



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

Project Code and Title:	Towards the Arab Horizon 2030: Enhancing Integrated National Development Planning in the Arab Region
Start Date	January 2018
End Date	December 2020
Budget	USD 505,000
UMOJA cost centre(s):	17008
UMOJA functional area(s):	22AC0003
Target Countries	The project targets and will involve ESCWA member countries
Executing Entity	Economic and Social Commission for Western Asia (ESCWA)
Co-operating Entities within the UN system	United Nations Department of Economic and Social Affairs (UN-DESA), Economic Commission for Latin America and the Caribbean (ECLAC), UN Country Teams and UNDP
Other Partners	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

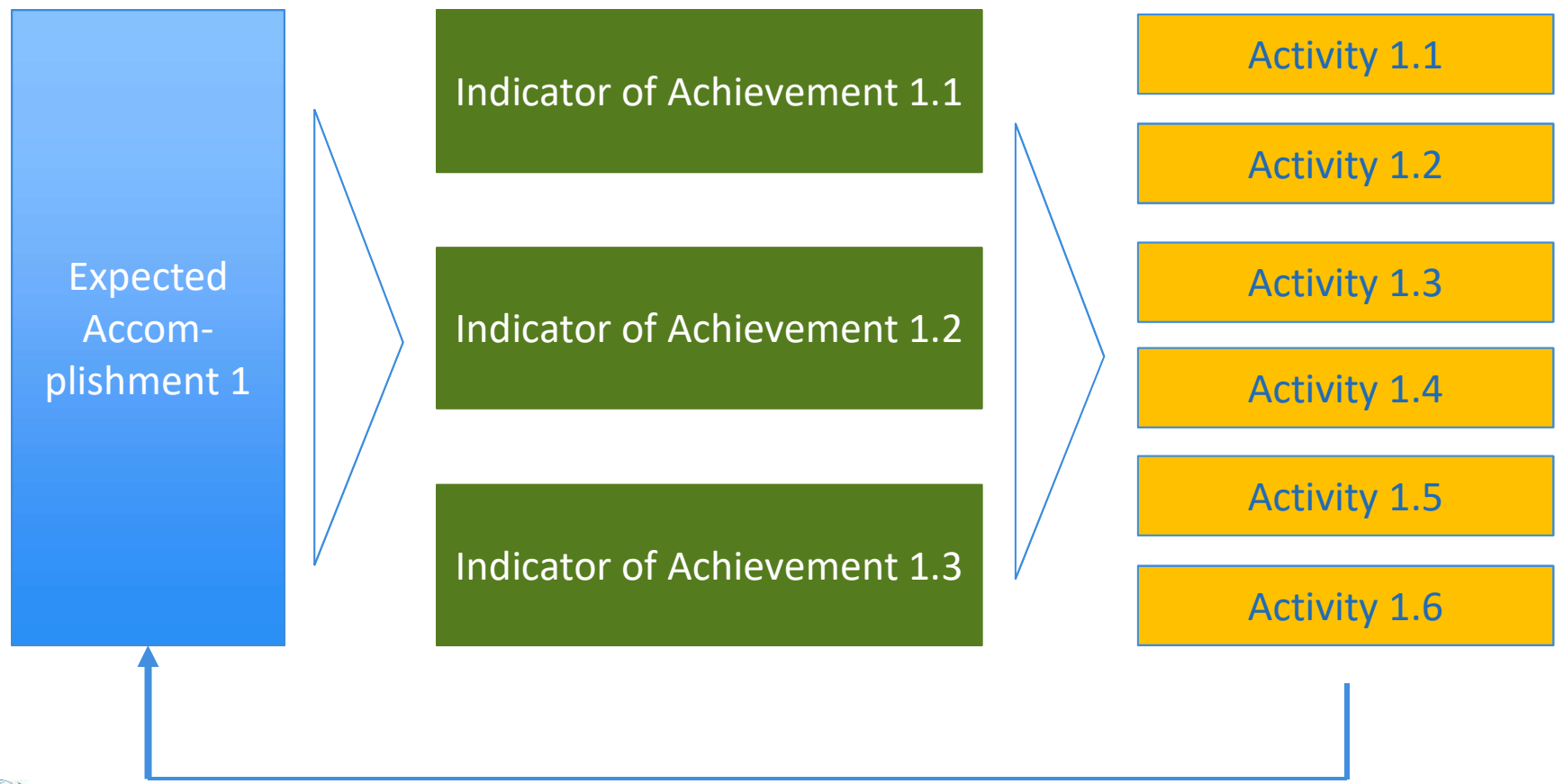
Project background: Mandate & objective

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.

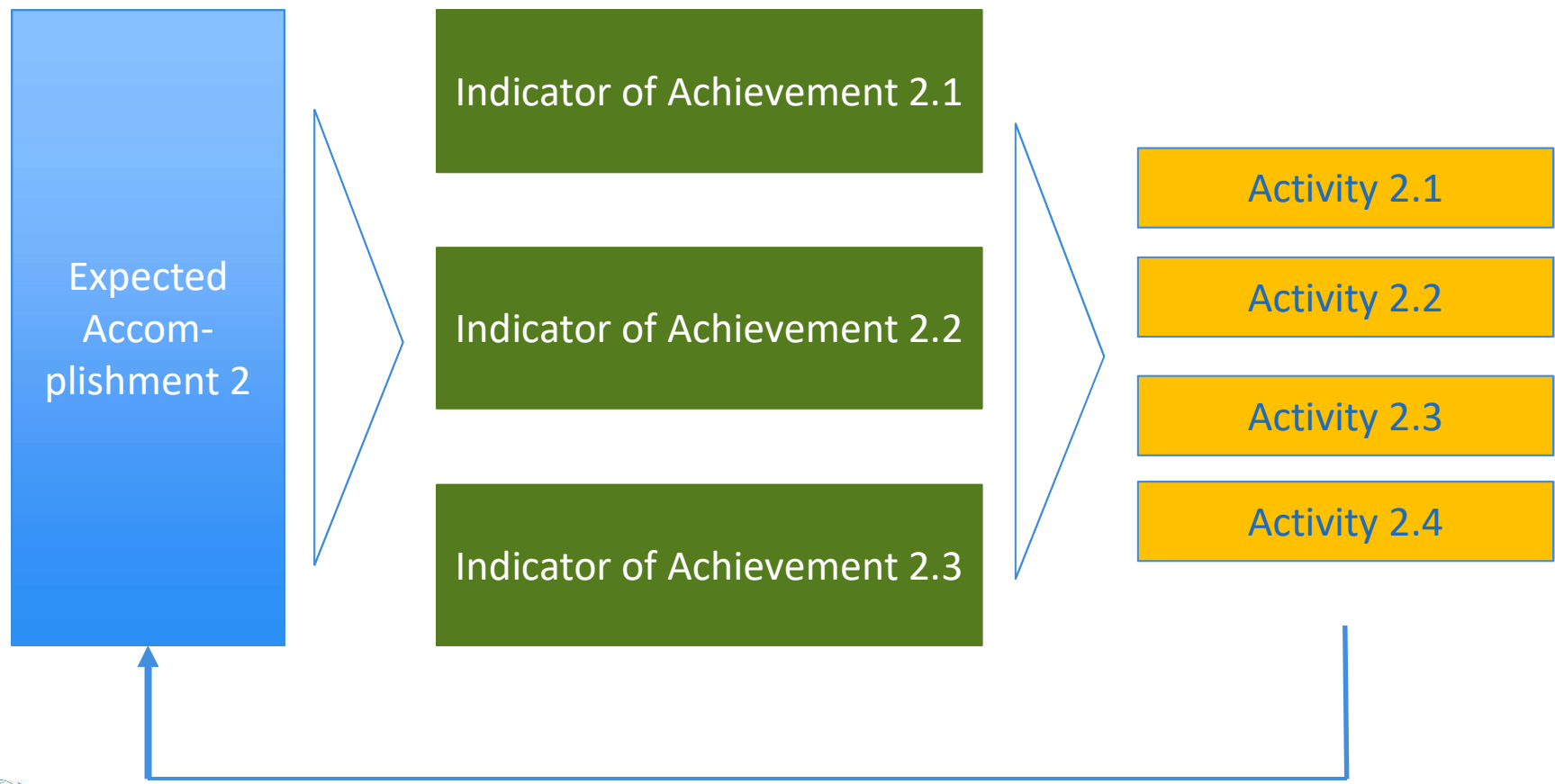
EA1: Enhanced awareness and engagement of policymakers with the integrated development planning approach.

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

Project background: Logframe



Project background: Logframe logic



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

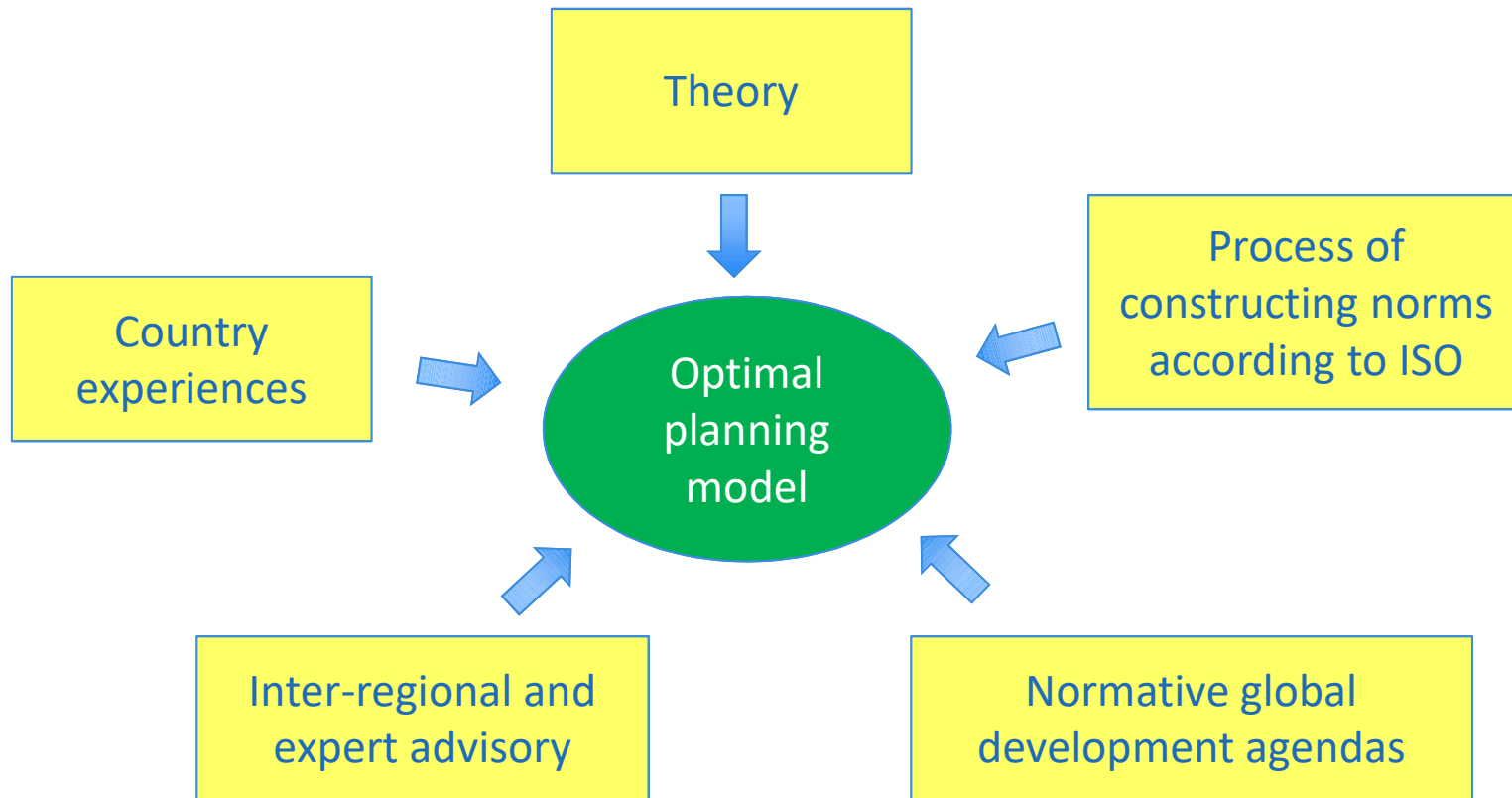
Based on analysis of the 2030 Agenda, the Economic Commission for Latin America and the Caribbean (ECLAC) has identified four priorities in support of the implementation and follow-up of the Agenda in the countries of the region:

- (i) Strengthen the regional institutional architecture to place Latin America and the Caribbean in a better position to achieve the Sustainable Development Goals.
- (i) Enhance analysis of the means of implementation of the 2030 Agenda at the regional level.
- (i) Support the integration of the Sustainable Development Goals into national development plans and budgets.
- (i) Promote the integration of the measurement processes necessary to build Sustainable Development Goal indicators into national and regional strategies for the development of statistics

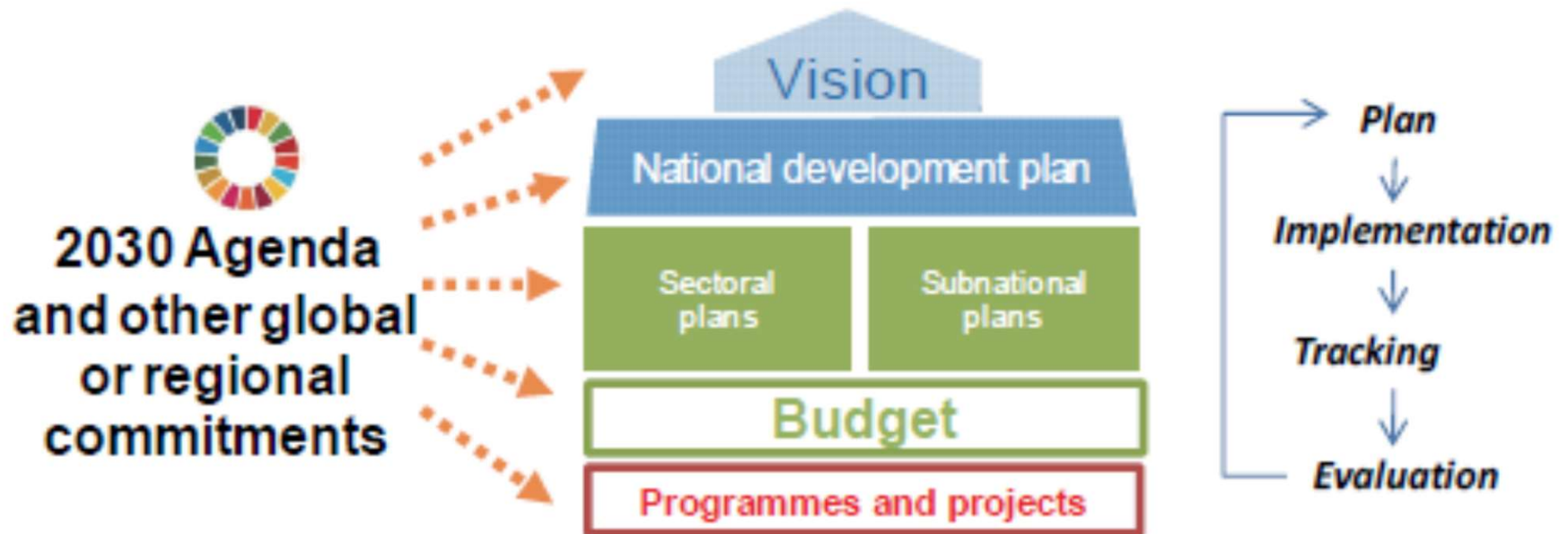
Planbarometro: Key issues in the planning process

- 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



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://repositorio.cepal.org/bitstream/handle/11362/42181/S1700831_en.pdf?isAllowed=y&sequence=1.

<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



Questions?



Towards the Arab Horizon 2030:

Enhancing Integrated National Development Planning in the Arab Region

Working Group 1



UNITED NATIONS
الأمم المتحدة
ESCWA

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

Andrews, M., Pritchett, L. and M. Woolcock (2012): Escaping Capability Traps through Problem-Driven Iterative Adaptation (PDIA) Faculty Research Working Paper Series, Harvard Kennedy School of Government



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



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