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

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The DA project

- **Objective**: To strengthen the planning and public management processes of the ESCWA member states, and to help them link these processes to the 2030 Agenda for Sustainable Development

- **Approach/tool**: A database to analyze and compare the state of national planning in the region
Main tool: Database for Good Planning in the Arab Region

Database: standardised indicators about development planning practices in the Arab region.

- Assessing against international standards of ‘good planning’
- Track changes over time of planning practices at country level
- Cross-country and cross-regional comparison and lessons learnt identification
- Identification of potential for improvement
- Worldwide dissemination for policy analysis and scholarly work
- Require Arab countries to contribute and work collaboratively
- Production of a guide of ‘good planning’ and training material for technical cooperation
What have we done so far?

• Accumulating documents
• Getting to know the content
• Setting up a framework
• Identifying methodology
• Structuring the data for discussion and feedback from MS
• Produce two working papers
  – ‘On the guidelines of good planning’ that defines what is good planning and presents findings from database
  – ‘ESCWA’s national plans Database’ that explains the functionalities of the database
Database for Good Planning in the Arab Region

Coverage

• All documents we know about their existence (64)

• The ones we do not have (4):
  • Oman’s forthcoming vision
  • Algeria
  • Mauritania
  • Qatar

Disclaimer: Some might not be public or we might have not discover them
Outline

• Framework and Methodology

• Technicalities

• First stylized facts

• Way forward
Outline

• Framework and Methodology

• Technicalities

• First stylized facts

• Way forward
Framework for a market oriented, pragmatic, flexible and inclusive planning approach in the Arab region

New form of planning that is indicative and integrative

Planning is not any more about controlling and commanding but about piloting the market-based economy, and convincing economic agents to take on board the set targets, so as to impact economic outcomes at the sector level and all the way down to the production units.

Role of the state

- Must build sophisticated type of institutions and strengthen strategic communication policy capacities
- Goal: to direct and incentivize the private sector and the society at large
- Mean: establish a credibility as good planner at the service of the country’s economic and human development

What is a “good planning”? 

**Integrative and indicative planning**
Which information should be available?

- Comprehensive long-term vision
- Specific milestones (objectives)
- Data and evidence-based analysis
- Measurable performance indicators (KPIs)
- Integrated approach (cross-sectoral)
- Responsibility of actors (authorities)
- In-line with global frameworks (SDGs/MDGs)
- Consultative and inclusive process (public)
What is a “good planning”?  

Integrative and indicative planning  
How the information should be organized?

- Vision
- Specific Objectives
- Programs
- Actions
- Measurable Indicators
Methodology

- UN
  - Revised list of global Sustainable Development Goal indicators (2017)

- UNDP
  - Integrated Planning & Sustainable Development: Challenges and Opportunities (2016)

- UNESCWA
  - Sustainable Development Goals ... An Arab Regional Perspective (2014)
  - On Reformulating Economic Planning: Integrative Planning (forthcoming)
  - Towards the Arab Horizon 2030: Enhancing Integrated National Development Planning in the Arab Region (forthcoming)

- UNSDNS

- UNECLAC
  - ILPES Progress Report on Regional Development Planning Observatory (2016)
Outline

• Methodology

• Technicalities of the database

• First stylized facts

• Way forward
Analytical

Three types of variables:
- String (alpha numeric)
- Numeric
- Boolean (true/false)
Database for Good Planning in the Arab Region

**Informative & transcriptive data:**
Purely information about the nature and content of the document

### Informative
- ID of the document

### Transscriptive:
- **What’s in it**

#### Time period
- Years & months issued, period start and end length of period

#### Internal structure of content
- Pillars, Objectives, Projects and Key Performance Indicators (KPIs)

#### Document Hierarchy
- Level in Hierarchy, References

#### String (alpha numeric), Numeric, Boolean (true/false)

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**What you can read on the first page:**
- Country, title, official purpose, language
- Planning authority
- Link to other documents
- Public availability
- Code of document
Database for Good Planning in the Arab Region

Analytical Data:
Classification of period

Ensure comparability of documents by deciding on the time span each type of document should cover.
Requires first to decide on what short-term, medium-term and long-term should be.

<table>
<thead>
<tr>
<th>Classification of Period</th>
<th>Years</th>
<th>Months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term</td>
<td>1-2</td>
<td>12-24</td>
</tr>
<tr>
<td>Short-term (!)</td>
<td>2-3</td>
<td>25-35</td>
</tr>
<tr>
<td>Medium-term</td>
<td>3-5</td>
<td>36-60</td>
</tr>
<tr>
<td>Medium-term (!)</td>
<td>5-6</td>
<td>61-71</td>
</tr>
<tr>
<td>Long-term</td>
<td>6+</td>
<td>72+</td>
</tr>
</tbody>
</table>

Disclaimer: these are adjustable in the database.
Analytical data:
Sectoral approach: primary, secondary, tertiary

**Sectoral Affiliation**
- Primary/Secondary/Tertiary based on the affiliation of individual KPIs to the sub-sectors (A-U)

**General Affiliation**
- True when Objectives, Projects or KPIs are in general affiliation with the whole economy
- The Objectives, Projects or KPIs have affiliation with more than one sector

**Coverage**
Decided either by the column ‘Sectoral Affiliation’ or ‘General Affiliation’:
- True when there are at least 5 Objectives, Projects or KPIs in each sector P/S/T
- True when there are at least 15 Objectives, Projects or KPIs with General Affiliation
# Analytical Data:

Sectoral approach: primary, secondary, tertiary

<table>
<thead>
<tr>
<th>Overall Coverage</th>
<th>Sectoral Affiliation</th>
<th>General Affiliation</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRUE</td>
<td>Tertiary</td>
<td>FALSE</td>
<td>FALSE</td>
<td>FALSE</td>
<td>FALSE</td>
<td>TRUE</td>
</tr>
<tr>
<td>TRUE</td>
<td>Primary</td>
<td>FALSE</td>
<td>TRUE</td>
<td>TRUE</td>
<td>FALSE</td>
<td>FALSE</td>
</tr>
<tr>
<td>TRUE</td>
<td>Secondary</td>
<td>FALSE</td>
<td>FALSE</td>
<td>FALSE</td>
<td>TRUE</td>
<td>FALSE</td>
</tr>
<tr>
<td>TRUE</td>
<td>Primary, Tertiary</td>
<td>FALSE</td>
<td>TRUE</td>
<td>FALSE</td>
<td>FALSE</td>
<td>TRUE</td>
</tr>
<tr>
<td>TRUE</td>
<td>-</td>
<td>TRUE</td>
<td>FALSE</td>
<td>FALSE</td>
<td>FALSE</td>
<td>FALSE</td>
</tr>
</tbody>
</table>
Database for Good Planning in the Arab Region

Analytical data:
Type of document (reclassification)

Based on the combination of variables Classification of Period, Special Purpose and Overall Coverage

**Vision**
Covers a long-term period, addresses the whole economy in the sense of sectoral/general coverage, and does not have a Special Purpose

**NDP**
Distinguished from a Vision by its medium-term nature

**Specific**
Where the document has a topical/regional/sectoral purpose
Database for Good Planning in the Arab Region

Analytical Data:
Role in hierarchy

Reference

• Linkage between the documents is essential and prevents a scenario in which different ministries pursue individual agendas which aren’t interrelated.

Level in Hierarchy

• Every plan is given a role in the hierarchy
• A Vision is expected to be a ‘Leading Document’ (Level = 1), to which the NDP and ‘Specific’ documents are linked as ‘Sub Document’ (Level = 2,3,...)
• ‘Stand Alone’ documents have a Level = 0
Analytical Data:
Complete KPIs

In order for the **KPI to be quantifiable** this has to respect certain parameters
- Baseline
- Target
- Targeted year
- Implementing Authority

Can be long-term, medium-term and short-term

KPI – Objectives –

Pillars – Broad Strategy
- If all the KPIs are achieved, then selected actions have been properly carried out, programmes have been completed, and the stated objectives reached

<table>
<thead>
<tr>
<th>Relevant Visions 2030 Objectives</th>
<th>Enhance the livability of Saudi cities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Improve the quality of healthcare services (preventive or therapeutic)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Objective (8)</th>
<th>Improve the infrastructure, facility management, and safety standards in healthcare facilities</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Baseline</th>
<th>2020 Target</th>
<th>Unit</th>
<th>Implementing Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Licensed Medical Facilities</td>
<td>40</td>
<td>100</td>
<td>%</td>
<td>Ministry of Health</td>
</tr>
</tbody>
</table>
Database for Good Planning in the Arab Region

Evaluative Data:
Quality of Planning Documents

- Allows us to **assess the internal structure and features of a plan**, depending on the basic required components of the internal structure, and their linkage as described previously.

- Possible **classifications** are: very high, high, regular, and low, and are applicable to all types of document.
### Database for Good Planning in the Arab Region

#### Evaluative Data:
Quality of Planning Documents

**Example**

<table>
<thead>
<tr>
<th>Quality of the Document</th>
<th>Broad Strategy</th>
<th>Pillars</th>
<th>Objectives</th>
<th>KPIs</th>
<th>KPIs Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High</td>
<td>TRUE</td>
<td>TRUE</td>
<td>TRUE</td>
<td>TRUE</td>
<td>Obj</td>
</tr>
<tr>
<td>High</td>
<td>TRUE</td>
<td>TRUE</td>
<td>TRUE</td>
<td>TRUE</td>
<td>Pils</td>
</tr>
<tr>
<td>Regular</td>
<td>TRUE</td>
<td>TRUE</td>
<td>TRUE</td>
<td>TRUE</td>
<td>No</td>
</tr>
<tr>
<td>Low</td>
<td>TRUE</td>
<td>TRUE</td>
<td>FALSE</td>
<td>TRUE</td>
<td>Pils</td>
</tr>
</tbody>
</table>
Database for Good Planning in the Arab Region

Evaluative Data:
Degree of sophistication of planning documents

Another example

- It is possible to compare different planning initiatives across Arab countries by documenting and analyzing the inner ‘Phases’ of development plans.
- Allows us to see the closest forthcoming phase milestones.
- Possible classifications are: very high, high, advanced, regular, irregular, or none.
Database for Good Planning in the Arab Region

Additional aspects:
Sectoral approaches

Multi-Sectoral Approach
• When there are at least 10 KPIs in each sector
  (Primary/Secondary/Tertiary)

Cross-Sectoral Approach
• When there are more than 10 Cross-Sectoral KPIs (based on their sub-sectoral affiliation)
Database for Good Planning in the Arab Region
Outline

- Methodology
- Technicalities
- First stylized facts
- Way forward
First stylized facts

Reclassification of documents
First stylized facts

Algeria

NDP Other Other

Bahrain

Vision NDP Other Other

Egypt

Mixed Other NDP Other

Iraq

Regional Vision

Jordan

Other Mixed Other

Kuwait

Vision NDP Other Other

Libanon/Morocco

Mixed Other Other Other

Mauritania

NDP Other Other Other

Oman/Sudan

Vision NDP

Qatar

Vision NDP

Palestine

Mixed Vision

Saudi Arabia

Vision NDP

Tunisia

NDP Other

UAE

Vision NDP Other Other

Regional Vision

Regional Vision
First stylized facts

- **Algeria**
  - NDP
  - Other
  - Other

- **Bahrain**
  - Vision
  - NDP
  - Other
  - Other

- **Egypt**
  - Mixed
  - Other

- **Iraq**
  - NDP
  - Other
  - Regional Vision

- **Jordan**
  - Other
  - Mixed
  - Other
  - NDP
  - Other
  - Other

- **Kuwait**
  - Vision
  - Other
  - Other

- **Lebanon/Morocco**
  - NDP
  - Other
  - Other
  - Other

- **Mauritania**
  - NDP
  - Other
  - Other
  - Other

- **Oman/Sudan**
  - Vision
  - NDP

- **Qatar**
  - Vision
  - Other

- **Palestine**
  - Mixed
  - Vision
  - NDP
  - Other

- **Libya/Yemen**
  - Vision
  - NDP

- **Saudi Arabia**
  - Vision
  - Other
  - Regional Vision
  - Other

- **Tunisia**
  - Vision
  - NDP
  - Other

- **UAE**
  - Vision
  - Other
  - Other
  - Regional Vision
First stylized facts

Algeria

Bahrain

Egypt

Iraq

Jordan

Kuwait

Lebanon/Morocc

Mauritania

Oman/Sudan

Qatar

Palestine

Libya/Yemen

Saudi Arabia

Tunisia

UAE
First stylized facts
First stylized facts

Failing to plan is planning to fail

6 out of 19 countries have medium- and long-term plans for their whole economy.

5 out of 19 do not plan in the medium-term for their whole economy.

9 years 6 months is the average time span of development plans in the region.
First stylized facts

Arab countries planning performance

5 criteria

• the overall content of planning documents;
• whether the approach is sectoral or not;
• the key performance indicators (complete or not);
• the architecture of the planning documents;
• the use of international agendas as guide to stating desirable achievements.
First stylized facts

Short-sighted planning and unclear hierarchization of planning documents

- 95 percent of the case exist broad strategy and specific objectives;
- BUT a great amount of visions, NDPs, and documents are not linked to the rest of the planning hierarchy => undermine effectiveness as coordination tool
- lacks organization and structuration which might be viewed as a lack of vision
- open the door to incoherence and generally undermines workability
First stylized facts

Insufficient sectoral emphasis

Multisectoral approach, % of number of planning documents

Theories of development and sectoral approaches: vertical vs. horizontal

• Focus on comparative advantages or great difficulties,
• Human and financial capacities matter
• The database tracks vertical and horizontal sectoral approaches

• In 55 percent of the case, multi-sectoral approach: inadequate given urge to harness cross-sectoral synergies and spillover effects to hasten development.

• **Way forward**: capacity to differentiating between the vertical and horizontal sectoral components of the plans
First stylized facts

Inadequate key performance indicators’ coverage

Fully identified KPIs, % of total

- 30%
- 28%
- 42%

Need for fully identified KPIs

- Lack of credibility implies poor capacity to influence and anchor economic agents’ expectations
- But trade-offs as optimal transparency not necessarily full transparency

- Less than 50% of fully identified KPIs
- May reflect attempt to avoid missing targets
- And keeping some degree of freedom for plan adjustment

- **Way forward**: discuss strategic aspects when setting KPIs
First stylized facts

Imprecise articulation of the goals

Articulation of KPIs to other components of planning documents, % of total

- strategic aspect of introducing KIPs: linkage to objectives, or more loosely to pillars
- Not debatable: should always be straightforward

- 30 percent of planning documents have no KPIs
- 25 percent of KPIs are inaccurately linked to broad programs
- undermines the state’s credibility

- Way forward: discuss reasons for lack of proper structuration of planning documents
First stylized facts

The SDGs agenda not used as a guide to development

Reference made to MDGs and SDGs as development framework, % of total

Indicator of Arab countries commitment to SDG,
- Can also help identify KPIs
- Measure clear reference to MDGs (before 2015) or SDGs (post-2015)
- Allow mapping integration in planning documents of international agenda

- 8 documents out of 42 mention the MDGs and 10 out of 22 mention the SDGs
- Improvement but among the soon-to-be-released medium-term NDPs almost none mentions SDGs
- And most of the documents aiming for 2030 do not mention SDGs

Way forward: discuss SDGs as roadmap to development and policymaking tool
First stylized facts

Planning under constraints

<table>
<thead>
<tr>
<th>Resource Poor / Labor Abundant (RPLA)</th>
<th>Resource Rich / Labor Abundant (RRLA)</th>
<th>Resource Rich / Labor Poor (RRLP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morocco</td>
<td>Yemen</td>
<td>Oman</td>
</tr>
<tr>
<td>Egypt</td>
<td>Sudan</td>
<td>Qatar</td>
</tr>
<tr>
<td>Lebanon</td>
<td>Algeria</td>
<td>UAE</td>
</tr>
<tr>
<td>Jordan</td>
<td>Iraq</td>
<td>Bahrain</td>
</tr>
<tr>
<td>Mauritania</td>
<td>Libya</td>
<td>Kuwait</td>
</tr>
<tr>
<td>Palestine</td>
<td>Syria</td>
<td>Saudi Arabia</td>
</tr>
<tr>
<td>Tunisia</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Average # of Documents

- **RPLA**: 3, 7.6, 16
  - **Documents with Quantitative Targets**: 4.1, 2.3
- **RRLA**: 5, 12.3, 26
  - **Documents with Quantitative Targets**: 2.2, 0.5
- **RRLP**: 2, 10.2, 25
  - **Documents with Quantitative Targets**: 4.2, 1.3
Outline

Case Study: EGYPT and KSA
First stylized facts

Setting priorities straight

- Room for improvement
- A country can’t reach its vision if the KPIs are not complete, then fulfilled

Disclaimer: Egypt has less KPIs than KSA
First stylized facts

Responsibility?
First stylized facts

International agenda: mapping

- GENDER < 3%
- FINANCING
- SMEs
- ICT
- GREEN ECONOMY
Outline

• Methodology

• Technicalities

• First stylized facts

• Way forward
## Way forward

### Topology of criteria for good planning

<table>
<thead>
<tr>
<th>Internal</th>
<th>Operational: first phase of the planning activity pertaining to designing the planning documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under the direct control of planning institutions and related to the design of the planning documents</td>
<td>Strategic: pertaining to the <strong>strategic features</strong> of the project the Nation sets for itself</td>
</tr>
<tr>
<td>External</td>
<td>Operational: second phase of the planning activity pertaining to its <strong>implementation</strong> which is contingent to the availability of various, what we call, ‘**supporting’ elements’</td>
</tr>
<tr>
<td>Are influenced by the actions of the state but not by the means of planning itself, and track the various bargaining processes that have to be undertaken between the state and the stakeholders in the context of the planning exercise</td>
<td>Strategic: elements relating to the <strong>degree of inclusiveness</strong>, institution building to ensure better coordination, and strategic communication with the public and the authorities’ ability to influence non-state actors through which the plan is carried</td>
</tr>
</tbody>
</table>

---

## Way forward

### Topology of criteria for good planning

<table>
<thead>
<tr>
<th>Internal</th>
<th>Operational: first phase of the planning activity pertaining to designing the planning documents that encompasses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- a comprehensive long-term vision,</td>
</tr>
<tr>
<td></td>
<td>- a medium-term national development plan,</td>
</tr>
<tr>
<td></td>
<td>- a specific development strategy that aims for accomplishment of the vision over the medium-term,</td>
</tr>
<tr>
<td></td>
<td>- a broad strategy, namely an explanation of the content (past, present, and future) of each individual plan,</td>
</tr>
<tr>
<td></td>
<td>clearly defining its significance and place within the overall planning hierarchy,</td>
</tr>
<tr>
<td></td>
<td>pragmatic milestones (objectives, programs and actions) based on scientific research,</td>
</tr>
<tr>
<td></td>
<td>measurable key performance indicators (KPIs),</td>
</tr>
<tr>
<td></td>
<td>clear identification of the specific responsibilities for each implementing authority,</td>
</tr>
<tr>
<td></td>
<td>an integrated approach reflecting the variety and connectedness of economic sectors,</td>
</tr>
<tr>
<td></td>
<td>a clear reference to global frameworks (SDGs/MDGs),</td>
</tr>
<tr>
<td></td>
<td>etc…</td>
</tr>
</tbody>
</table>

|       | Strategic: pertaining to the strategic features of the project the Nation sets for itself among which      |
|       | - Perception of the binding nature of the planning documents by the authorities responsible for their       |
|       |   implementation and planning authorities as well,                                                      |
|       | - Will to take on board various international agendas as guides,                                         |
|       | - Desire to mainstream specific issues and to develop and use the necessary tools and trade-offs          |
|       |   between transparency, credibility, and flexibility of planning,                                         |
|       |   etc...                                                      |

Way forward

Topology of criteria for good planning

External
Are influenced by the actions of the state but not by the means of planning itself, and track the various bargaining processes that have to be undertaken between the state and the stakeholders in the context of the planning exercise.

Operational: second phase of the planning activity pertaining to its implementation which is contingent to the availability of various, what we call, ‘supporting’ elements such as
- financing and budgeting and capacity building as means of implementation;
- production of statistical information in a timely and reliable manner so as to improve the quality of scientific-based policy-making,
- development of various models and tools for decision-making and monitoring;
- capacity-building at all stages of the planning process for effective implementation of the plan or high-quality monitoring and data production and analyses,
- etc...

Strategic: elements relating to the degree of inclusiveness, institution building to ensure better coordination, and strategic communication with the public and the authorities’ ability to influence non-state actors through which the plan is carried among which:
- the public’s perceived credibility of the plan,
- the society’s capability to process the information provided, whatever the source, and pertaining to the plan’s objectives, targets, means of implementation,
- the perceived reliability of the released statistical information and monitoring process.
- etc...,

Way forward

SHORT TERM

- Methodological
  - Refined Definitions
  - Clear Mapping Methodology
  - Close Internal Collaboration (SD, SDG Unit, ...)
  - Content Analysis

MEDIUM-TERM

- External cooperation (with ECLAC)
- Technical Targets
  - Comprehensive data collection
  - Cooperate with focal points
  - Dynamic Interface (SD)
  - Specific Interface for Countries

LONG-TERM

- Dashboard
- Toolkit
- Country profiles
- Expand DB into a repository
Thank you!