Towards the Arab Horizon 2030:
Enhancing Integrated National Development Planning in the Arab Region

Denise Sumpf
OiC, Economic Governance and Planning Section, EDID
Thursday, 13 September 2018, at UNESCWA, Beirut
Welcome & tour de table

• Please present yourself briefly and note your experience with national development planning

• State whether your country currently has a national development plan in place, is in process of formulating one or else

(five minutes each)
UNESCWA’s DA Project “Towards the Arab Horizon 2030: Enhancing Integrated National Development Planning in the Arab Region”
Introduction

What are Development Account Projects (DA projects)?

• The Development Account is a capacity development programme of the United Nations Secretariat aiming at enhancing capacities of developing countries in the priority areas of the United Nations Development Agenda.

• The Development Account is funded from the Secretariat’s regular budget and implemented by 10 entities of the UN Secretariat (DESA, UNCTAD, UNEP, UNHabitat, UNODC, ECA, ECE, ECLAC, ESCAP and ESCWA).

• The Account was originally established in 1997 and since then has programmed over 400 projects for a total budget of $238 million.
Project background: Rationale and history

- **Regional development challenges**
  (economic, social and environmental; structural vs. emergent)

- **Institutional challenges**
  (governance mechanisms in place, coordination)

- **‘Planning under Uncertainty’**
  (relationships between separate policy concerns, decision-making and biases, systems dynamics both internal and external, forecasting & probabilities)
## Project background: Scope

<table>
<thead>
<tr>
<th>Project Code and Title:</th>
<th>Towards the Arab Horizon 2030: Enhancing Integrated National Development Planning in the Arab Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start Date</td>
<td>January 2018</td>
</tr>
<tr>
<td>End Date</td>
<td>December 2020</td>
</tr>
<tr>
<td>Budget</td>
<td>USD 505,000</td>
</tr>
<tr>
<td>UMOJA cost centre(s):</td>
<td>17008</td>
</tr>
<tr>
<td></td>
<td>22AC0003</td>
</tr>
<tr>
<td>UMOJA functional area(s):</td>
<td></td>
</tr>
<tr>
<td>Target Countries</td>
<td>The project targets and will involve ESCWA member countries</td>
</tr>
<tr>
<td>Executing Entity</td>
<td>Economic and Social Commission for Western Asia (ESCWA)</td>
</tr>
<tr>
<td>Co-operating Entities within the UN system</td>
<td>United Nations Department of Economic and Social Affairs (UN-DESA), Economic Commission for Latin America and the Caribbean (ECLAC), UN Country Teams and UNDP</td>
</tr>
<tr>
<td>Other Partners</td>
<td>Ministries of Planning, Economy, Industry, and other Ministries involved in development planning. The League of Arab States, Academia, civil society organizations, civil associations, academic institutions, private sector companies</td>
</tr>
</tbody>
</table>
Project background: Mandate & objective

ESCWA’s mandate is to support its member states to achieve their long-term development visions and strengthen the planning process to support more integrated, strategic and better-coordinated development planning, contribute to more sustainable and inclusive growth in the region, and towards the realization of the 2030 Agenda.

**EA1:** Enhanced awareness and engagement of policymakers with the integrated development planning approach.

**EA2:** Strengthened capacity of policymakers in target countries to design integrated and implementable national development plans in their countries.
Project background: Logframe

Expected Accomplishment 1

- Indicator of Achievement 1.1
- Indicator of Achievement 1.2
- Indicator of Achievement 1.3

Means of verification

- Activity 1.1
- Activity 1.2
- Activity 1.3
- Activity 1.4
- Activity 1.5
- Activity 1.6
Project background: Logframe logic

Expected Accomplishment 2

Indicator of Achievement 2.1

Indicator of Achievement 2.2

Indicator of Achievement 2.3

Means of verification

Activity 2.1

Activity 2.2

Activity 2.3

Activity 2.4
## Project background: Proposed implementation timeline

### Activities

| Main activity A 1.1 | EA1: Identify and engage policymakers with the integrated development planning approach
| Main activity A 1.2 | EA2: Organize a regional workshop on the need to enhance the awareness and buy-in of the integrated development planning approach
| Main activity A 1.3 | EA3: Undertake field visits to stakeholders in ESCWA Member Countries - into a database
| Main activity A 1.4 | EA4: Undertake field visits to ECLAC Headquarters in Santiago to learn from their experiences with the planning practices in the region, and with the planning processes at the global level
| Main activity A 1.5 | EA5: Undertake data collection and validation of stakeholders in ESCWA Member Countries - into a database
| Monitoring and Evaluation | M&E: Continous back office administration, consolidation and substantive compilation of material to publish and disseminate findings as required

### Timeline

<table>
<thead>
<tr>
<th>Activity</th>
<th>1st quarter</th>
<th>2nd quarter</th>
<th>3rd quarter</th>
<th>4th quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1</td>
<td>Identified</td>
<td>Conducted</td>
<td>Completed</td>
<td>Validated</td>
</tr>
<tr>
<td>Activity 2</td>
<td>Prepared</td>
<td>Presented</td>
<td>Reviewed</td>
<td>Finalized</td>
</tr>
<tr>
<td>Activity 3</td>
<td>Collected</td>
<td>Analyzed</td>
<td>Published</td>
<td>Disseminated</td>
</tr>
<tr>
<td>Activity 4</td>
<td>Organized</td>
<td>Attended</td>
<td>Participated</td>
<td>Benefited</td>
</tr>
<tr>
<td>Activity 5</td>
<td>Stakeholders</td>
<td>Data</td>
<td>Research</td>
<td>Validation</td>
</tr>
</tbody>
</table>

### Monitoring

- Monitoring continues through the implementation of the activities, including the validation of stakeholders and the integration of findings into the database.

### Milestones

- Regional workshop: Dates TBD
- Compile ESCWA material into an information kit as a basis for dissemination and sharing of best practices.

### Field visits

- Iraq: Dates TBD
- Egypt: Dates TBD
- Saudi Arabia: Dates TBD

### Monitoring and Evaluation

- Regular reporting on Progress of DA Project to DESA.
- Operational activities
  - Activities
    - Continuous back office administration, consolidation and substantive compilation of material to publish and disseminate findings as required.
    - Monitoring and Evaluation
      - Continous back office administration, consolidation and substantive compilation of material to publish and disseminate findings as required.

### Project_background

- Proposed implementation timeline
- Activities
  - EA1: Enhanced awareness and engagement of policymakers with the integrated development planning approach
  - EA2: Organize a regional workshop on the need to enhance the awareness and buy-in of the integrated development planning approach
  - EA3: Undertake field visits to stakeholders in ESCWA Member Countries - into a database
  - EA4: Undertake field visits to ECLAC Headquarters in Santiago to learn from their experiences with the planning practices in the region, and with the planning processes at the global level
  - EA5: Undertake data collection and validation of stakeholders in ESCWA Member Countries - into a database
- Monitoring and Evaluation
  - Monitoring continues through the implementation of the activities, including the validation of stakeholders and the integration of findings into the database.

### Milestones

- Regional workshop: Dates TBD
- Compile ESCWA material into an information kit as a basis for dissemination and sharing of best practices.

### Field visits

- Iraq: Dates TBD
- Egypt: Dates TBD
- Saudi Arabia: Dates TBD

### Monitoring and Evaluation

- Regular reporting on Progress of DA Project to DESA.
- Operational activities
  - Activities
    - Continuous back office administration, consolidation and substantive compilation of material to publish and disseminate findings as required.
    - Monitoring and Evaluation
      - Continous back office administration, consolidation and substantive compilation of material to publish and disseminate findings as required.
Your roles and responsibilities as focal points

Liaison between UNESCWA’s Economic Governance and Planning Section (the “Project Secretariat”) and the national stakeholders involved in development planning

Share
Communicate
Participate
Organize
Contribute
Support
Improving national development planning in other regions: The example of ECLAC’s “Planbarometro”
Planbarometro: Improving the Quality of Planning

Based on analysis of the 2030 Agenda, the Economic Commission for Latin America and the Caribbean (ECLAC) has identified four priorities in support of the implementation and follow-up of the Agenda in the countries of the region:

(i) Strengthen the regional institutional architecture to place Latin America and the Caribbean in a better position to achieve the Sustainable Development Goals.

(ii) Enhance analysis of the means of implementation of the 2030 Agenda at the regional level.

(iii) Support the integration of the Sustainable Development Goals into national development plans and budgets.

(iv) Promote the integration of the measurement processes necessary to build Sustainable Development Goal indicators into national and regional strategies for the development of statistics.
Planbarometro: Key issues in the planning process

- difficulties in plan implementation processes
- short-term planning
- lack of intersectoral coordination
- insufficient budget allocations for implementing plans
- limited coordination between plan design and budget
- political interests that outweigh technical recommendations
- frequent government turnover, with no continuity in implementation processes
- lack of political will to implement plans
- complexity of institutional architecture and excessive bureaucracy
- planning given little value as an instrument for effecting change or anticipating unfavourable situations
Planbarometro: Approach

- Theory
- Process of constructing norms according to ISO
- Optimal planning model
- Country experiences
- Normative global development agendas
- Inter-regional and expert advisory
Planbarometro: Planning system monitoring
Planbarometro: An observatory for planning

Objectives of the observatory

• To provide a regional overview of planning and public administration

• To work with countries to link their planning processes with the 2030 Agenda for Sustainable Development

• To generate planning-related input on progress in the implementation of the 2030 Agenda with a view to contributing to the Forum of the Countries of Latin America and Caribbean on Sustainable Development

• To serve as a forum for dialogue for the countries of Latin America and the Caribbean in the area of planning and public administration for development

• To serve as a reference tool in the region for the development of national and subnational observatories for the monitoring and implementation of the 2030 Agenda
Planbarometro: Further references

References for more information on Planbarometro


https://crp-ilpes.cepal.org/16/es/documentos/planbarometro-mejorando-la-calidad-la-planificacion
Our two days ahead…
Workshop expectations and objectives

• Discuss current national development planning approaches in the Arab region to identify lessons learned...

• Mindful of the requirements related to the implementation of the Agenda 2030, to identify specific capacity gaps to be addressed effectively and collaboratively under the DA project...

• Ensure clarity on your role and responsibilities of the focal points in support of project implementation...

... to agree on an project implementation road map over the next two years with a feasible timeline for each activity
Thank you

Questions?
Towards the Arab Horizon 2030:
Enhancing Integrated National Development Planning in the Arab Region
Working Group 1
Working Group 1: Current national development planning approaches – Opportunities and challenges

• What is the status of national planning in your country?
• Did your country reflect the Sustainable Development Goals in its national development plan? If so, how?
• Based on your experience, what are key indicators for good national development planning?
• What challenges did you face in the conception phase of the national development plan and how did you address them?
• What challenges did you face in the implementation phase of the national development plan and how did you address them?
• What institutional framework do you have in place to drive national development planning efforts (e.g. human and financial resources)?
• Other considerations you would like to share...
Towards the Arab Horizon 2030:
Enhancing Integrated National Development Planning in the Arab Region
Working Group 2
Working Group 2: Stakeholder engagement

- Can you describe the process of your national development process and how priorities are identified? And by whom?
- Who do you consider as main stakeholders for national development planning and how are they identified, communicated with and involved?
- What consultation, communication and review mechanism do you have in place to inform the conception, formulation and implementation of your national plan (e.g. tools, frequency, depth of engagement)?
- Do you complement national development planning efforts by capacity building for implementing partners?
- How do you measure effective stakeholder engagement?
- Other considerations you would like to share...
Towards the Arab Horizon 2030:
A path towards the future – Mapping the implementation of the development account project
Session 4
Problem-driven iterative adaptation: Planning is hard and requires capability

Capability “traps” emerge under specific conditions which yield interventions that:

- aim to reproduce particular external solutions considered ‘best practice’ in dominant agendas,
- through pre-determined linear processes,
- that inform tight monitoring of inputs and compliance to ‘the plan’, and
- are driven from the top down, assuming that implementation largely happens by edict

Source

Problem-driven iterative adaptation:

Four elements stress that planning activities should do

1. aim to solve particular problems in particular local contexts

via

2. the creation of an ‘authorizing environment’ for decision-making that encourages experimentation and ‘positive deviance’,

which gives rise to

3. active, ongoing and experiential (and experimental) learning and the iterative feedback of lessons into new solutions,

doing so by

4. engaging broad sets of agents to ensure that reforms are viable, legitimate and relevant—that is, are politically supportable and practically implementable.
UNESCWA’s DA Project “Towards the Arab Horizon 2030: Enhancing Integrated National Development Planning in the Arab Region”
Your roles and responsibilities as focal points

Liaison between UNESCWA’s Economic Governance and Planning Section (the “Project Secretariat”) and the national stakeholders involved in development planning

Share
Communicate
Participate
Organize
Contribute
Support
Project background: Proposed implementation timeline

<table>
<thead>
<tr>
<th>Activities</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st quarter</td>
<td>2018</td>
</tr>
<tr>
<td>2nd quarter</td>
<td>2019</td>
</tr>
<tr>
<td>3rd quarter</td>
<td>2018</td>
</tr>
<tr>
<td>4th quarter</td>
<td>2019</td>
</tr>
</tbody>
</table>

**Activities**

- **Main activity A 1.1**
  - Undertake field visits to gather information and conduct workshops in member countries.
  - Undertake field visits to gain insight into the development planning practices in each country, and to identify areas for improvement.
  - Undertake field visits to gather information and conduct workshops in member countries.
  - Undertake field visits to gain insight into the development planning practices in each country, and to identify areas for improvement.

- **Main activity A 1.2**
  - Undertake field visits to gather information and conduct workshops in member countries.
  - Undertake field visits to gain insight into the development planning practices in each country, and to identify areas for improvement.
  - Undertake field visits to gather information and conduct workshops in member countries.
  - Undertake field visits to gain insight into the development planning practices in each country, and to identify areas for improvement.

- **Main activity A 1.3**
  - Undertake field visits to gather information and conduct workshops in member countries.
  - Undertake field visits to gain insight into the development planning practices in each country, and to identify areas for improvement.
  - Undertake field visits to gather information and conduct workshops in member countries.
  - Undertake field visits to gain insight into the development planning practices in each country, and to identify areas for improvement.

- **Main activity A 1.4**
  - Undertake field visits to gather information and conduct workshops in member countries.
  - Undertake field visits to gain insight into the development planning practices in each country, and to identify areas for improvement.
  - Undertake field visits to gather information and conduct workshops in member countries.
  - Undertake field visits to gain insight into the development planning practices in each country, and to identify areas for improvement.

- **Main activity A 1.5**
  - Undertake field visits to gather information and conduct workshops in member countries.
  - Undertake field visits to gain insight into the development planning practices in each country, and to identify areas for improvement.
  - Undertake field visits to gather information and conduct workshops in member countries.
  - Undertake field visits to gain insight into the development planning practices in each country, and to identify areas for improvement.
Towards the Arab Horizon 2030:
Enhancing Integrated National Development Planning in the Arab Region

Denise Sumpf
OiC, Economic Governance and Planning Section, EDID
Thursday, 13 September 2018, at UNESCWA, Beirut