

PROVIDING THE RIGHT INFORMATION TO THE RIGHT PEOPLE AT THE RIGHT TIME ON THE IDP

WHAT IS AN INTEGRATED DEVELOPMENT PLAN

The justification for the current trend towards an integrated approach to Development Planning is based on four (4) important precedents:

- 1) The declaration of the Global Conference on Environment and Development held in Rio de Janeiro (Brazil) in 1992 and the subsequent report, *Agenda 21 Chapter 8* which promotes “adopting a domestically formulated policy framework that reflects a long term perspective and cross-sectoral approach as the basis for decisions, taking account of the linkages between and within the various political, economic, social and environmental issues involved in the development process” (Section 8.4 (b));
- 2) The declaration of the follow-up Conference on *A Programme of Actions for Sustainable Development in Small Island States*, held in Barbados in 1994, which endorses the need for prudent action in the use and management of islands’ resources to ensure sustainable development.
- 3) The development issues and constraints in the current planning and development activities in the OECS Member States (See Box 1, Dr. Marylyn Morris, OECS-NRMU).
- 4) In 1998, the Government of Dominica commissioned the OECS-NRMU to prepare a study entitled “Institutional Arrangements for Integrated Development Planning for Dominica”. This was followed in 2000, with the Coalition Government resuscitating this initiative and with the support of the European Union launching the present assignment for “The Establishment of an Integrated Development Planning Process” in Dominica.

Dr. Marilyn Morris, who visited Dominica at the invitation of the IDP Steering Committee, provides further guidance on the nature of Integrated Development Planning within the plethora of development plans. She advises that an IDP be “developed within a tiered plan system, with the IDP being at the highest level and *providing strategic guidance to lower order plans*, such as economic and physical plans, as well as sector/facet plans. This will ensure that the broad goals and objectives of each plan, at whatever level in the tiered system, will be in conformity with the guiding principles enunciated in the Integrated Development Plan”^[See Footnote 1] (emphasis added).

In our context, we see the new development planning structure in Dominica as involving three tiers:

Tier 1: The IDP Process involving 15 defined mechanisms for Inter-Sectoral coordination and collaboration and the development of institutional linkages among participating stakeholders

Tier 2: The Integrated Development Plan (IDP) providing strategic guidance for the design, integration and implementation of economic, social and environmental plans

Tier 3: Sectoral Plans/Programmes

NEW PLANNING PROCESS
15 Mechanisms for institutional linkages and inter-sectoral coordination

There are five specific sector/facet plans and programmes which the IDP seeks to integrate into a strategic approach to development. These include:

- The Economic Stabilization and Growth Programme
- The Tourism Development Plan
- The Agricultural Diversification Programme
- The Poverty Reduction Strategy (in process of compilation)
- The Country Support Strategy (How to relate to donors).

Box 1: Issues & Constraints in Development Planning in the OECS

“These pertinent issues and constraints in current planning and development activities in OECS Member States are identified as follows:

- Inadequate institutional capacities to effect the comprehensive planning and policy process as envisaged by an IDP Approach.
- Inadequate, inappropriate or non-existing legislative framework to legitimize the policy and planning process.
- The wide distribution of informal planning functions.
- Inadequate data bases and informational systems
- Lack of appreciation for the technical capacities and information resident in line agencies and the underutilization of available technical capacities in some instances.
- The misunderstanding of the roles of functionaries in the planning and development process.
- The absence of clearly defined strategic and Sectoral development policies in some instances, to give the planning development activities.
- The absence of National Strategic Development Plans reflecting national aspirations and providing the guiding principle for the preparation of Sectoral development plans.
- The absence of Inter-agency collaboration in policy research, analysis and formulation.
- The general absence of a policy support mechanism to inform the articulation of policies by the Political Directorate.
- The absence of explicitly stated strategic national development policies to guide the planning and development process.
- The general absence of approved Sectoral development plans to guide the development activities of both public and private sectors.

An Integrated Approach to Development Planning

In the OECS Member States:

A Policy and Administrative Framework.

By Dr. Marilyn Morris

OECS NRMU. 1998

WHAT IS THE CONTENTS OF THE IDP

Does the IDP provide a adequate review of the Economy?

1. The IDP is the only document that provides an up to date analysis of how the Dominican Economy works. Its Review of the Economy clearly points out the essential content of economic recovery:

- Performance of the Economy
- o Fiscal Situation
- o Lagging domestic demand
 - Social Infrastructure
- o Public Investments
- o Health Sector
- o Education Sector
- o Housing and Settlements
 - Income and Wealth
- o Employment and incomes
- o Financial Services
 - Planning Infrastructure
- o Public Sector
- o Private Sector
- o Civil Society
- o Ministry Corporate Plans
- o Physical Planning

2. In addition to its Review of the Economy, the IDP (Chapter 3) provides Ten (10) very important theoretical Considerations for understanding how to approach the management of the sectors.

- What is an IDP
- Fiscal Adjustment Theories
- Fiscal Stabilization
- Status of the Budget
- Changing Role of Government Intervention
- o Public Sector balance Sheet vs. Private Sector Balance sheet
- Saving/Investment balance in the economy
- The structure of investments
- Changing the Planning Framework for Economic Recovery
- o Lowering the average costs of social and economic funds
- o Lowering the average costs of private sector capital funds
- o Increasing the human, social and economic capital base for economic recovery.
- Shifting to the Paradigm of sharing responsibility for the economic planning and the budget.
- Fashioning a new leading sector (Tourism) to address the challenge of economic exclusion

Does the IDP address the current issues of fiscal stabilization?

3. The IDP provides a Seven (7) Point Fiscal Stabilization and Growth Plan which is outlined as follows:

- 1) Improving the budgetary balance performance
- 2) Income support to the rural economy;
- 3) Boosting domestic Demand;
- 4) Increasing Trade and Capital Flows;
- 5) Promoting financial stability among financial sector;
- 6) Opening up indigenous investment options;
- 7) Mobilizing Private Sector financing through Foreign Direct Investment (FDI).

Does the IDP provide us with an idea of how this planning process can be implemented?

4. The IDP provides in detail Fifteen (15) Mechanisms for applying the IDP approach across all sectors

- i. Mechanisms for involvement;
- ii. Community Awareness;
- iii. Information sharing;
- iv. The Comprehensive IDP Framework;
- v. The Medium-Term Public Expenditure Framework;
- vi. The Code of Financial Management Practices in the Public Sector;
- vii. Commission for Agriculture;
- viii. Arrangements for cost sharing in social services;
- ix. The Social Investment Fund;
- x. Co-management of Natural Resources;
- xi. Local Area Development Committees;
- xii. Public Sector Management of Policy;
- xiii. The codification of a common approach in disaster response;
- xiv. The IDP Commission;
- xv. National Education Programme on Integrated Planning Approach.

As a higher-level Plan, does the IDP provide guidance to other sectors of the economy?

5. Sectoral Guidance in Environment and Development for six critical sectors:

- Agriculture,
- Health,
- Tourism,
- Works & Infrastructure,
- Labour
- Finance & Planning

What are the immediate short-term goals that the IDP envisions?

6. There are five (5) Major Short-term Goals

- Fiscal Stabilization measures and economic growth initiatives
- Establishing confidence in Government cash-flow management
- Building capacity for sustaining fiscal management
- Social Investment Fund and mobilizing external budgetary support
- Improving the relevance and productivity of public investments (MTPEF)

Does the IDP address short-term and Medium-Term objectives?

7. The IDP explains Seven (7) Planning Strategies to address short and medium-term objectives.:

- a) Strategy for Debt Recovery
- b) Strategy for Fiscal Transparency
- c) Strategy for Government Savings
- d) Economic Growth Strategy
 - o *Export Growth Model*
 - o *Human Resource Development Growth Model*
 - o *Social Recovery Growth Model*
- e) Strategy on Vulnerability
 - o Potential **economic triggers** are:
 - o *Market displacement of our exports due to imposition of “soft infrastructure” rules;*
 - o *General deterioration of soil quality affecting agricultural production.*
 - o ***Migration of productive capacity in the major manufacturing enterprise.***
 - o *Trade Policies forced into confirmation with WTO Trade regulations.*
 - o *Preparatory concessions for accession to larger regional trade blocks, FTA.*
- f) Strategy on Governance
- g) Strategy for Productivity and Performance

Does the IDP provide any action programmes that Government can utilize?

8. The IDP provides 35 Specific Detailed Action programmes dealing with:

- a. Fiscal Management (3)
- b. Managing the economy (6)
- c. Economic Recovery and Growth (3)
- d. Improving the quality of social services -Health (4)
- e. Strengthening Social Services Delivery Systems (8)
- f. Building Capacity for Social Development (3)
- g. Developing Quality Public Service (5)
- h. Making the Public Service more accountable (2)

Does the IDP have a specific proposal for economic recovery?

9. Yes and that Economic Recovery programme calls for thirteen (13) Growth initiatives

- Stabilizing Banana export earnings
- Broadening participation in tourism services
- Creating multi-enterprise zones
- Investing in quality service training
- Promoting rural enterprises and services
- Reviving domestic demand
- Establishing a Social Investment Fund
- Promoting indigenous investments
- Strengthening partnership in social services delivery
- Community participation in curriculum development
- Consolidating financing of health services
- Maintaining the environment for public health
- Increasing human resources in health.

10. The proposals also include Twelve (12) Programmes for achieving Cross-Cutting Objectives:

- Improving Productivity (5)
- Decentralization (3)
- Building Human Resource Capacity
- Managing Information resources (4)

11. It also calls for action on five (5) Decentralization and Development initiatives

- Building planning capacity at the local level
- Reorienting local government towards development planning
- Developing local area plans
- Supporting local development committees
- Achieving equity in resource mobilization

Is the IDP Implementable?

12. Implementation Plan of the IDP includes as wide a choice as has ever been designed. There are:

- 8 Imperatives that sets the conditions for the successful implementation of the IDP
- 4 immediate action plans
- 9 Medium term action plans
- Implementation plans for 9 Ministries

- Implementation plans involving the Private Sector
- Implementation plans involving Civil Society
- 8 detailed project brief
- 9 programme brief on legislative issues

Does the IDP address the problem of Public Sector Reform.

13. The IDP addresses Public Sector Reform in the most comprehensive manner ever within a planning framework:

Public Service Management:

- Customer driven public service
- o Customer Clients Charter
- o Provide Customer Services Training.
- o Conduct regular customer satisfaction surveys

Encouraging Innovation and Initiative

- Introduce Award System
- Implement system for staff appraisal
- Organize programmes to sensitize staff for change management
- Give managers greater freedom to make decisions within a prescribed framework.

Interdepartmental cooperation.

- Encourage regular staff meetings between departments
- Develop programmes of cooperation
- Involve private sector and civil society in defining the broad cross-sectoral approaches

Greater involvement of Staff

- Organize strategy sessions with staff
- Encourage the staff to study any Comprehensive IDP Framework
- Give staff more responsibility for implementation and reporting.
- Encourage staff involvement in design of mission statement and corporate plans

Choosing Public Sector Managers

- Policy circular by Cabinet regarding the criteria for selection and future appointments to the post of Permanent Secretaries on contract.
- Measures to tap the knowledge and expertise of the private sector on procurement of good and services.
- Private sector to advise on trade negotiations
- Private sector sessions to cultivate better understanding of how the machinery of government functions.

Improved Personnel Practices

- Openness in the functioning of the Public Service Commission:
- Raising standards of personnel administration through strategic sessions with the Establishment, Personnel and Training Department

Action at selected Divisions

- Equipping the Public Service Reform Unit with staff and resources to drive this process of modernisation of the Public Service.
- Reorienting the Customs Division to more effectively facilitate business needs.
- Computerization of the Registry to issue Birth Certificates.
- Training of Registry Staff in Customer relations.
- Recommendations by Police for computerizing the issuance of Passports.

Does the IDP point to the need for any additional Policy Decisions?

14. The IDP calls for four (4) additional Major Policy Positions on:

- Planning
- Transparency and Modernisation of the Public Service
- Human Development
- Involvement of the Diaspora

How can the IDP achieve such a high level of detail?

It is all to be found in how the IDP was conceptualized and undertaken.

BACKGROUND TO THE DEVELOPMENT OF THE IDP:

The IDP was built on the following

- **Meeting stakeholders** (Community, Youth, Private, Public, Civic)
 - o Twenty-five (25) team activities and meetings;
 - o Four (4) reference groups were formed;
 - o Five (5) Sectoral Workshops;
 - o Eight (8) Zonal meetings held in LaPlaine, Colihaut, Marigot, Grandbay, Portsmouth, and Roseau
- **Events Analyses:** 10 most desirable events that should happen
 1. Vulnerability to Fiscal Imbalance has to be reduced;
 2. Macroeconomic fundamentals have to improve;
 3. Institutional Framework for a “modernized” Public Service has to be in place;
 4. Economy has to start recovering;
 5. Financial System has to be seen to be stable;
 6. Market opportunities have to play a greater role in the business environment;
 7. Exports have to be strong;
 8. Unemployment has to be reduced;
 9. Foreign direct investment and portfolio inflows have to increase;
 10. Chances of a future crisis must be significantly reduced.
- Need to deal with **vulnerability**
- Need to address the **information deficiencies in planning**
- Need to address the **issue of economic exclusion**
- The Imperatives of **national self-responsibility**

1. Phase 1 Report provided the background information in all major aspects.

The Guide to Phase 1 Report answers 100 Questions on: (*# of questions*)

- Methodology (5)
- Macro-economy (25)
- Public Administration (28)
- Private Sector involvement (21)

- Civil Society involvement (8)
- IDP Process (5)
- Framework for IDP (5)

2. Twenty-eight (28) Discussion Papers extracted from the IDP to help citizens and officials to broaden their understanding on such topics as:

- Governance and empowerment
- Vulnerability
- Indicators of social and economic conditions
- Human condition
- Economic condition
- Institutional condition
- Physical and natural resource condition
- Environment and physical planning
- Major cross cutting issues
- Economic recovery and economic inclusion
- Process, principles and mechanism of the IDP
- Human development
- Information Systems for Development
- Guide to Economic Performance Indicators
- Restoring economic growth
- Re-establishing fiscal stability
- Tax policy and fiscal revenues
- The Comprehensive IDP Framework
- The Medium Term Public Expenditure Framework
- The Social Investment Fund
- Public Sector Modernisation
- Productivity and performance
- List of measures recommended in the IDP (44)
- Building Institutional and Organisational Capacities
- Debt Recovery and Public Sector Savings
- Review of Stabex Conditionality
- The Budget and Economic Management

[\[1\]](#) OECS-NRMU Publication entitled: “An integrated Approach to Development Planning in the OECS Member States: Towards a Paradigm Shift”. This definition was agreed to by the Steering Committee at its review of the Draft IDP in September 2002.