

**Economic and Social Commission for Western Asia (ESCWA)****Regional “Train the Trainers” Workshop on the Behavioural Insights and Strategic Planning Handbook****5 March 2020, UN-ESCWA, Beirut, Lebanon****Summary of Discussions****Opening Session**

Ms. Denise Sumpf, Acting Chief of the Economic Governance and Planning Section at ESCWA, opened the workshop by welcoming the participants. She explained that her colleague Ms. Nathalie Khaled will continue to lead the Development Account project in the future since Ms. Sumpf will shortly leave ESCWA.

Mr. Mounir Tabet, Deputy Executive Secretary for Programme at ESCWA, strongly supports the integration of behavioural insights into decision making. He compared the field of policy making to a black box as the decisions made by the ministers frequently differ from the recommendations they receive from stakeholders affected by their decisions. Mr. Tabet stated that this is a phenomenon he is very frustrated about and that we have to come up with more creative and innovative recommendations in order to be heard by the ministers. He furthermore suggested to make policy recommendations that integrate behavioural insights since such policies have proven to be more effective and successful than policies that do not take behavioural insights into account. He hopes to influence decision makers to make better decisions with such policy recommendations, so that state budgets are reallocated from military spending and corrupt practices to initiatives that improve the lives of the citizens in the Arab region. He ended his presentation by emphasizing that improving the lives of the Arab people for the better is the overall aim of national development planning.

Mr. Moctar El Hacene, Director of the Economic Development and Integration Division at ESCWA, continued by pointing out the goal of this workshop: training the project focal points on the use and the content of the “Behavioural Insights and Strategic Planning” handbook and providing them with guidelines on how they can train the relevant stakeholders in their respective countries. He expressed his hopes that the workshop will be successful and that they will be able to reach their objective at the end of the day.

Following this, the participating delegates from the project focal points shortly introduced themselves.

Ms. Nathalie Khaled, Economic Affairs Officer in the Economic Governance and Planning Section at ESCWA, gave a presentation on the achievements of the Development Account Project so far and the activities planned for 2020 and beyond.

Ms. Khaled began by presenting the previous achievements of the project and pointed out that the project has allowed ESCWA to work with the national planners of the different countries in the Arab region and to raise awareness on the importance of national development planning.

In September 2018, they organized the first regional meeting of the development account project focal points to review the status quo of national development planning in the Arab region together with selected international experts. In 2019, the comprehensive “Behavioural Insights and Strategic Planning” Handbook was developed in collaboration with Nudge Lebanon to provide Arab development planners with practical tools that allow them to apply behavioural insights into their work. The second regional workshop for the project focal points was organized in September 2019 to discuss the first draft of the handbook. Ms. Khaled explained that as part of today’s workshop the national focal points will be trained on the content and use of the manual with the overall aim that they will be able to train stakeholders in their respective countries at the end of the day.

Another accomplishment was the organization of the national workshop for Tunisia in October 2019. The participants reviewed the national planning process in Tunisia, received training on the topic of regulatory reforms and national development budgeting, and exchanged best practices and experiences from the Arab region in the field of development planning.

Ms. Khaled continued by introducing the participants to the new vision of the project. The plan for 2020 is to develop a comprehensive repository of the current business environment laws in the Arab region. The legislative environment is very important when it comes to national development planning as the development plans have to be aligned to the respective national legislations. ESCWA also plans to create a mechanism for member countries that allows them to assess the impact of their legislations on their national development plans. They furthermore plan to establish a repository of Arab countries’ planning documents and integrate this into ESCWA’s database Istishara. The database shall include the national plans of the different member countries, the legislative plans, the sectoral plans, and others and will be accessible for all member countries through the internet. Another plan for 2020 includes the development of forecasting tools for Yemen, Tunisia, Egypt, Algeria, and Lebanon. Ms. Khaled explained that they hope to achieve this goal by the end of this year and that they will also start developing forecasting tools for the other member countries in the region during 2020. She furthermore pointed out that they already started working on the activities that they plan to implement in 2020 but that they will need to intensify their work in order to reach their goals in time by the end of 2020. They also need the support of the national focal points to be able to reach their objectives.

Ms. Khaled moreover presented the project activities that ESCWA proposes to start in 2020 and continue beyond. First, they suggest establishing an Arab Planning Council that consists of the current project focal points and meets on a regular basis to assess planning and capacity-building gaps in the Arab region, create a research agenda, and exchange best practices. The council shall furthermore develop an action plan to address issues and needs in the region and formulate a regional planning approach to support regional integration.

Second, ESCWA aims to provide professional development and capacity-building services to its member countries in subjects related to development planning. ESCWA plans to prepare various training materials and toolkits and provide on-demand training for each of its member countries. Subjects include regulatory reforms; how to use and navigate ESCWA’s database; and forecasting

tools for factual planning, monitoring, and evaluation processes. Further topics beyond 2020 could include development planning from a gender perspective; development planning and climate change; and planning for the achievement of the 2030 Agenda.

ESCWA moreover plans to develop an interactive online training on the “Behavioural Insights and Strategic Planning” Handbook.

Mr. Nizar Ghanem and Mr. Yazan Al Saadi from Triangle gave a presentation on Triangle’s role in the development account project. They were hired by ESCWA to support the international organization in the development of the repository of business legislations in the Arab region.

Mr. Ghanem began the presentation by giving the participants an overview of Triangle’s work. The think tank conducts in-depth research, provides policy guidance, and develops media outputs which cover economic, developmental, and social issues. In the past they have already supported ESCWA with regulation reforms.

Mr. Ghanem believes that the Arab legislation is short-term sighted as it does not take into account sustainability. For this reason, the development account project is very important because it promotes the development of more long-term sighted national plans that encourage sustainable development.

He explained that Triangle wants to review the existing legislations of all of ESCWA’s 18 member countries with regards to four different topics: anti-corruption, competition, consumer protection, and foreign direct investment (FDI). They plan on establishing an interactive and user-friendly database that incorporates all of those laws and allows the member countries to compare their legislations to other countries in the Arab region. Triangle furthermore aims to assess the current legislations and identify challenges and legislative gaps in each member country. Based on that they will develop an analytical paper that highlights best practices both from the Arab region and the international community and gives recommendations for better and more efficient strategic planning in Arab countries.

Mr. Ghanem explained that studying the legislations of all 18 member countries is a very broad field of research. For this reason, Triangle will conduct various cycles of research, focusing on different criteria in each.

Mr. Al Saadi continued by presenting the methodology of their research. Triangle prepared 195 criteria questions that they need each member country to answer. The questions revolve around themes such as legal definitions within legislations, enforcement, institutions, international agreements, and others. The questions will thereby focus on laws related to anti-corruption, competition, consumer protection, and FDI.

Mr. Al Saadi stressed the importance of not only identifying legislative gaps within each nation but also in between nations (i.e., regional legislations). The output Triangle creates will enable the Arab region to see where they stand in comparison with other regions and the international community.

Following that, Mr. Al Saadi introduced the participants to Triangle’s project timeline. As part of the inception phase, which began in February 2020, Triangle primarily developed a methodology and tools. In March they started with the implementation phase and the data collection. They aim to complete the data collection by June 15th, 2020. Mr. Al Saadi pointed out that they follow a very broad research approach that requires a lot of work. For this reason, they rely on the support of the focal points. Mr. Al Saadi further explained that it is difficult for Triangle to extract the relevant data on the legislations of some countries because the information cannot be found on the internet.

For other countries like Tunisia, for example, it is easier to access this information because they work a lot with the internet.

Triangle will ask the focal points to answer 195 questions, though the opinions of experts might be needed when it comes to certain laws. Triangle suggests conducting four interviews with each country. Each interview will focus on one of the four criteria they base their research on and one expert with regards to the respective criterium will be present in each interview. In March, Triangle will contact each of the project focal points to agree on a mode of communication with them.

Triangle will submit their preliminary report to ESCWA at the end of June but will continue to identify gaps afterwards. At the end of July, they plan to submit their final report and present their findings.

Session 1.1: Interactive “Train the Trainers” Session on the Behavioural Insights and Strategic Planning Handbook

The Interactive “Train the Trainers” Session on the Handbook was led by Nudge Lebanon, ESCWA’s implementing partner and developer of “The Behavioural Insights and Strategic Planning Handbook”.

Mr. Nabil Saleh from Nudge Lebanon began the session by briefly reviewing some of the introductory material on behavioural insights that was presented to the project focal points in the last regional workshop in September 2019. He pointed out that they took the remarks the participants made at the last workshop into consideration and created the current draft version of the manual based on that. He furthermore invited the participants to intervene at any point in time during the presentation as this was supposed to be an interactive session.

Mr. Saleh introduced the participants to how behavioural problems occur and how they influence people’s decisions and actions. Some behavioural problems arise as a result of mental shortcuts (heuristics) that humans use to facilitate their decision-making processes and lead to mistakes in the made decisions. Other behavioural problems might prohibit people from implementing their made decisions into action. Nudge Lebanon tries to make policy makers aware of potential behavioural biases and encourages them to use behavioural insights to avoid such mistakes.

Mr. Saleh explained that in the strategic planning process there is a risk of behavioural biases affecting the decision-making process. In the handbook Nudge Lebanon has divided the planning process into seven specific stages in order to determine the relevant biases and solutions for each stage. The handbook lists common pitfalls at each stage, identifies potential biases, and proposes behavioural tools to tackle those biases.

Following Mr. Saleh’s introduction, the Nudge Lebanon team followed the approach of the handbook and walked the participants through each stage of the planning process. Each time after presenting the common pitfalls for a respective stage, they requested the participants to fill out a questionnaire they had distributed in the beginning. The questionnaire asked the participants to validate whether the presented pitfalls really affect their work in practice and to identify further pitfalls that may negatively affect the respective stage of the strategic planning process.

Ms. Primrose Adjepong from Nudge Lebanon trained the participating member countries on how to benefit from behavioural insights in the first three stages of the strategic planning process: 1) leadership aspiration, 2) challenges and baseline, and 3) identify stakeholders. She presented the

common pitfalls and biases that frequently occur at the three different stages of the planning process and suggested several ideas for behavioural interventions.

Session 1.2: Interactive “Train the Trainers” Session on the Behavioural Insights and Strategic Planning Handbook, “Continued”

After a short break, Ms. Rewa El Masry from the Nudge Lebanon team continued the “Train the Trainers” Session by training the project focal points on the use of behavioural insights in the fourth and fifth stage of the strategic planning process: 4) Engage stakeholders, and 5) Objectives, goals, and KPIs.

After Ms. El Masry asked the participants to think about further pitfalls that are common at the fourth stage, a discussion among the participants emerged. Mr. Refaat Hejazi from Syria remarked that one of the major issues is the lack of dialogue with the civil society as they are frequently not invited to sectoral strategy meetings. Other problems include conflicts of interest between the private and the public sector, insufficient time for discussions during sectoral strategy meetings, and the fact that many stakeholders are not involved in the planning process from the beginning. Mr. Samir Lazaar from Tunisia added that the main problem lies in defining the relevant stakeholders.

When Ms. El Masry explained “Intervention 3: Conduct ‘Think Group’ Exercises” (pp. 75-76) to the participants, another discussion emerged. Mr. Hejazi pointed out that they already use this method in different areas in Syria but prefer the use of focus groups with regards to national development planning. Mr. Lazaar continued by stressing the importance of local development and involving the local population in the development planning process. He explained that in Tunisia they use the presented method to gather innovative ideas from qualified individuals at the local level.

When Ms. El Masry presented the potential biases at the fifth stage of the strategic planning process, Ms. Maysa’a Sharaqha intervened to give an example of overconfidence/optimism in Jordan. The bus rapid transit project in Amman, Jordan’s capital, was supposed to be finalized by 2020 but the cost exceeded the planned budget and the project may now take until 2023 to be completed. Mr. Saleh added that both developing and developed countries fall in the overconfidence trap and that it is not a phenomenon limited to the Arab region. National planners prefer not to directly inform ministers about the large amount of costs of a project in order to get the approval for it. Once the investment then starts and the actual costs become visible, it cannot always be stopped so easily.

Mr. Hejazi stressed the importance of holding governments accountable and monitoring them to see whether they actually achieved their goals. Ministers in the Arab region tend to set goals to win voters but do not actually follow up on their goals during their term of office. However, no one holds them accountable for this. Mr. Alaadin Al Ameri from Iraq pointed out that many national planners and policy makers deliberately hide and cover up information as they are afraid of being supervised and monitored. This is one of the major issues in the Arab region. Ms. Khaled added that periodic reviews are very important to assess if we reached our goals or if we are on our way to reach our long-term objectives. The citizens care about whether promises are kept by the ministers and whether goals are achieved. For this reason, the government needs to be transparent with the civil society, otherwise it might lead to uprisings as the ones that are currently happening in Lebanon. Moreover, development plans should not be rigid. They should be flexible and revised periodically in order not to waste resources on failing projects. Mr. Hejazi, however,

stressed that it is not the goals that should be periodically reviewed but the performance of the initiatives that are taken to achieve the goals.

Mr. Saleh continued with presenting the last two stages of the strategic planning process: 6) Implementation support, and 7) Monitoring, evaluating, communicating.

Mr. Mohamed Teghre from Mauritania explained that one of the major pitfalls at the sixth stage of the planning process is the fact that some sectors deviate from the plan and that this weakens the enforcement of predefined sectoral strategies. Mr. Lazaar from Tunisia added that the lack of human resources at the regional level and the lack of real estate needed in order to implement certain projects represent further issues that lead to a weak implementation of plans. Moreover, the actual costs frequently exceed the planned budget.

When Mr. Saleh presented “Intervention 2: Behaviourally informed communication of the plan” (pp. 106-109), Mr. Ali Osseiran from Nudge Lebanon gave an example that highlights the power of the framing of communications. Through the use of personalization in a vaccination campaign, Nudge Lebanon and UNICEF were able to increase the number of children that received vaccines by 50 percent.

Ms. Alia Effat from Egypt pointed out a further pitfall at the seventh stage of the planning process. The reports of the different sectors are not unified and thus difficult to understand and analyse. Mr. Wissem Moatemri from Tunisia added that the lack of an evaluation culture is a major issue. Many countries in the Arab region lack awareness of how important evaluations are. Another issue is the lack of data statistics, which negatively affects the evaluation since it makes the performance of the public services difficult to analyse.

Mr. Teghre from Mauritania elaborated on the issue that early-warning systems are sometimes not taken into consideration, which then results in the failure of the project.

Mr. Hejazi from Syria furthermore explained that governments in the Arab region are doing the planning of the strategies, the execution of them, and also the evaluation of the performance. There is no separation of powers. However, evaluations should be performed by impartial, independent bodies.

Mr. Saleh ended the session by walking the participants through the last two chapters of the manual on institutional set-ups and capacity-building.

Session 2: Review and Feedback on the Handbook – Group Breakout

In this session, the participants were asked to review the handbook and provide comments on the content of the handbook, its structure, its presentation, etc. Each participant was assigned one of the seven stages described in the handbook and was given 20 minutes to review it. The participants were furthermore asked to also name stakeholders that could benefit from the handbook.

After reviewing the handbook, the participants each presented their feedback on the handbook to the group.

It was possible to identify three main topics of comments: 1) the incorrect translation of the handbook from English into Arabic, 2) remarks on the structure of the handbook, and 3) certain items that have to be further clarified in the handbook.

This is a summary of the comments that were made:

Stage	Incorrect Arabic Translation	Structure	Further Clarification Required
General Remarks	Certain terms that are used in the Arabic version of the handbook do not appeal to the participants. They suggest retranslating the whole handbook and using different terms that are common in the Arab region. Moreover, some sentences need to be restructured.		
	Review the title of the handbook (especially the Arabic term for behavioural insights).		
	Look for a different word to translate 'pitfall' into Arabic. The Arabic term they used is not common in the context of national planning.		
		The table of contents should also indicate the pages where you find each chapter.	
		Sometimes there are no links between the different parts of the handbook. This causes confusion. It is possible to increase the linkages between the interventions by taking one example and then explaining several possible interventions to solve the problem.	
		The structure should be simplified with less details and less information. Too many details on some pages. The	

		information should be summarized so the material on the pages is not overwhelming.	
			The presented case studies should highlight the failures and lessons learned of the respective countries.
			Clearly define the behaviour which is contradictory to development planning.
1			Important pitfall that is not mentioned: ministers tend to focus on areas that appeal to their groups of voters. → The opinions of marginalized groups will not be taken into consideration when making a decision.
2		p. 53: The knowledge gap is a serious problem. Dedicate a whole page to this issue.	
			p. 54: The participants in the focus groups should not be from a homogenous background. They should differ to get the best ideas.
		p. 54: The participants prefer an example from the Arab region over an example from China.	
3			p. 59: Lists very limited number of stakeholders. List more groups of stakeholders.
			Stress the importance of the local aspect with regards to development.

4	Use a different term for the word 'brainstorming' in Arabic.		Clarify that 'brainstorming' means that everyone will be working independently.
5			Clarify that Nudge Lebanon does not solve all problems and that they function on the micro and not on the macro level. Point out that behavioural interventions are a complementary mitigating factor but not a complete solution to the problems.
			Use more diagrams and graphs to help clarify the material for the readers.
6			Add 'lack of sustainable funding' as a pitfall as it is a problem in all Arab countries.
			Clarify the meaning of goal setting on the ministerial level.
			Another pitfall: Inadequate cooperation with other ministries/agencies
7		Intervention 2 is missing/there is no invention 2	
			pp. 116-17: Point out the link between the two mentioned pitfalls on p. 116. Use the same terminology on p. 117 to avoid confusion.
			p. 118: Provide an example from the Arab region: a project which should better not be continued and should be stopped.
			p. 129: There should be an example on the

			behavioural tools and the implementation process.
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Areas of work that can be informed by using the behavioural planning manual:

The public sector, the private sector, the communications sector, the agriculture sector, the industrial sector, the education sector, the healthcare sector, the electricity sector, the monitoring and evaluation system

Stakeholders that can benefit from using the behavioural planning manual:

The government/policy makers, the ministry of planning/the planning council/national planners, the financial planning committee, regional councils, municipalities, service companies, development organizations, national unions, governmental companies, the civil society (because development planning impacts their lives)

Closing Session and Way Forward

In the closing session ESCWA, Nudge Lebanon, and the project focal points agreed upon future milestones of the DA Project and the way forward.

Ms. Khaled asked the participants to determine an action plan for their respective country that defines how they will convey the training to relevant stakeholders and sets a timeline for implementing the planned activities. However, there was a discrepancy of opinions among the participants about committing to such an action plan directly following the training they received. One of the participants pointed out that making such decisions is beyond her capacities and that she has to consult her supervisor first. Other participants requested more training materials, such as a shortened PowerPoint Presentation of the handbook and a training on the overall concept of behavioural economics, that they would need in order to be able to train relevant stakeholders in their countries. Some member countries agreed that they would be able to provide trainings at the national level but only have the capacities to offer a limited number of trainings. Further participants remarked that they themselves would not be able to provide trainings at the national level as they do not have the skills to offer comprehensive trainings to the different ministries. For this reason, they suggested that ESCWA should work with the training centres in their countries and train them on the content and the usage of the handbook, so that qualified trainers can then continue training the relevant stakeholders.

The consensus among the participants was that they do not feel familiar enough with the material of the handbook in order to be able to provide trainings on the content themselves at the national level. For this reason, the idea of the individual countries committing to action plans was put on hold until ESCWA provides them with all the materials they need and until the participants feel more confident to offer trainings.

ESCWA agreed to provide trainings at the national level upon request of the individual countries. The international organization furthermore announced the creation of an online course on the content of the handbook that will allow for the training of a much broader group of stakeholders.

Nudge Lebanon agreed to revise both the English and the Arabic version of the handbook and to incorporate the comments the participants made throughout the workshop. Once they receive the final version of the handbook in both languages, ESCWA will share it with the participants.

Ms. Khaled closed the workshop by pointing out to the participants that all the materials of the workshop will be published on ESCWA's website and by thanking the project focal points, the interpreters, Nudge Lebanon, and her team from ESCWA for participating in the workshop.

*** End all ***

Important note:

All presentations and background materials can be found on the workshop's website:
<https://www.unescwa.org/events/regional-“train-trainers”-workshop-behavioural-insights-and-strategic-planning-handbook>

ANNEX 1: CONCEPT OUTLINE & AGENDA

Concept Outline of the Workshop

Within the framework of ESCWA's Development Account (DA) project "Towards the Arab Horizon 2030: Enhancing Integrated National Development Planning in the Arab Region" and as part of its deliverables, ESCWA and Nudge Lebanon collaborated to develop a comprehensive handbook/manual for Arab development planners. The handbook includes good practices and tools identified from within and outside the region that may be used by national planners as a guide during their work and throughout the different stages of planning. The handbook provides Arab planners and stakeholders with practical means and tools to apply behavioural insights into their work. In addition, the manual helps them to identify the behavioural biases that occur during the planning process and highlights possible behavioural interventions.

The main aim of this one-day workshop is to train the national project focal points on the content and usage of the handbook. The workshop will provide them with guidelines on how they can apply behavioural insights in practice and how they themselves can train relevant stakeholders in their countries on the usage of behavioural insights in their respective area of work.

The workshop furthermore allows ESCWA, the national project focal points, and Nudge Lebanon (ESCWA's implementing partner and developer of "The Behavioural Insights and Strategic Planning Handbook") to discuss and exchange their ideas and to collate feedback and comments on the structure, content, and presentation of the handbook. This feedback will help ESCWA and Nudge Lebanon to create the final version of the manual, which will then be translated into Arabic and distributed to relevant stakeholders who can benefit from it.

In the course of the workshop, ESCWA and Nudge Lebanon will present the final draft of the handbook to the participants and facilitate the discussions between the project focal points. The result of these discussions will be a summary document that comprises areas for improvement and identifies the main stakeholders that may benefit from the manual, and thus will guide the production of the final version of the handbook.

The opening session of the meeting will present the progress made so far with the DA project and upcoming planned activities. The first session will then provide the participants with an interactive training on the handbook that will eventually enable the participants to train the relevant stakeholders in their countries. Nudge Lebanon will walk the participants through the handbook and encourage them to share their experiences and own ideas throughout the presentation. During the second session, participants will be asked to give their feedback and comments on the final draft of the handbook and encouraged to identify relevant stakeholders in their countries. During the closing session, ESCWA and the national focal points will take a look at the near future and agree upon upcoming milestones.

Agenda

Thursday, 05 March

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| 9:00 | - | 09:30 | Arrival and Registration |
| 09:30 | - | 10:00 | Opening Session

Welcoming remarks and brief overview of project progress, tour de table and review of the agenda <ul style="list-style-type: none">• Presentation: ESCWA |
| 10:00 | - | 11:00 | Session 1.1: Interactive “Train the Trainers” Session on the Behavioural Insights and Strategic Planning Handbook

In this session, ESCWA’s implementing partner, Nudge Lebanon, will walk the participants through the handbook. The presentation will focus on the seven stages of the planning process, the common pitfalls and biases that frequently occur at the different stages of the planning process, and the suggested ideas for behavioural interventions. Nudge Lebanon will present relevant case studies that demonstrate practical applications of behavioural insights.

The session will be interactive, as experts from Nudge Lebanon will ask the participants to identify further pitfalls in the various stages of the planning process, other than the ones mentioned. The participants will also be encouraged to share their own experiences and to name situations from their work where behavioural insights could prove to be valuable.

National project focal points will share their experience by giving examples on a challenging situation/pitfall from their country that can benefit from the application of the toolkit. <ul style="list-style-type: none">• Presentation and Facilitation: Nudge Lebanon and ESCWA |
| 11:00 | - | 11:30 | Coffee Break |
| 11:30 | - | 13:00 | Session 1.2: Interactive “Train the Trainers” Session on the Behavioural Insights and Strategic Planning Handbook “Continued” |

This session continues with the training on the handbook and the discussion on practical applications of behavioural insights within the context of national and strategic planning. The session will also include open discussions of relevant case studies from the region and outside.

- **Presentation and Facilitation: Nudge Lebanon and ESCWA**

13:00 - 14:00

Lunch Break

14:00 - 16:00

Session 2: Review and Feedback on the Handbook - Group Breakout

Participants will be divided into small groups to work together and discuss the manual and provide feedback on its structure, its content, and its presentation.

During this session, participants will also be asked to identify the relevant government entities and stakeholders/beneficiaries that can benefit from the use of the manual in their countries.

The groups will be accompanied by experts from Nudge Lebanon and ESCWA.

- **Presentation and Facilitation: Nudge Lebanon and ESCWA**

16:00 - 17:00

Closing Session and Way Forward

ESCWA and the national project focal points will agree upon upcoming milestones and the way forward.

- National focal points set a schedule and workplan to train national stakeholders on the usage and application of the manual with the support of ESCWA
- Stocktaking of peer review conclusions to ensure that the comments and feedback of the national focal points are understood

- **Presentation and Facilitation: ESCWA**

ANNEX 2: LIST OF PARTICIPANTS

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ANNEX 3: PARTICIPANTS' FEEDBACK FORM

General information

This questionnaire aims to assess the relevance, effectiveness and added value of the meeting you attended. It will be used for **internal purposes**, to improve the services and impact of ESCWA's activities.

Your honest and open feedback is crucial for our learning and continuous improvement. Your responses will be shared with the meeting's organizer. Therefore, providing your name and email address is optional. However, it would help us to follow up with you should we have any further questions for clarification of your opinion.

Thank you for your time & feedback!

Name: _____

E-mail: _____

Purpose of Meeting

- Train the national project focal points on the content and usage of the handbook;
- To discuss and exchange their ideas and to collate feedback and comments on the structure, content, and presentation of the handbook;
- The result of these discussions will be a summary document that comprises areas for improvement and identifies the main stakeholders that may benefit from the manual, and thus will guide the production of the final version of the handbook

1. Content/ Presentations Assessment

Please evaluate the following items and check the relevant box:

Meeting content/Presentations	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Not applicable
The overall quality of the meeting met my expectations.						
The meeting achieved its purpose .						
The meeting was relevant and the topics critical to advance discussion and action in the region.						
There was balance among thematic topics of the sessions.						
The content of each session was clear and well structured .						
The time allocated for the meeting and each session was appropriate						
There was enough time for interactive discussion(s).						

There was clarity of conclusions reached/next steps of action(s).						
The quality of the presentation(s) met my expectations.						
The presentation style/moderation of the sessions/ meeting was interactive and engaging .						
Please provide any comment(s)/suggestions to improve the overall quality, content and presentations of the meeting:						

Thinking of the quality of the presentations provided and the facilitation of the discussion, please evaluate each session of the meeting (optional):

	Title of Session	Poor	Fair	Good	Excellent
A	Session 1.1: Interactive “Train the Trainers” Session on the Behavioural Insights and Strategic Planning Handbook				
	Session 1.2: Interactive “Train the Trainers” Session on the Behavioural Insights and Strategic Planning Handbook “Continued”				
B	Session 2: Review and Feedback on the Handbook - Group Breakout				
C	Closing Session and Way Forward				
If you rated any session / agenda item less than “good” , please explain why :					

2. Organization of the meeting

Please evaluate the following items and check the relevant box:

Organizational Questions	Strongly	Agree	Neutral	Disagree	Strongly disagree	Don't know
I received the meeting invitation in a timely manner .						
I received background documents/ presentations in preparation for the meeting in a timely manner .						
My role in the meeting was clearly communicated.						
The meeting was overall well organized and structured .						
The interpretation/ translation was of good quality.						
The meeting was managed efficiently (start and end on time).						
The venue, where the meeting took place was appropriate.						
Please provide any comment(s)/suggestions to improve the overall quality, content and presentations of the meeting:						

3. Next steps

Please specify any follow-up that you may wish from the meeting type and programmatic area for follow-up action

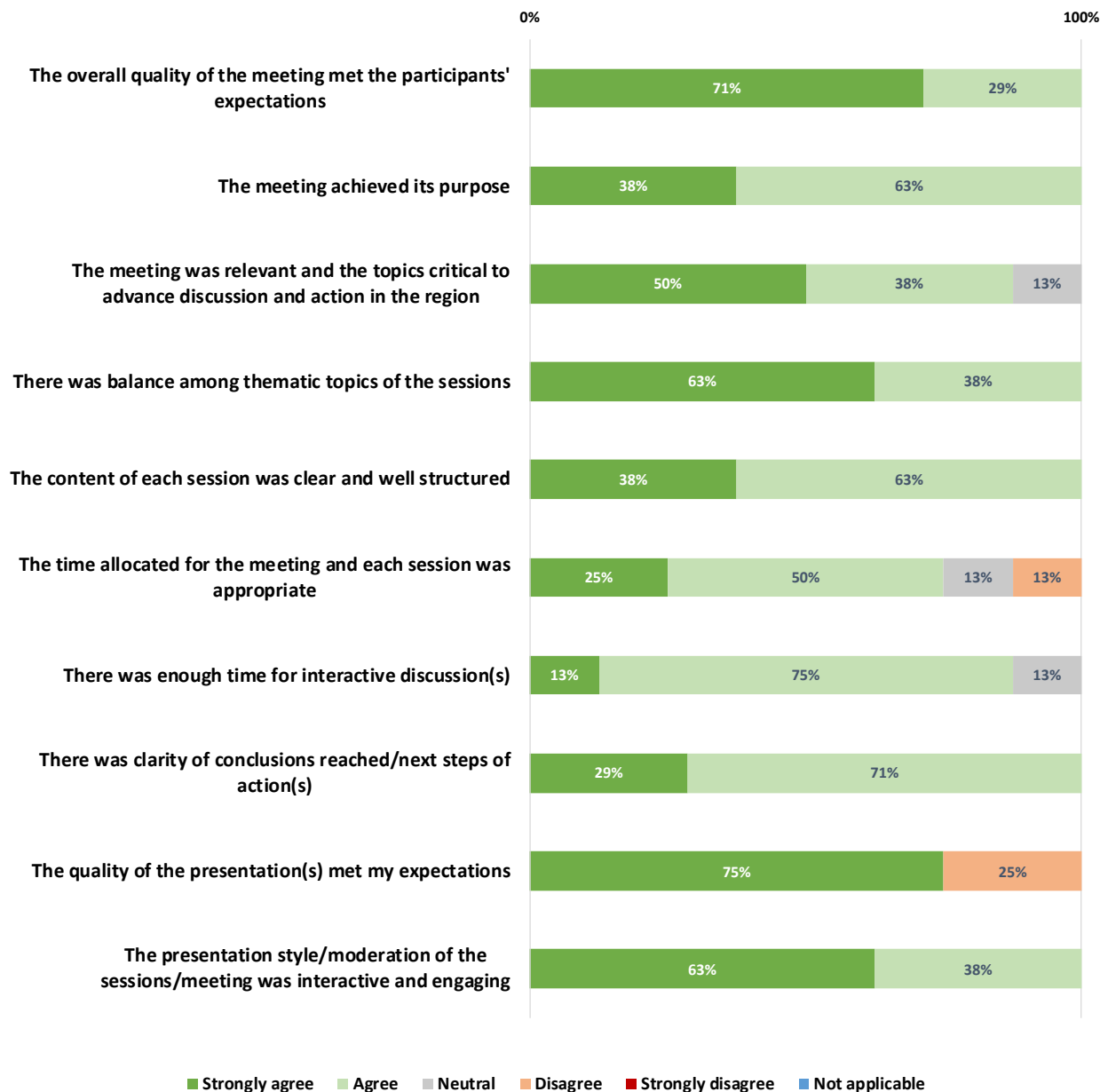
Do you have any additional **comment(s)/suggestion(s)** on how we can improve similar UN-ESCWA meetings in the future?

ANNEX 4: PARTICIPANT FEEDBACK

Remark: 8 out of the 10 participants from ESCWA’s member countries completed the evaluation of the meeting.

1. Content/Presentations Assessment

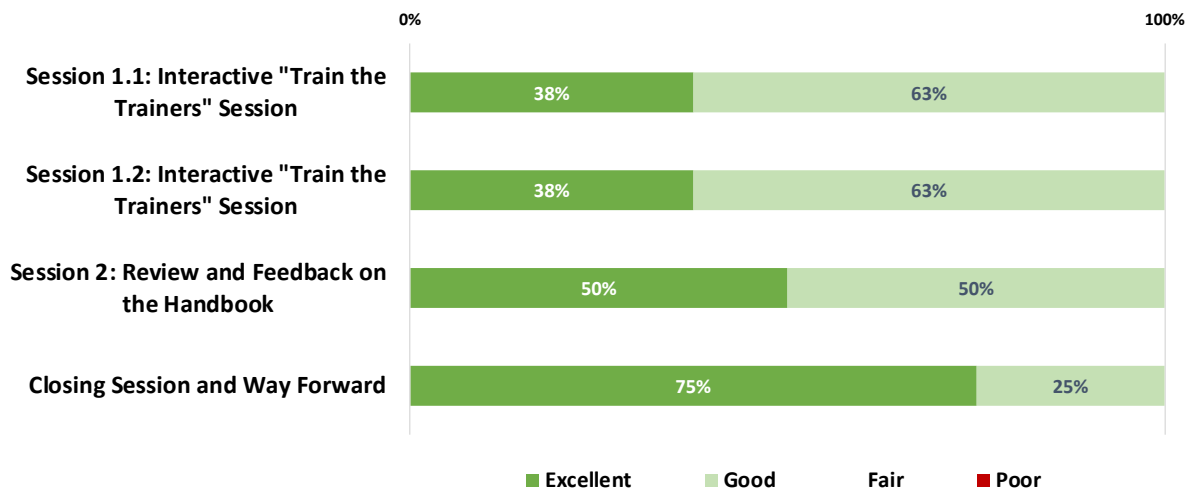
The Participants' Satisfaction with the Meeting Content and the Presentations



Additional written remarks by the participants:

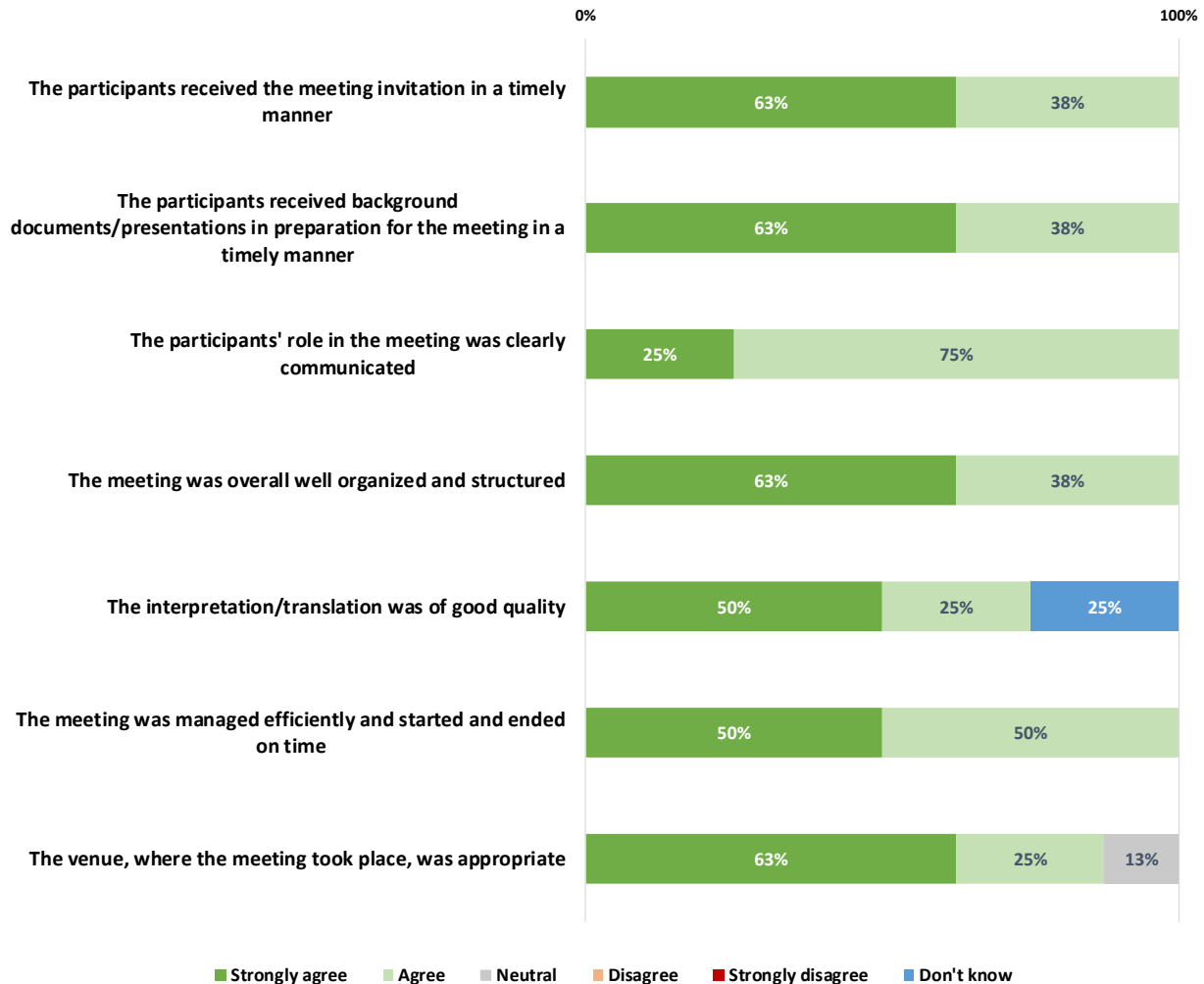
The participants asked for a more abbreviated and organized presentation that covers all the relevant material of the handbook in a more condensed manner, but also stated that the handbook itself should not be abbreviated. One participant also requested an Arabic version of the presentation on the handbook.

The Participants' Satisfaction with the Quality of the Sessions



2. Organization of the Meeting

The Participants' Satisfaction with the Organization of the Meeting



3. Next Steps

The participants agreed that each country will send an action plan with a definite timeline to ESCWA that defines which stakeholders they plan to train and when they plan to complete these trainings.

Comments on how to improve similar UN-ESCWA meetings in the future:

One participant remarked that one day was not sufficient time for a “train the trainers” workshop on the manual.