each step and propose only 2-3 policy options. This will ensure a concise and targeted discussion. The steps are outlined below:

1. Review NDP Priorities

Each table will review their assigned NDP priority and identify possible financing gaps that could hinder the achievement of this priority. Participants will list financing opportunities, risks, and any binding constraints (such as obstacles or bottlenecks) relevant to their assigned NDP priority.

2. Map Current Practices and Identify Gaps/Opportunities

Teams will map existing initiatives, including actions by ministries and support from development partners. The goal is to highlight gaps and opportunities in the current financing landscape.

3. Identify Policy Options to Address Gaps/Opportunities

Participants will brainstorm financing policy options—both public and private. They will assess these options by considering the following:

- **Macro check:** How consistent is the option with macroeconomic targets?
- **Coherence check:** Does the option promote sustainability, create synergies, or result in trade-offs?
- **Risk check:** Does the option reduce risk or enhance resilience? Could it introduce new risks?

4. Define Timeframes and Preconditions for Implementation

Tables will determine the necessary preconditions for policy implementation, including political backing, institutional capacity, and resource availability.

5. Assign Responsibilities

Participants will assign specific roles and responsibilities to relevant ministries, agencies, or other actors.

After completing the steps, each table will submit their policy proposals. Moderators (Resina, Yanis, Mauricio) will then facilitate a plenary session, highlighting standout policy examples and providing additional insights on the proposed solutions.

Template

STEP 1 NDP priority	STEP 2 Financing policy objective	STEP 3 Current practice and initiatives in place to	STEP 4 Financing policy options – public and/or	4.0 Assessing Policy Options			STEP 5 Identifying Timeframes		STEP 6 Responsibilities
				4.1 Macro check	4.2 Coherence check	4.3 Risk check	5.0 Pre- conditions? Resource/	5.1 Timeframe	

		address	private finance				capacity requirements		
Health	Address financing gap for NCDs	NDC budget allocation	Increase excise taxes - tobacco, alcohol, and sugar-sweetened beverages (SSBs)	Ok	Ok	Tax receipts could be re-channelled to other priorities	Political commitment exists	Short	MOF FIRCA MOH WHO
		WHO and other partner support				Curtail domestic production of SSBs and jobs			
			WB loan	Potential debt sustainability issue	Ok	Ok	Increase debt servicing	Capacity exists	Short
		Mobilize private investment		Ok	Ok	Equity and access issues	Capacity building needed	Medium	MOF WB/IFC UNCDF
						Quality of care			

GROUP ACTIVITY 3

Objective:

- To familiarize ministry representatives with the key components of the National Development Plan Implementation, Monitoring and Evaluation (IME) framework.
- To identify potential challenges and areas for improvement in implementing the IME plan across ministries.
- To foster inter-ministerial collaboration and understanding of the IME's role in achieving the National Development Plan's objectives.

Sub-Components and Table Assignments:

Each table will be assigned one of the following components, with two tables discussing each component to ensure diverse perspectives. **Each table should select a Rapporteur:**

1. Data collection and management (Tables 1 & 2)
2. KPI alignment and budget allocation (Tables 3 & 4)
3. Reporting mechanisms and transparency (Tables 5 & 6)
4. Inter-Ministerial coordination and collaboration (Tables 7 & 8)
5. Resources and risk management (Tables 9 & 10)

Instructions and Timing:

5. **Group Formation and Setup (3 minutes):**
 - Participants are seated at 10 tables, with each table assigned one of the sub-components. Ensure diverse representation at each table.
6. **Component Analysis (40 minutes):**
 - **Step 1:** Discuss the sub-component issues related to the NDP Implementation, Monitoring, and Evaluation (IME) plan.
 - **Step 2:** Discuss the sub-questions for each component, focusing on key issues, gaps, and recommendations.
 - **Data collection and management:**

- Is data for the NDP KPIs currently collected by all Ministries? **Check with MOF on Ministerial responsibilities by KPI
 - What are the data gaps and how can they be addressed?
 - **KPI alignment and budget allocation:**
 - To what extent are NDP KPIs already reflected in Ministry Strategic Plans or Annual Corporate Plans?
 - What challenges are expected in aligning Ministry KPIs with the NDP and Annual National Budgets; what strategies can be developed to overcome them?
 - **Reporting mechanisms and transparency:**
 - What are the key challenges to the NDP Monitoring Process, including for the NDP Monitoring Dashboard?
 - How can these challenges be addressed?
 - **Inter-Ministerial coordination and collaboration:**
 - What challenges are anticipated in coordinating efforts across different ministries on the NDP IME plan, including for the NDP Problem Solving Team?
 - How can these challenges be addressed?
 - **Resources and risk management:**
 - What are specific resources or skills gaps among Ministries that may hinder effective NDP IME and how can they be addressed?
 - What are the potential risks that could impact the successful implementation of the IME plan?
 - **Step 3:** Rapporteurs to summarize table discussions.
7. **Rapporteurs Discussion (7 minutes):**
 - Rapporteurs from the tables that discussed the same sub-component to meet, compare notes and prepare a joint presentation of no more than 3 minutes.
8. **Presentation and Discussion (25 minutes):**
 - Presentations by:
 1. Rapporteurs from Table 1 & 2
 2. Rapporteurs from Table 3 & 4
 3. Rapporteurs from Table 5 & 6
 4. Rapporteurs from Table 7 & 8
 5. Rapporteurs from Table 9 & 10
 - Plenary discussion

GROUP ACTIVITY 4

Participants to discuss by table and should select a Rapporteur. Each table will have 40 minutes to review the following questions in relation to Fiji's NDP and select **at least 3 questions** to respond to. Plenary discussion to follow.

Commitment and leadership

- a) What 'sustainability features' can ensure continued focus and sustained momentum around NDP implementation across political cycles and potential changes in political leadership?

Access to knowledge and perspectives

- b) What mechanisms are in place to involve and promote active participation of independent statutory authorities, SOEs, civil society, academia, business and industry in NDP implementation?
- c) Are plans in place on reporting to parliament and the public on NDP implementation?

Coordination

- d) Are roles and responsibilities clearly defined for all relevant stakeholders?
- e) Are plans in place to ensure the national budget process is used to mainstream NDP priorities?
- f) What mechanisms are in place to facilitate coordination with, and among, development partners on the implementation of the NDP?