An example to start a conversation.....



Planning takes place in specific organisations and in specific institutional settings with different mixes of priorities, resources, different organisational architectures and cultures



No standard approach but some jobs are always necessary depending of course on objectives and regulations



Unsurprisingly there are different approaches to planning

Location of plan-making: in operational or strategic/planning units or both?

Centralised nationally or delegated to MAs?

Inward facing – little consultation; or outward facing consulting with other MAs, national and territorial stakeholders?

Some MAs actively involve stakeholders delivery partners or even beneficiaries in planmaking- others do not

This presentation assumes that an 'open' planning process with widespread consultation ensures useful and relevant plans



Planning is iterative – usually begins with a rough plan and over a number of repeat cycles it becomes more detailed and accurate



The planning process can take different forms – no one right way but certain jobs have to get done!



Going to describe 8 'building blocks' within a conventional planning framework bu not suggesting this is the only way – just starting a conversation!

Indicative Planning Building Blocks

Baseline Review & Scoping	Questions, criteria and methodology
Capability Review	Consultation and dialogue
Map interdependencies	Defining Interim plan
Prioritisation and budgeting	Systems strengthening



Already described the many activities and objectives that must be addressed to implement Structural Fund Regulations and Guidelines



These 'building blocks' indicate one way that all of these requirements can be integrated into a plan



In the handout each of these building blocks is detailed in terms of what has to be done and the outputs that can be expected