



DESA pilot case experiences in Belize and Togo and tools to support integrated planning and reporting

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Experiences and Lessons Learned from ECOSOC National Voluntary Presentations

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UNDESA's "Pilot Country" work

- UNDESA-DSD is working with 7-10 pilot countries, supporting their national planning processes to mainstream and implement SD
- Purpose: use and diffuse that experience to support other countries
- This presentation reviews two case studies and briefly describes some of the tools and methods being used

Case Study 1: Togo

- In Oct 2013, the government of Togo volunteered to be a “pilot country” and asked for UNDESA support
- The government created a comprehensive reform program: **“National Program of Capacity Development and Modernization of the State for Sustainable Development”**
- This led to a new National Development Plan (and other plans), with the “Post-2015” agenda in mind

More information on Togo available from UNDESA and from Togo’s national experts



The program made use of a number of systemic assessment and planning tools offered by UNDESA and other experts (Toolbox in development)

Case Study 2: Belize

- UNDESA, with UNDP support, facilitated a **whole-of-government and stakeholder process** to develop a new “Growth and Sustainable Development Strategy” (GSDS), 2014-2015
- The **GSDS combines economic development, poverty reduction, and sustainable development** for the first time, harmonized to national vision and 2030 Agenda
- The strategy will be launched on **21 January 2016**



The VISIS Method was used to structure the process of working with diverse Belizean ministries and stakeholders

VISIS in Brief – Adapted for the 2030 Agenda

V = VISION: The articulated policy goals (e.g. the SDGs and/or a national development vision)

I = INDICATORS: Comprehensive trend data on the overall development status of the country (or city, region etc.)

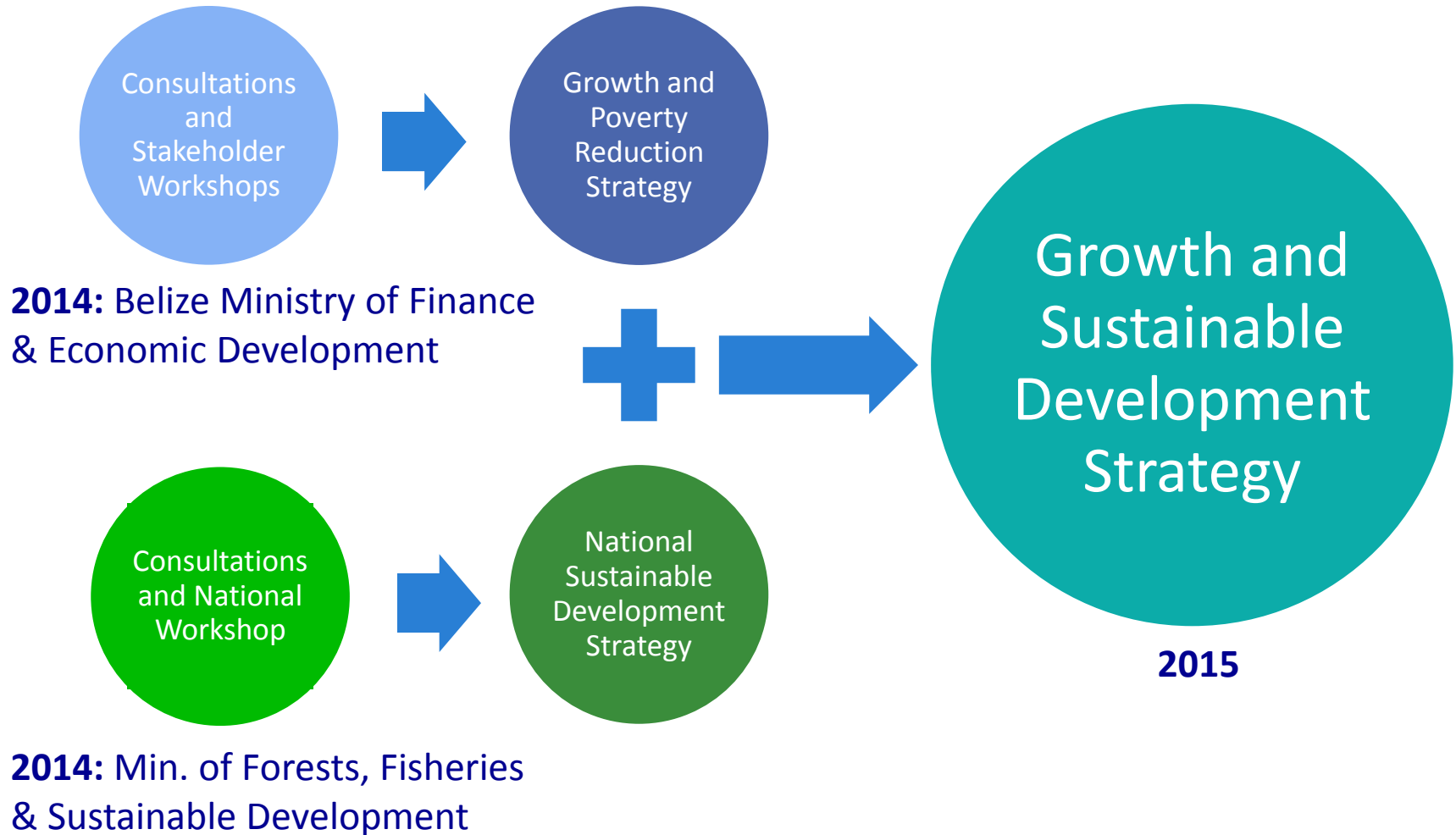
S = SYSTEMS: Analysis of critical cross-sectorial linkages and dynamic cause-effect relationships

I = INNOVATION: Identification of specific interventions (policy, technology, capacity development etc.) expected to have broadly beneficial systemic impact with low trade-offs

S = STRATEGY: Implementation planning, including resource mobilization

The GSDS Development Process

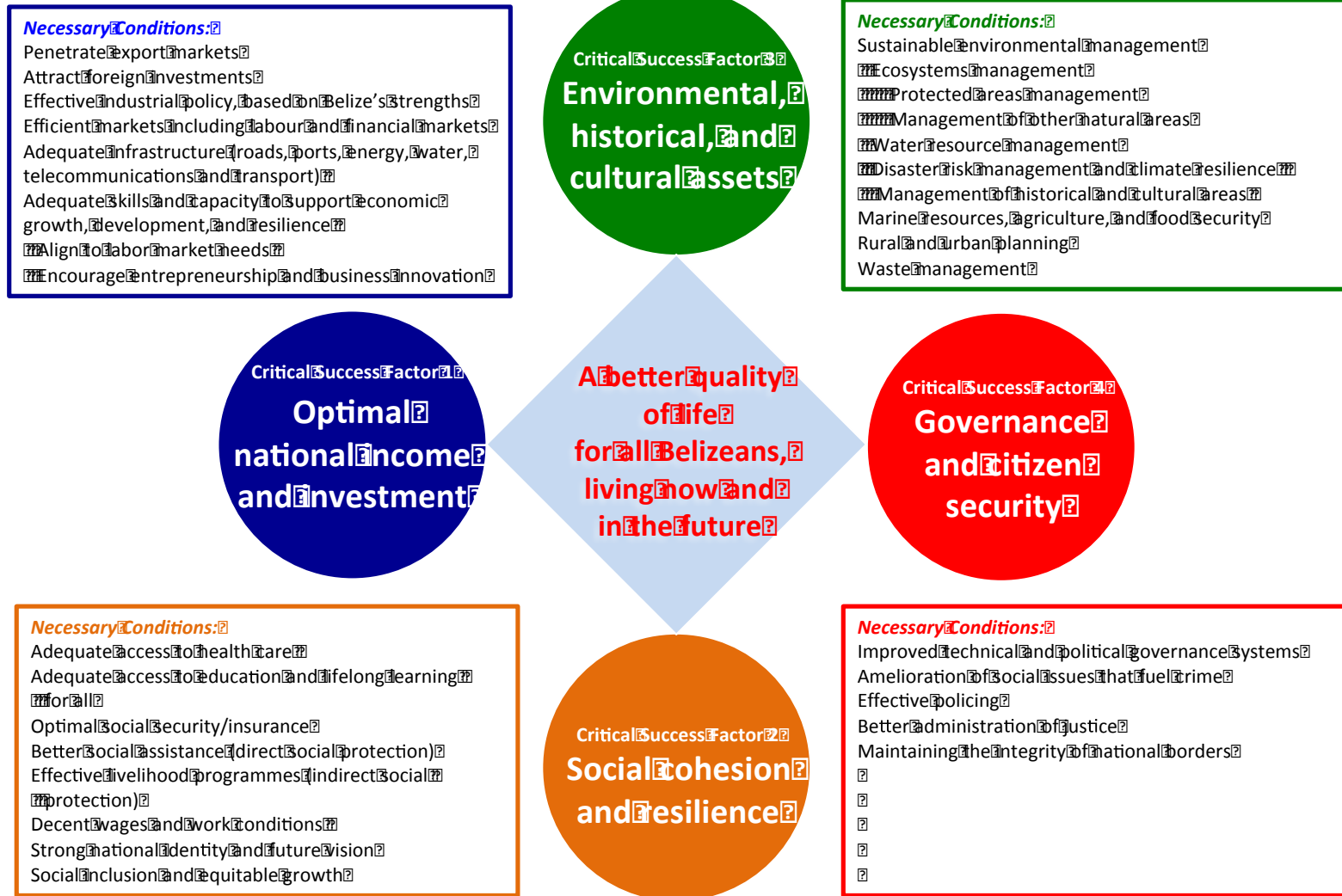
Merging traditional development and SD into a unified, coherent approach



Some Key Features of the Belize GSDS

- An integrated policy framework: combines the integrated/systemic approach of the *2030 Agenda for Sustainable Development* with Belizean development vision
- A prioritization framework: uses simplified multi-criteria analysis with a systems-thinking orientation, to help reduce “trade-offs”, increase synergy among policies
- An new institutional arrangement that moves overall sustainable development coordination to the Ministry of Finance and Economic Development (where budgeting and planning are localized)

The Belize Framework for Sustainable Development



Adapted from the Sustainable Development Framework of the United Nations Task Team 2012

Applying a systems approach to national development planning

OVERARCHING GOAL

“To improve the quality of life of all Belizeans,
living now and in the future”

CRITICAL SUCCESS FACTORS

CSF1: Optimal
national income
and investment

CSF2: Enhanced
social cohesion
and resilience
(enhanced equity)

CSF3: Sustained or
improved health of
natural,
environmental,
historical, and
cultural assets

CSF4: Enhanced
governance and
citizen security

Necessary
Conditions
to achieve CSF1

Necessary
Conditions
to achieve CSF2

Necessary
Conditions
to achieve CSF3

Necessary
Conditions
to achieve CSF4

**LINKAGES
IDENTIFIED**



Prioritization Framework

To be used for analysing and comparing policy choices in order to find the most effective options, create the most synergy, reduce suboptimal trade-offs

1. Level of Urgency <i>Degree to which an action is required in order to avoid near-term, system-critical disruptions or missed opportunities</i>	2. Level of Impact <i>Degree to which an action leads to visible and measurable improvements in quality of life in the medium term</i>	3. Availability of Resources <i>Extent to which resources (budgetary or external) have already been, or can be, committed to the action</i>	4. Net Systemic Contribution <i>Extent to which an action contributes, over time, to the integrated achievement of the Critical Success Factors</i>
High = Failure to implement the action in the near-term is likely to result in serious damage to the current and future prospects of Belize, as reflected in the Critical Success Factors	High = The action will lead to quick, visible, and measureable improvements in quality of life for Belizeans	High = Funds and human resources are already allocated, can easily be allocated, or can (with high levels of certainty) be mobilized from extra-governmental sources	High = The action contributes to advancing multiple (or even all) Critical Success Factors in the medium and long term
Medium = The action is desirable in the medium term and delay in implementation significantly increases the risk that objectives will not be met in a timely fashion	Medium = The action will have a noticeable and measureable positive effect on quality of life in the medium term, but the effects will be more noticeable in subsequent periods	Medium = Resources are expected to be available for allocation, with lower levels of certainty	Medium = The action contributes to advancing one or two Critical Success Factors, with little to no trade-off required regarding the other CSFs
Low = The action can be postponed at low risk to the current and future prospects of Belize	Low = The positive effects of the action on quality of life will not be felt or be measurable until after the current planning period	Low = Political and economic circumstances make it very difficult to identify and/or allocate resources at this time	Low = The action advances only one Critical Success Factor, at the expense of progress on (or at the cost of damage to) other CSFs

Implementation of the Belize GSDS: Institutional Roles

OFFICE OF THE PRIME MINISTER AND CABINET

Authorization of the GSDS

CEO CAUCUS

Review of the GSDS; resolve prioritization issues and policy conflicts

MINISTRY OF FINANCE & ECONOMIC DEVELOPMENT

MFED: Overall coordination

Optimal
National
Income &
Investment
Committee

Social
Cohesion and
Resilience
Committee

Natural,
Environmental,
Historical, and
Cultural Assets
Committee

Governance
and Citizen
Security
Committee

**TECHNICAL COMMITTEES:
Policy review, prioritization,
M&E oversight**

(Report to CEO Caucus)

ECONOMIC AND SUSTAINABLE DEVELOPMENT COUNCIL

**ADVISORY BODY: Provide
input on implementation
and future priorities**

Belize Monitoring and Evaluation: Institutional Framework

CEO CAUCUS

Review overall progress via M&E reports, adjusts GSDS as necessary

MINISTRY OF FINANCE & ECONOMIC DEVELOPMENT

MFED: Overall coordination of M&E process; monitors policy coordination

STATISTICAL INSTITUTE OF BELIZE

Chairs each Working Table, central data repository

Optimal National Income & Investment Committee

Social Cohesion and Resilience Committee

Natural, Environmental, Historical, and Cultural Assets Committee

Governance and Citizen Security Committee

TECHNICAL COMMITTEES:
Oversee the Working Tables, review the data, report to the CEO Caucus

Working Table 1

Working Table 2

Working Table 3

Working Table 4

WORKING TABLES:
Assemble and interpret data, send to Tech. Com.

A Few Lessons Learned

- Countries have very different starting points and motivations for engaging in systematic review
- Small countries still have large-scale complexity
- Broad-based stakeholder consultation (within and outside of government) is essential: listen closely
- A systems approach helps all stakeholders to see the big picture, as well as their role and contribution
- Political leadership must be willing to be innovative
- Capacity development is key: the challenge is not small, and resources have to be mobilized



Thank You