Schweizerische Eidgenossenschaft
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Swiss Agency for Development and Cooperation SDC

Integrated planning and policy coherence for SDGs in the Caribbean SIDS

Regional workshop

13-15 November 2019

Port of Spain

United Nations Institute for Training and Research

DESA Department of Economic and Social Affairs

United Nations ECLAC

Structure

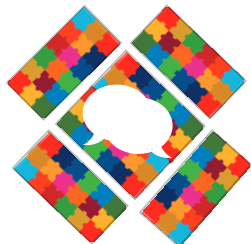
- **Opening remarks and introductions**
- **Workshop objectives**
- **Ex-ante assessment**
- **Sessions**
- **Workshop evaluation**
- **Closing ceremony**

Learning objectives

- Define **key building blocks of any holistic, integrated planning and policy coherence** framework;
- Map and engage effectively with key **stakeholders in the national priority-setting** process;
- Apply elements of **systems thinking** to assess **intersectoral interactions**, identify nationally relevant "**leverage points**" (or "**accelerators**") and build **interaction maps**;
- Describe possible approaches to developing **coherent policy options across sectors** and designing a **consultative process** to develop an **integrated strategy**;
- Provide examples of **tools and methods** used by other SIDS for **integrated planning and policy coherence**;
- Conduct **institutional readiness assessment** against SDG requirements.
- Develop an **individual action plan** to incorporate relevant knowledge in their professional context;
- Be able to either **provide policy leadership**, **train other stakeholders, or coach their colleagues** on the development of integrated policies.

Ex-ante assessment

- Please write your **secrete code** on the top on the test sheet and **memorize** it
- Answer all the questions in the **first column (1)** to the best of your knowledge
- Leave the second column for the end of the workshop
- Return the test sheet with completed **first column** (1) to the organizing team



Poster session:
Achievements, innovations and challenges by attending countries

Tour de Table

United Nations Institute for Training and Research

DESA Department of Economic and Social Affairs

United Nations ECLAC

Session 1:
A holistic approach to policy coherence: key building blocks

Ms. Elena Proden (UNITAR

Mr. Abdullahi Abdulcadri (ECLAC)

A holistic approach to policy coherence: key building blocks

- **System thinking and policy cycle approach**

  An overview by Ms. Elena Proden, UNITAR (20 min.)

  Q&A (10 min.)

  Comments by Ms. Veronique Verbruggen, UN DESA (10 min.) and Mr. Abdullahi Abdulkadri, ECLAC (10 min.)

  Q&A (10 min.)

- **Case study from Jamaica**

  Presentation (20 min.) by Ms. Peisha Bryan-Lee, Planning Institute of Jamaica, and Ms. Hope Naomi Perkins, Statistical Institute of Jamaica

  Q&A (10 min.)

- **Case study "Belize's Inter-Institutional Review Committee"**

  Presentation (20 min.) by Ms. Darlene Padron, Ministry of Agriculture, Fisheries, Forestry, the Environment and Sustainable Development of Belize

  Q&A *(10 min.)*

A holistic approach to policy coherence: key building blocks (cont.)

- **Case study "Grenada's work on data for SDGs"**

  Presentation (20 min.) by Ms. Kenita Paul, Statistics Department, Ministry of Finance, Planning, Economic Development & Physical Developments of Grenada

  Q&A (10 min.)

- **Mapping of national processes and policy coherence**

  Activity (30 min.)

- **My take-away**

  Personal reflection (5 min.)

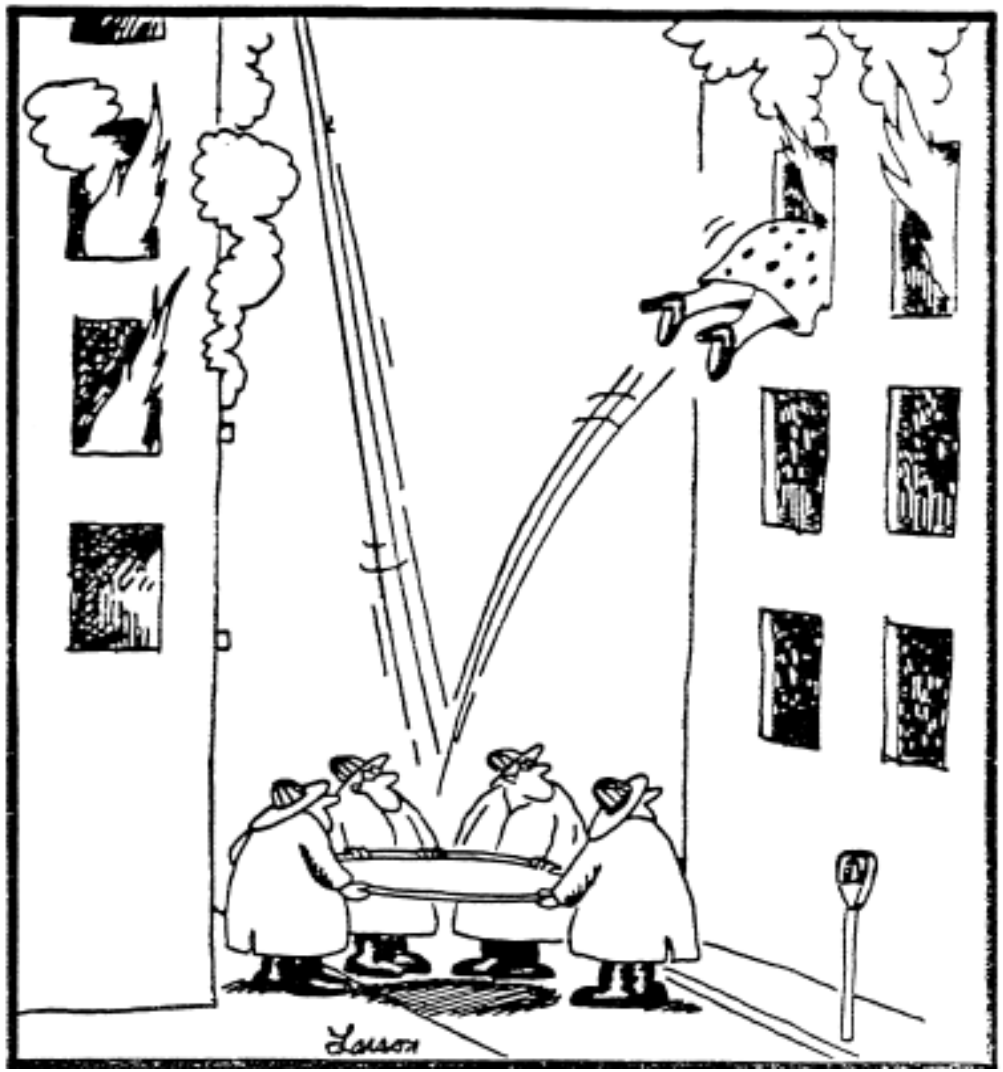
System thinking and policy cycle approach

Ms. Elena Proden (UNITAR)

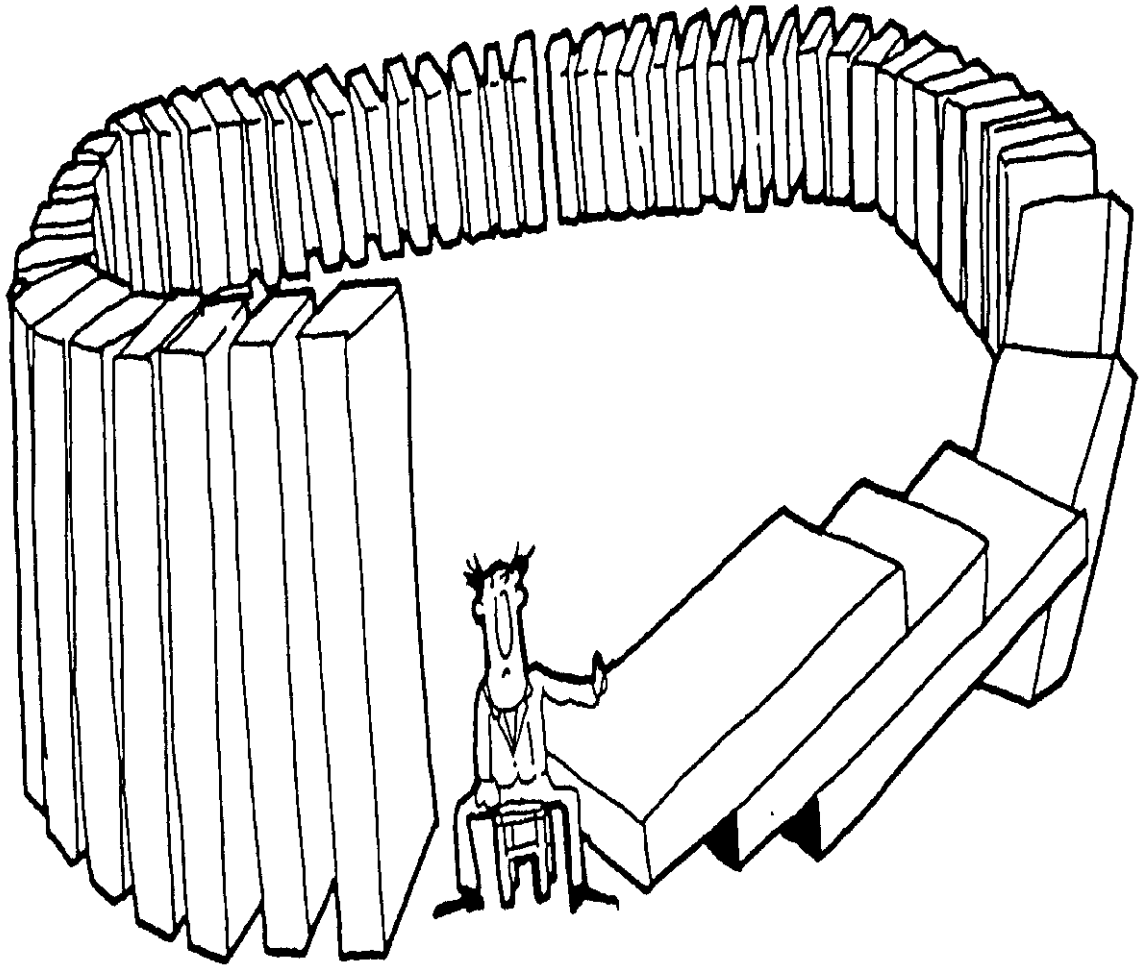
unitar
United Nations Institute for Training and Research

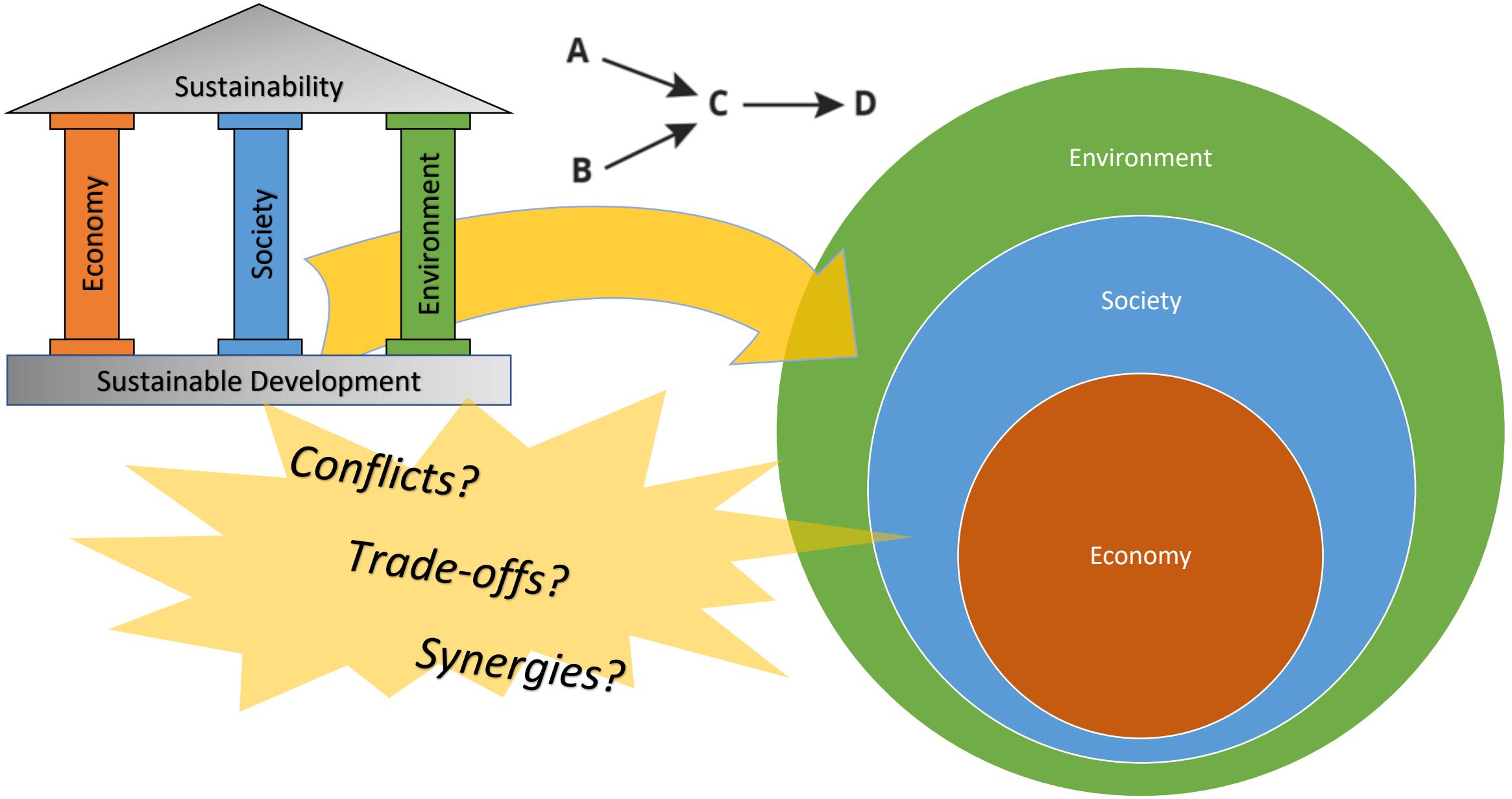
Borneo Island story

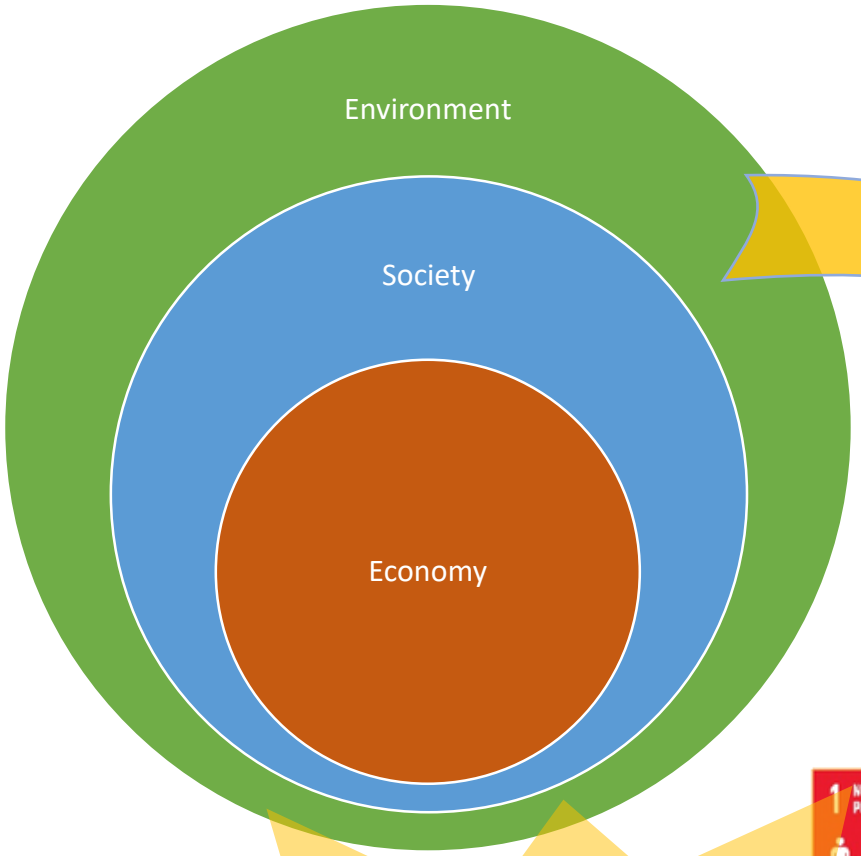
What is system thinking?

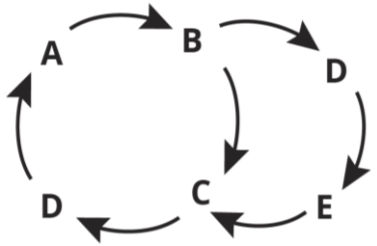


With systems, there are always surprises




Sustainability
Economy
Society
Environment
Sustainable Development
A
B
C
D
Environment
Society
Economy
Conflicts?
Trade-offs?
Synergies?





Feedback loops?

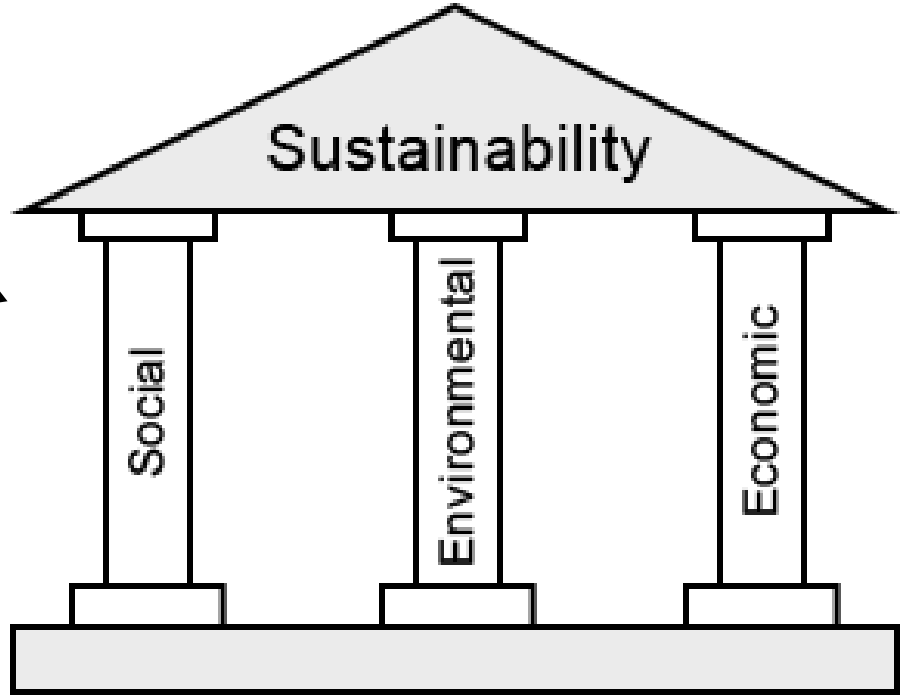
Leverage points?

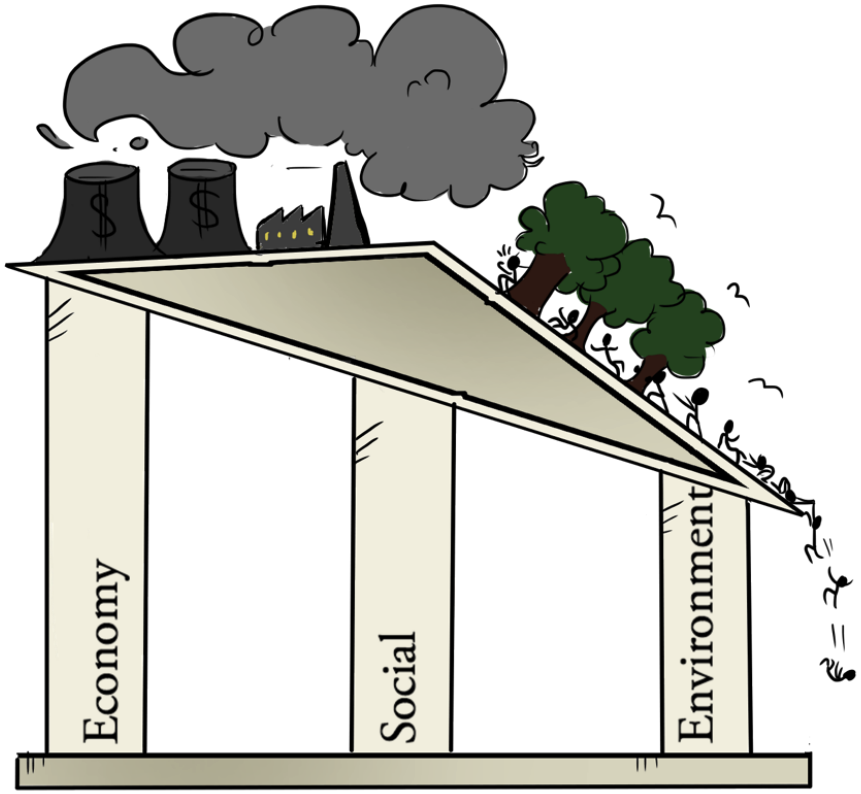
Emergent properties?

SD is not yet Integrated

30 years of SD “pillar”

- More like silos



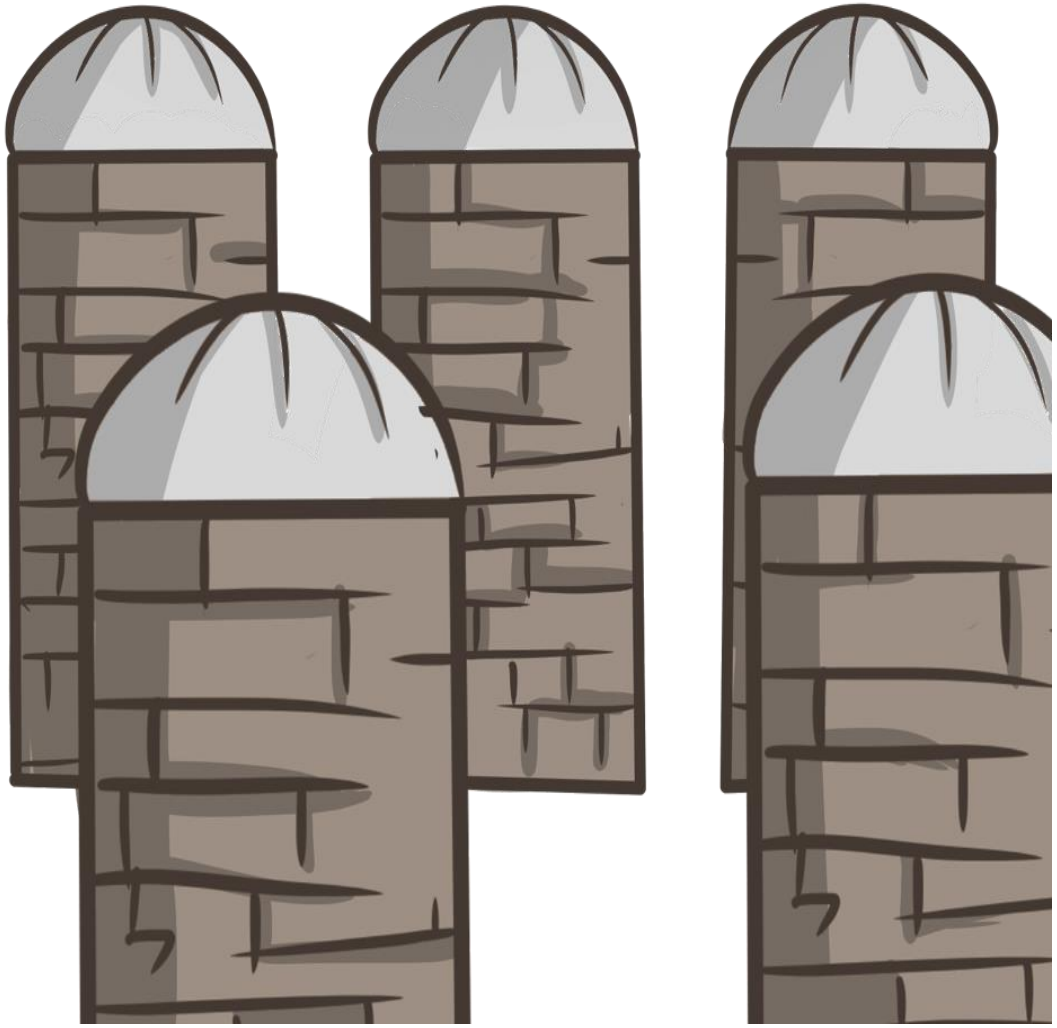


Result: *environment* and *social* have been lesser pillars…

Little Horizontal Coordination

- Pre-SD institutions
- Walled-up domains

How to move towards post-sectoral, systemic institutions?



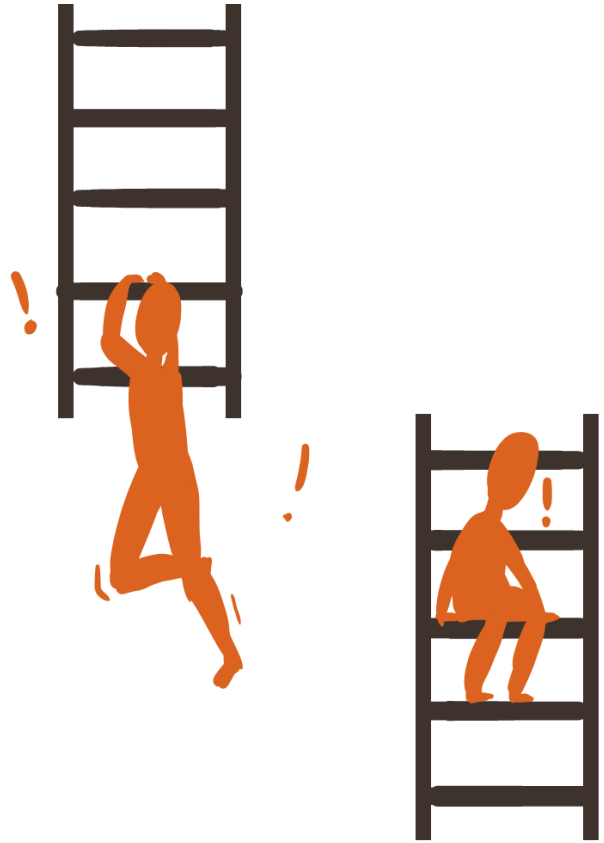
...such as Siloed Policies

- **Food subsidies**
  - Food security
  - But depress agricultural prices
- **Biofuels**
  - Replaces fossil fuels
  - But displaces food crops

Little Vertical Alignment

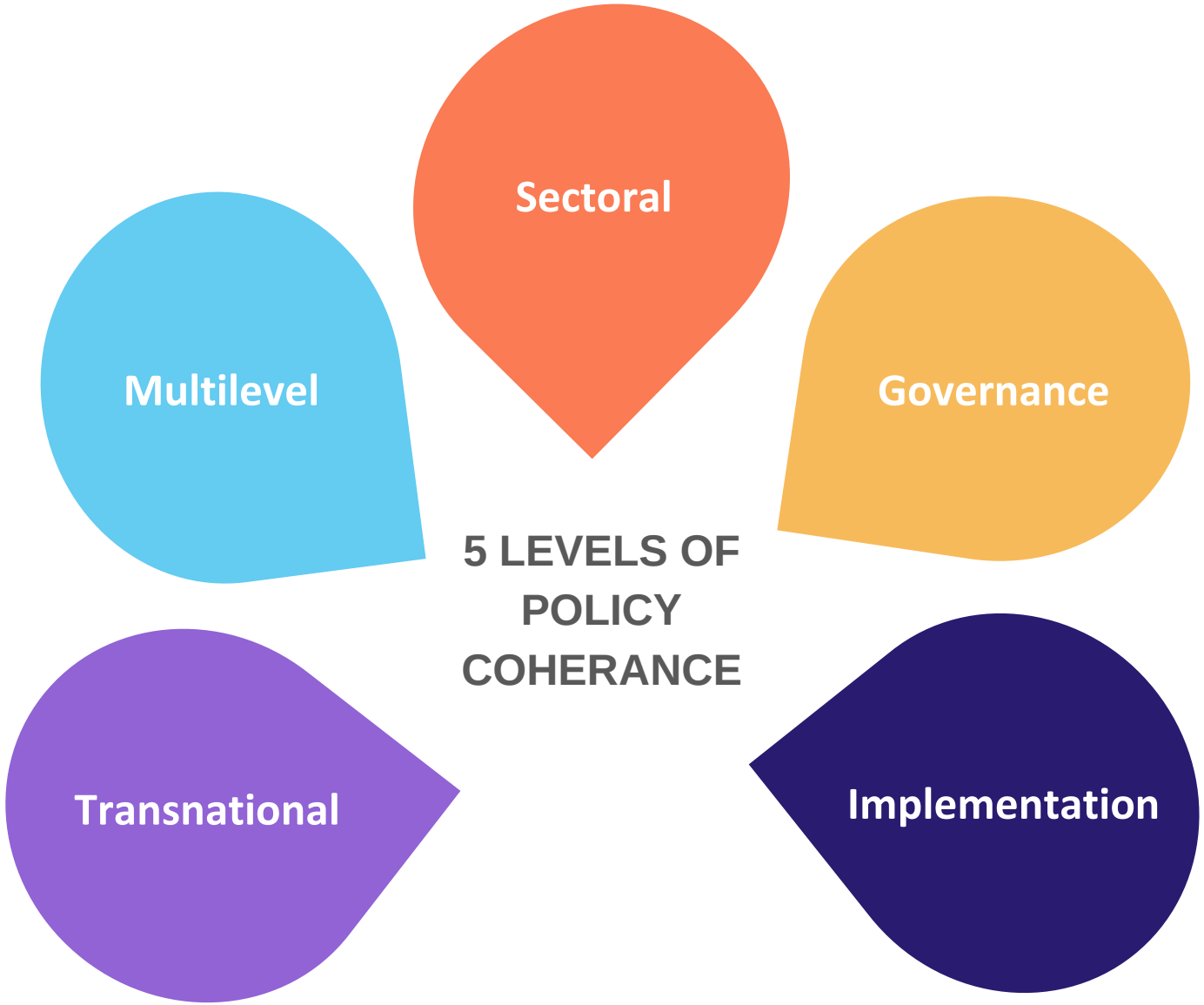
- Global to regional, national, local
- Mostly *ad hoc* programming

How to synchronize and nurture synergies, both bottom-up and top down?



ICSU model

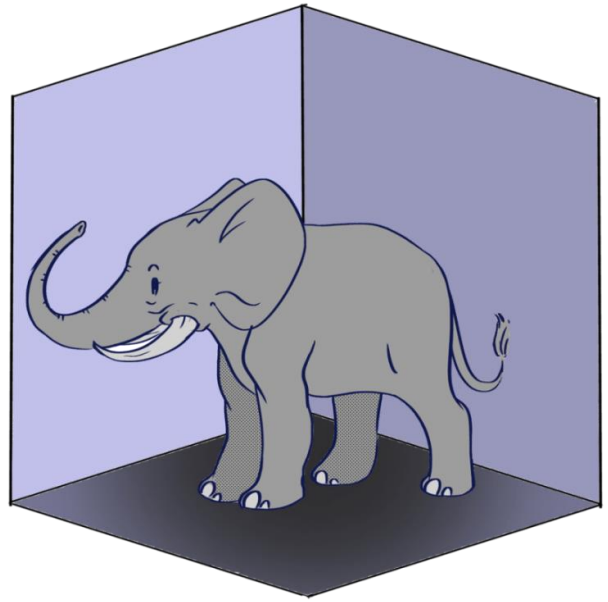
An approach supported by the scientific evidence that evaluates linkages between different goal areas in a systematic way.



The International Council for Science (ICSU), 2017

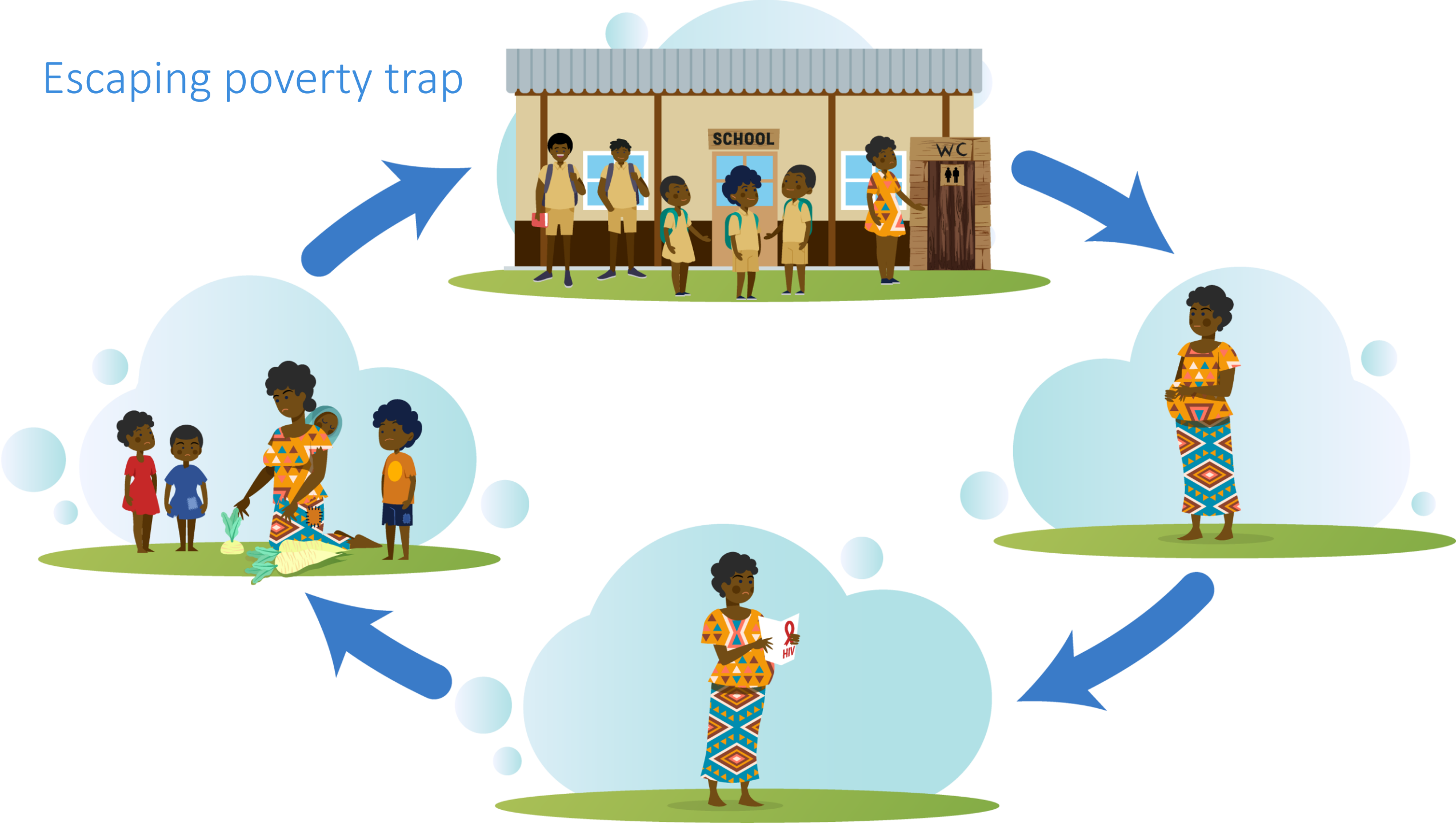
Little Harmony between Actors

- **We know much about Sustainable Development**
  - What problems are
  - What solutions can be
- **What remains is mostly politics**
  - Of interests vested in continuity
  - Stopping short at "*political will*"

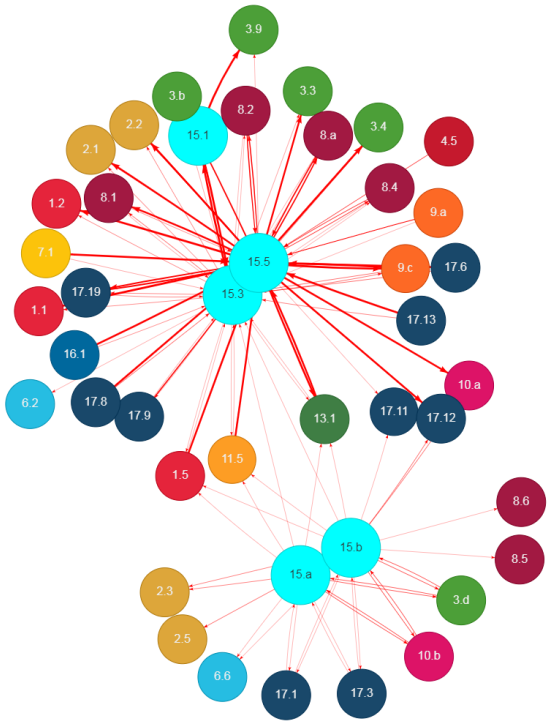


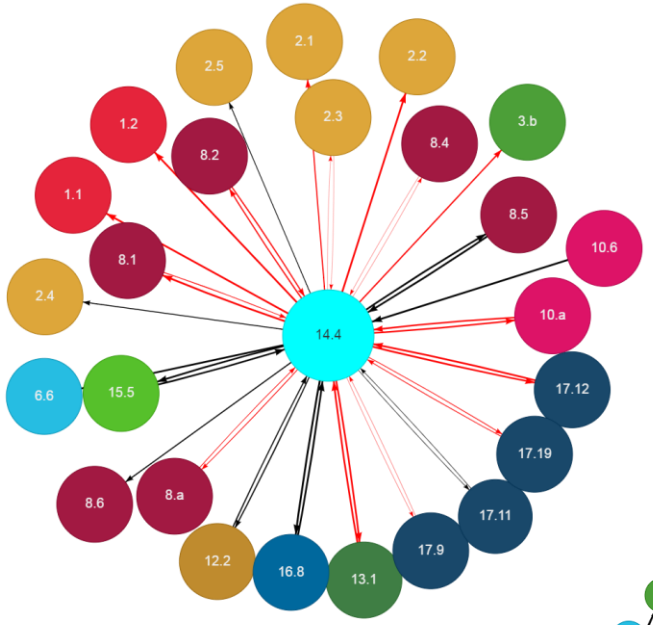
- **We need to include *power,* the elephant in the room, in**
  - Analysis of conflicts, trade-offs and synergies
  - In policy change strategies

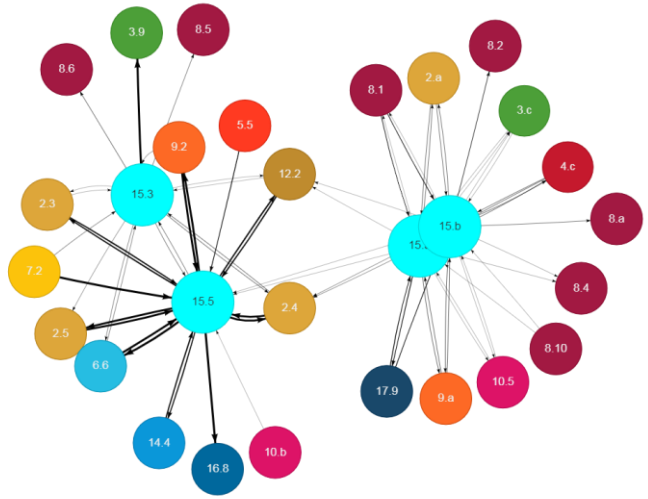
Escaping poverty trap

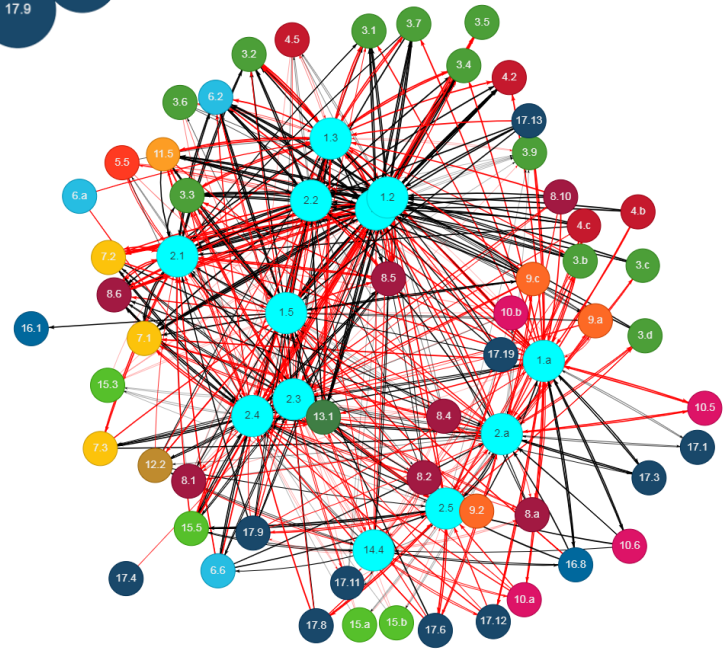


Interlinkages between and within sectors

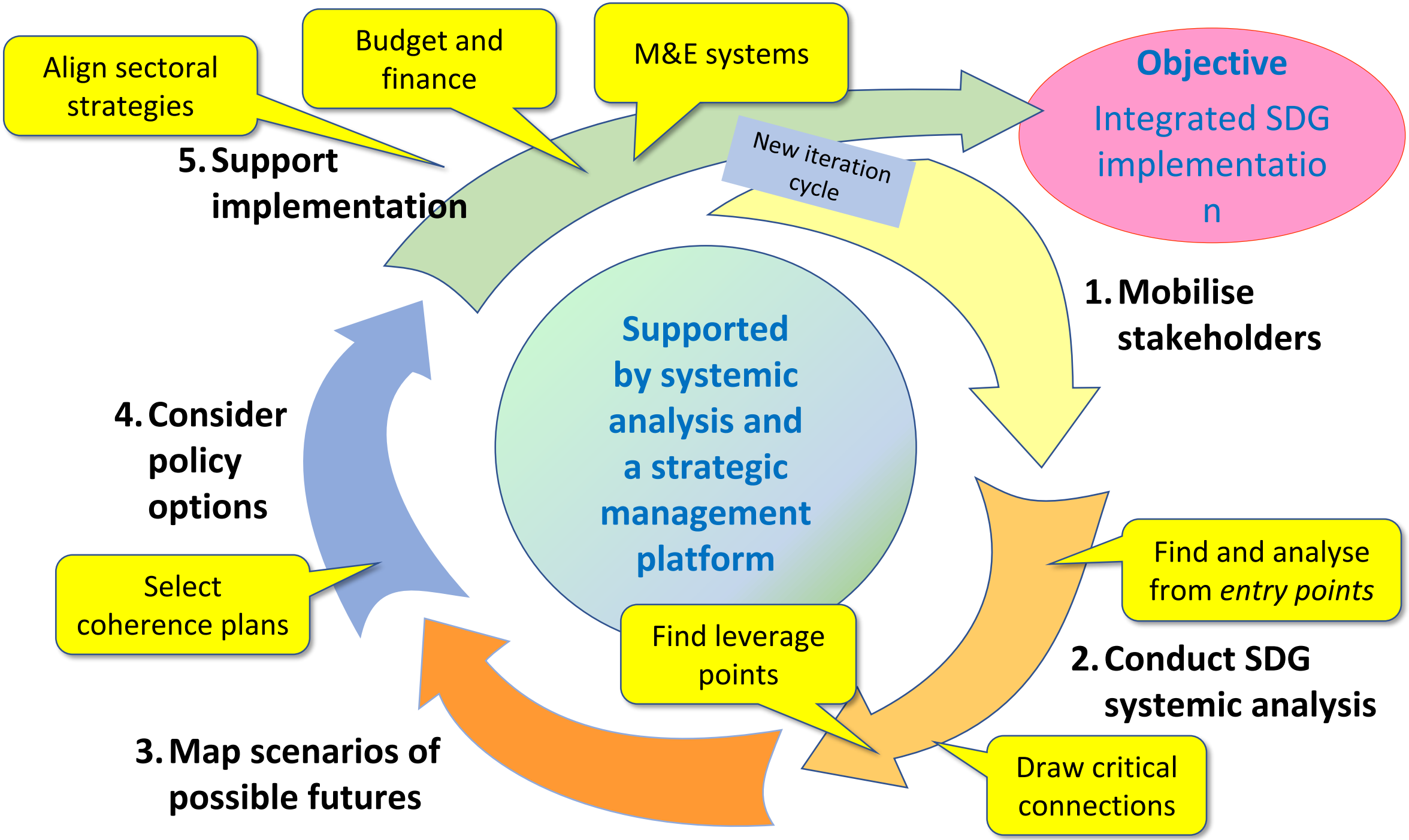




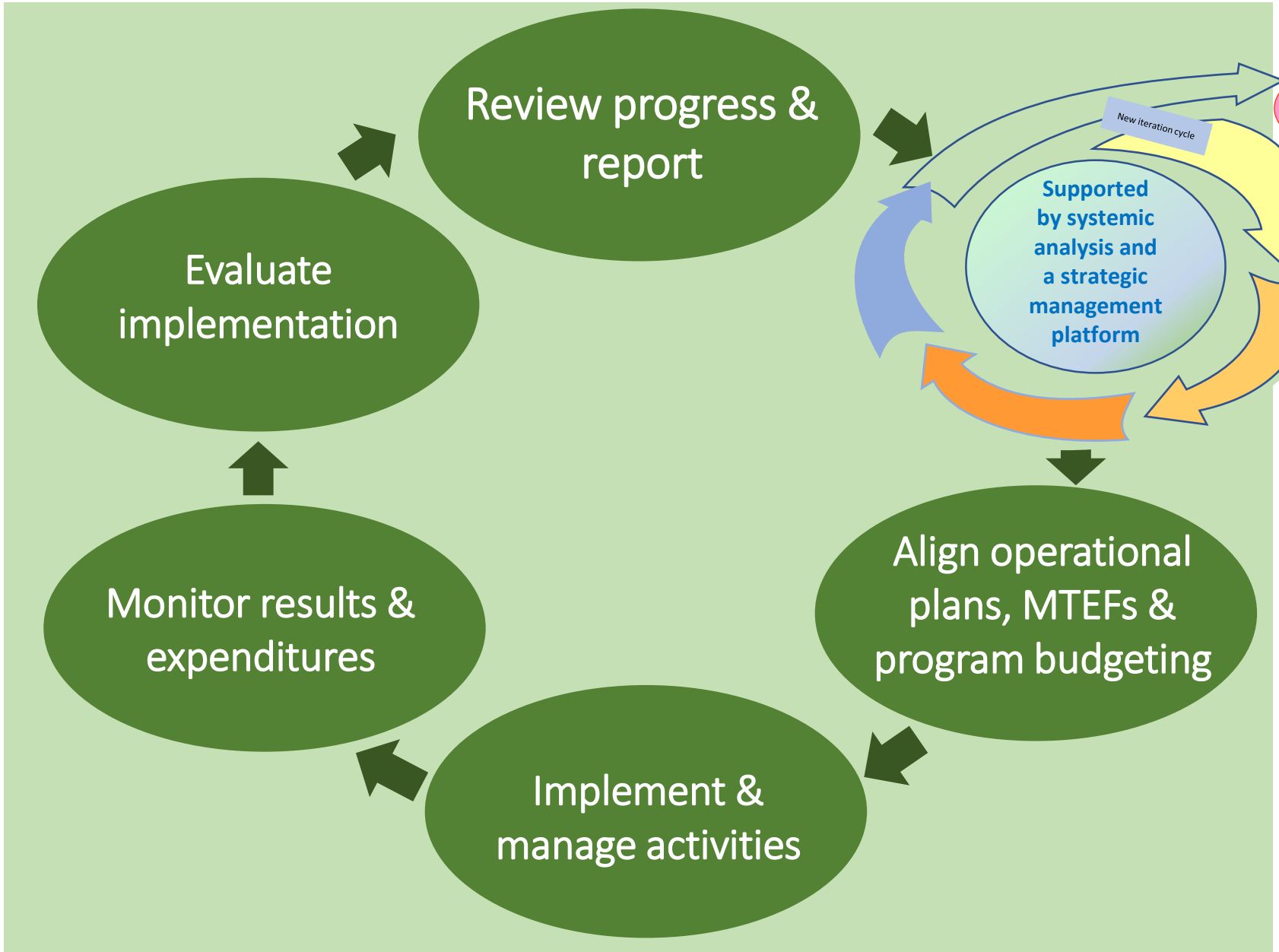




SDG Interlinkages Analysis & Visualisation Tool (V3.0)


Objective
Integrated SDG implementation
Align sectoral strategies
Budget and finance
M&E systems
New iteration cycle
5. Support implementation
1. Mobilise stakeholders
Supported by systemic analysis and a strategic management platform
4. Consider policy options
Select coherence plans
Find and analyse from *entry points*
2. Conduct SDG systemic analysis
Find leverage points
Draw critical connections
3. Map scenarios of possible futures

SDGs throughout policy cycle



To be presented

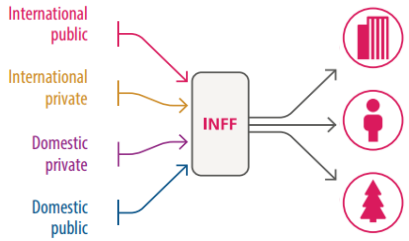
- Use the methodology to identify leverage points and build coherent strategy
- Undertake an institutional readiness assessment for policy coherence

Scenario planning and strategy

To be discussed

How to implement by leveraging:

- Sectoral strategies or plans
- Aligning result chains and performance management
- Financing and budgeting
- M&E systems and data
- Strengthen national evaluation capacities – critical to identifying cross-sectoral impacts!
- Regular reviews and reporting



SDG spending readability

INFFs

Strategic budget allocations are SDG informed

Data producer-Data user dialogue

Integrated Indicator Databases Dashboards Open data portals

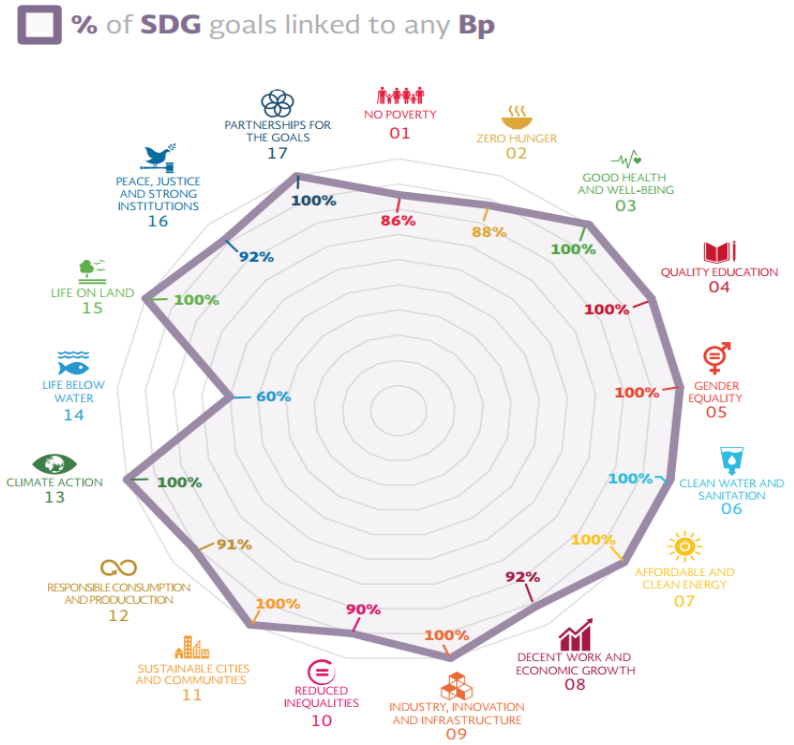
National Evaluation Plan

Mexico: Institutional architecture and budgeting

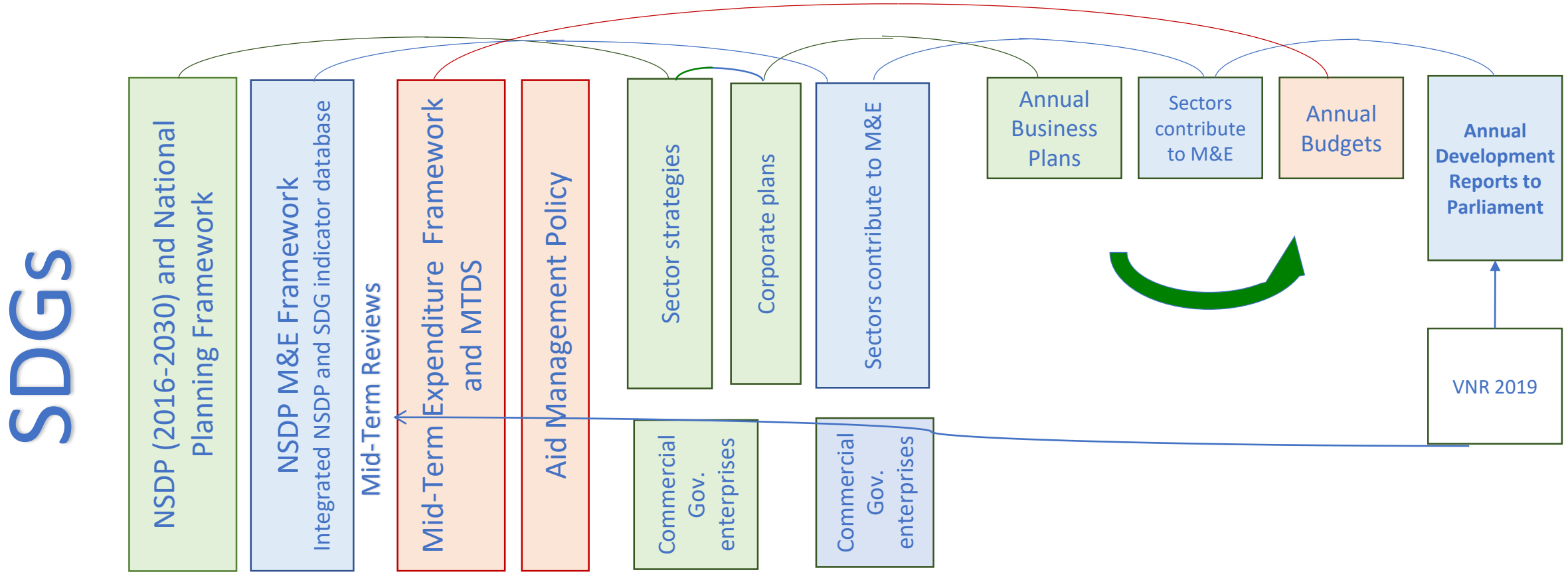
1. National Planning
2. Budgetary Programmatic Structure
3. Performance Evaluation System
4. Accounting Harmonization

1. **Linking budget to SDGs**
2. **Quantifying**

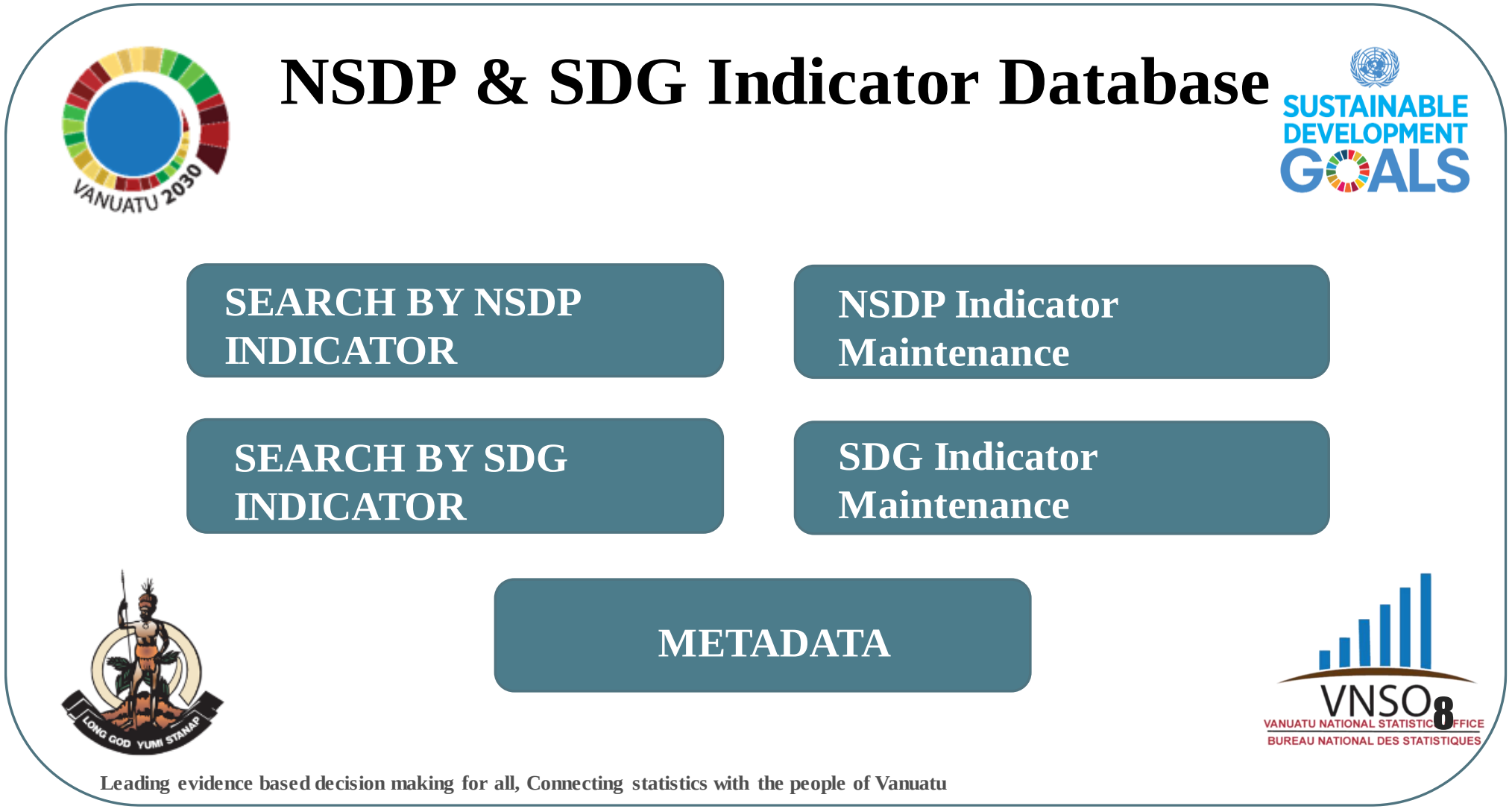
   - Estimates of investments per target have been produced.
   - 102 targets have been further disaggregated by topics.



Vanuatu: SDGs anchored in national processes



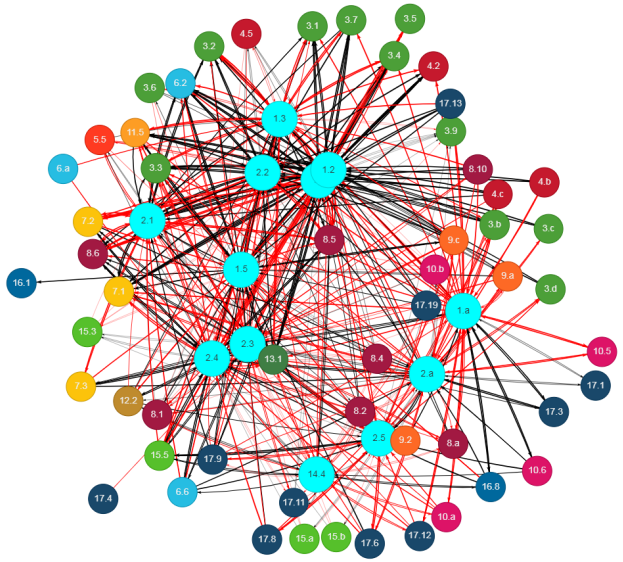
Vanuatu: integrated database and baseline survey



Baseline survey

Monitoring and data to support integrated analysis and decision-making

Mapping and assessing strength of interlinkages between indicators



Dimensions of sustainable development

Tying environmental and economic data using industries – on resource use, impacts, and how taxes and subsidies are distributed

Measuring well-being of people (multidimensional poverty statistics, healthy years…)

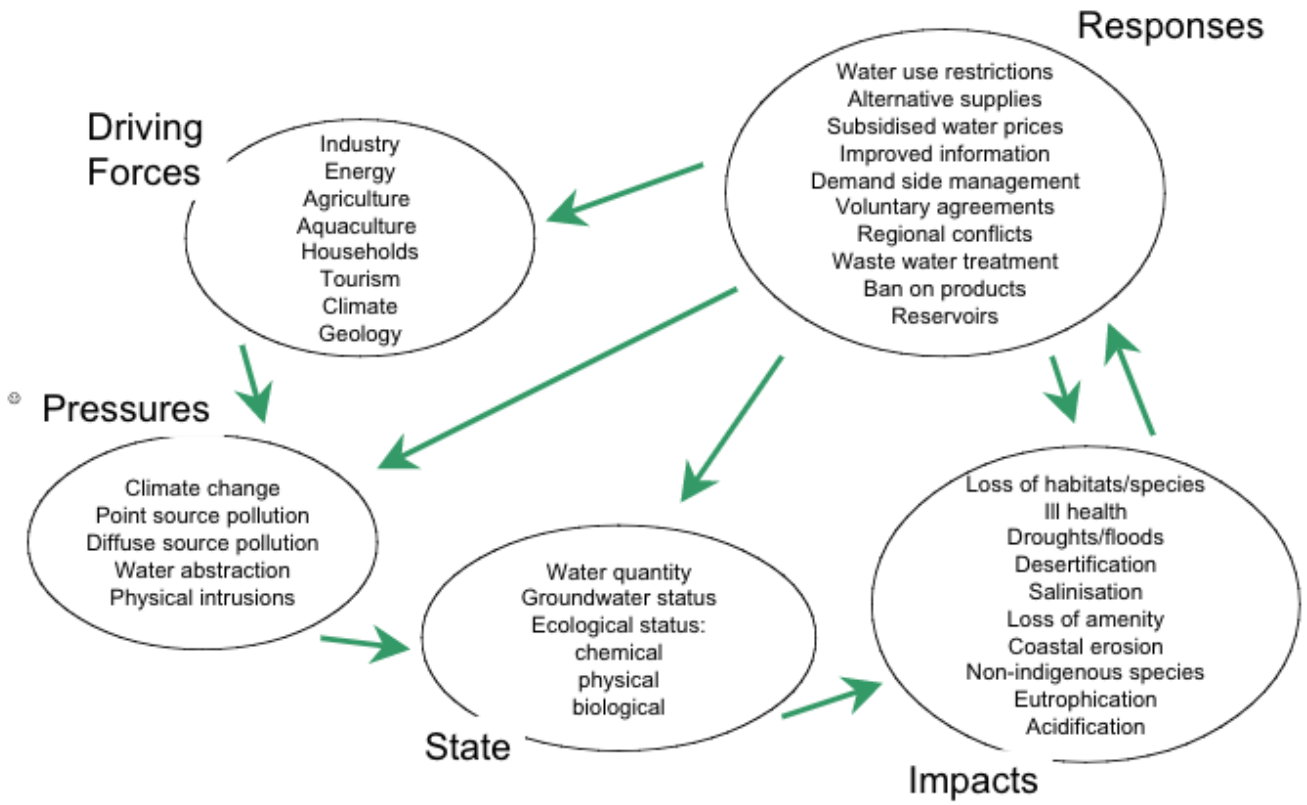
Tying statistical frameworks

Sendai Framework for the Development of Environment Statistics
SEEA
National accounts

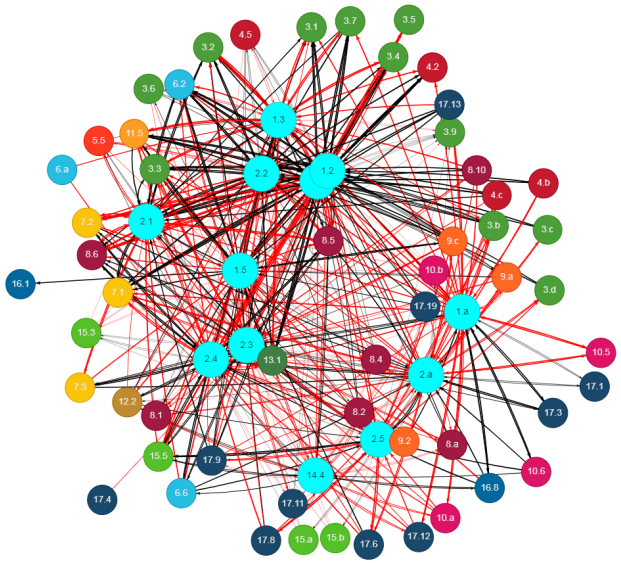
Interlinakges Working Group of IAEG on SDG Indicators

Monitoring and data to support integrated analysis and decision-making

DPSIR Framework: example of water



Mapping and assessing strength of interlinkages between indicators



Nepal: Integrated National Evaluation Plan, 2016-2020

- Enabling environment – National Evaluation Policy, M&E act, code of conduct - and capacity development (Evaluation Training Centre)
- Networking and coordination
- Institutionalize internal and external evaluations in National Planning Commission and all line Ministries
- 2 Meta Evaluations (theme-wise and from gender and equity lenses)
- Disaggregated data and SDGs baseline report
- Annual Nepal Social Inclusion Survey
- GBV data
- Pilot tools and technologies, incl. Randomized Control Trials

Final thoughts…

- Policy coherence requires more than mechanically trickling down or linking chains of results
- System thinking is a mindset that can enable the implementation of coherent policies and pathways at different levels
- Institutional aspects are the backbone for adjusting processes, strengthening systems and ensuring expected change takes place
- How to leverage budgeting and M&E systems for greater policy coherence?

Case study

Vision 2030 Jamaica and the SDGs

Ms. Peisha Bryan-Lee

Planning Institute of Jamaica

Ms. Hope Naomi Perkins

Statistical Institute of Jamaica

Case study

Belize's Inter-Institutional Review Committee

Ms. Darlene Padron

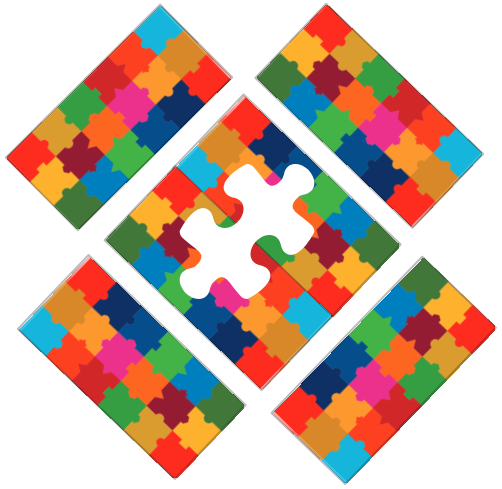
Ministry of Agriculture, Fisheries, Forestry, the Environment and Sustainable Development of Belize

Case study

Grenada's work on data for SDGs

Ms. Kenita Paul

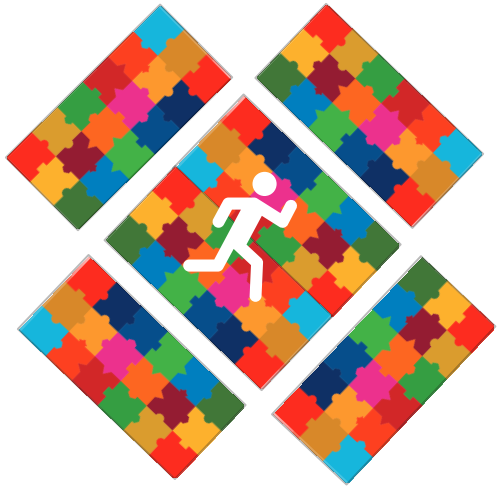
Statistics Department, Ministry of Finance, Planning, Economic Development & Physical Developments of Grenada



Activity

Mapping of national processes and policy coherence

30 min.



Personal reflection

5 min.

Three things about me

15 min.

Session 2:
Governance and stakeholders' engagement and capacities to implement the SDGs

Ms. Veronique Verbruggen (UN DESA)

Mr. Francois Fortier (ECLAC)

DESA Department of Economic and Social Affairs

UNITED NATIONS ECLAC

Governance and stakeholders' engagement and capacities to implement the SDGs

- **Preparing stakeholder engagement**

  Introduction to the topic by Ms. Veronique Verbruggen, UN DESA (40 min.)

- **Stakeholder mapping**

  Activity (30 min.)

- **My take-away**

  Personal reflection (5 min.)

Preparing stakeholder engagement

Ms. Veronique Verbruggen, UN DESA

DESA Department of Economic and Social Affairs

"Gearing up for a Decade of action and delivery of sustainable development": Political declaration of the SDG Summit, Sept. 19

Para 27(d) **Strengthening institutions for more integrated solutions**:

….."We will proactively develop effective, accountable and transparent institutions at all levels and ensure more responsive, inclusive, participatory and representative decision-making processes. We will strive to equip domestic institutions to better address interlinkages, synergies and trade-offs between the goals and the targets through a whole of government approach that can bring about transformative change in governance and public policy and ensure policy coherence for sustainable development".

Sustainable Development Goals Principles

Universality

all countries are concerned by and responsible for, sustainability;

Inclusiveness

of all people as stakeholders and actors with interests and roles in sustainable prosperity

Integration

marking the indivisible bonds of the three dimensions of sustainability (social, economic and environmental)

Policy coherence: what is required?

(1) systematic identification of relevant linkages across the SDGs & consider those linkages in policy design;

(2) consistency across scales (local/ regional/national) of implementation;

(3) Involvement of relevant stakeholders in design, implementation, monitoring & evaluation;

(4) Provision of adequate resources for implementation at all levels & scales

Leave No One Behind

Transforming Institutions, policy making and service delivery for the SDGs

Effective Institutions	Inclusive Institutions	Accountable Institutions
Organizing and Equipping Institutions for SDG Implementation	Responsive and Participatory Policy Making	Supreme Audit Institutions and other Arrangements for Review and Auditing of SDGs
Policy Integration	Institutional Mechanisms to Engage People	
Civil Servants Competencies & Capacities to Transform Mindsets	Engaging and Responding to the Poorest and Most Vulnerable	Integrity and Professionalism to Prevent Corruption in SDG implementation
Innovation and E-Government		
Cooperation between National/Local Governments	E-Participation and closing Digital Divide	Transparency - Open Government
Information Societies and Cyberspace		

DPADM Objective

To foster effective, efficient, transparent, accountable, innovative and citizen-centred public governance, administration and services for sustainable development

SUSTAINABLE DEVELOPMENT GOAL 16

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

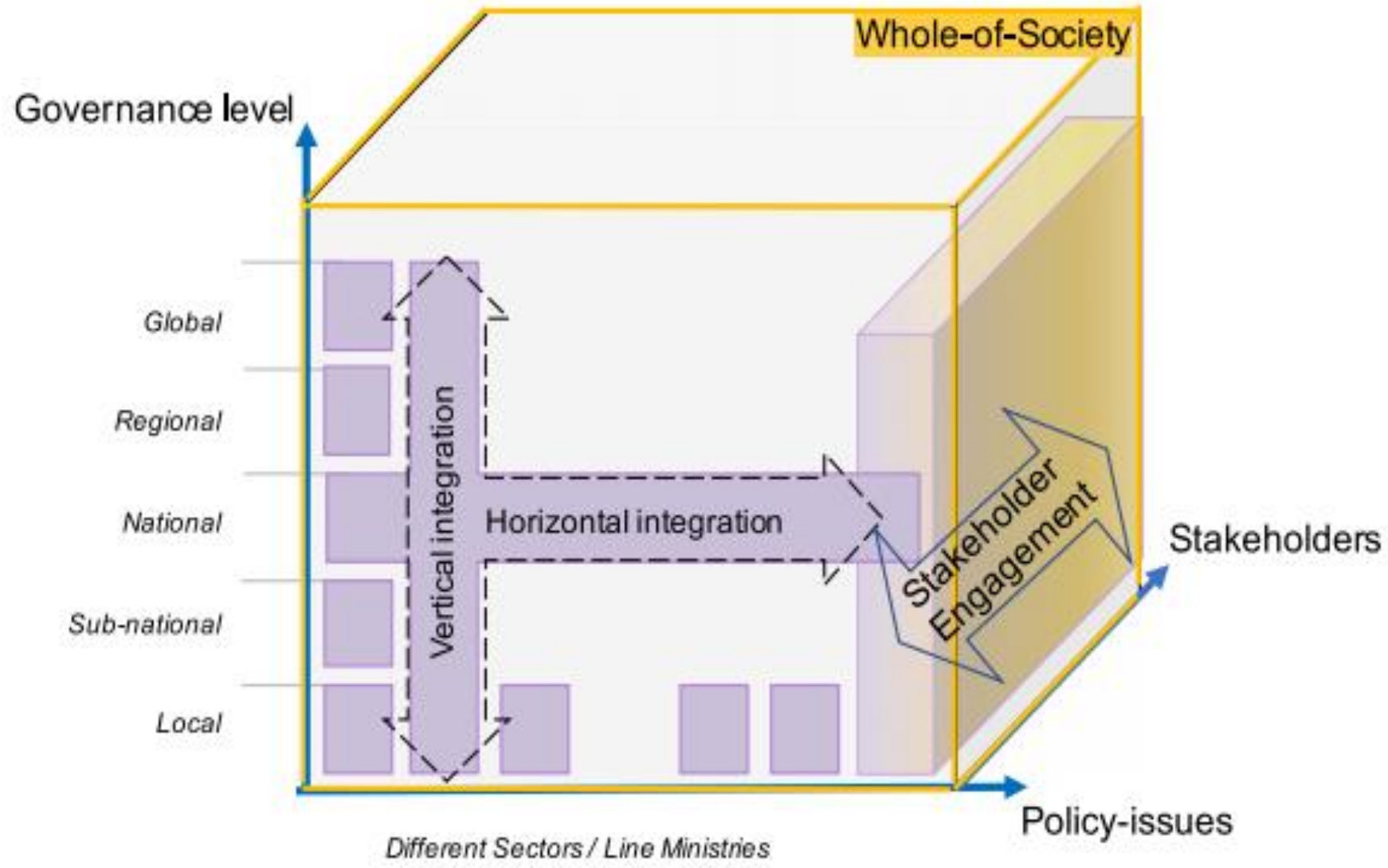
TRG 16.5	TRG 16.6	TRG 16.7	TRG 16.9	TRG 16.10
Substantially reduce corruption and bribery in all their forms	Develop effective, accountable and transparent institutions at all levels	Ensure responsive, inclusive, participatory and representative decision-making at all levels	By 2030, provide legal identity for all, including birth registration	Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

TRG 9.C	TRG 17.14	TRG 17. 9	Other relevant SDGs and Targets
Affordable access to the Internet in least developed countries by 2020	Policy coherence for SDGs	Effective and targeted capacity-building in developing countries	

Key Activities

Intergovernmental Support	Research & Policy Analysis	Capacity Development			
Committee of Experts on Public Administration (CEPA)	E-Government Survey	Compendium	UN Public Service Awards (UNPSA)	Work w. Public Administration Schools	Regional Symposia
Support to World Summit on the Information Society (WSIS)	World Public Sector Report	Papers	UN Public Service Forum (UNPSF)	Work w. Supreme Audit	Guidelines & Toolkits	DA Projects

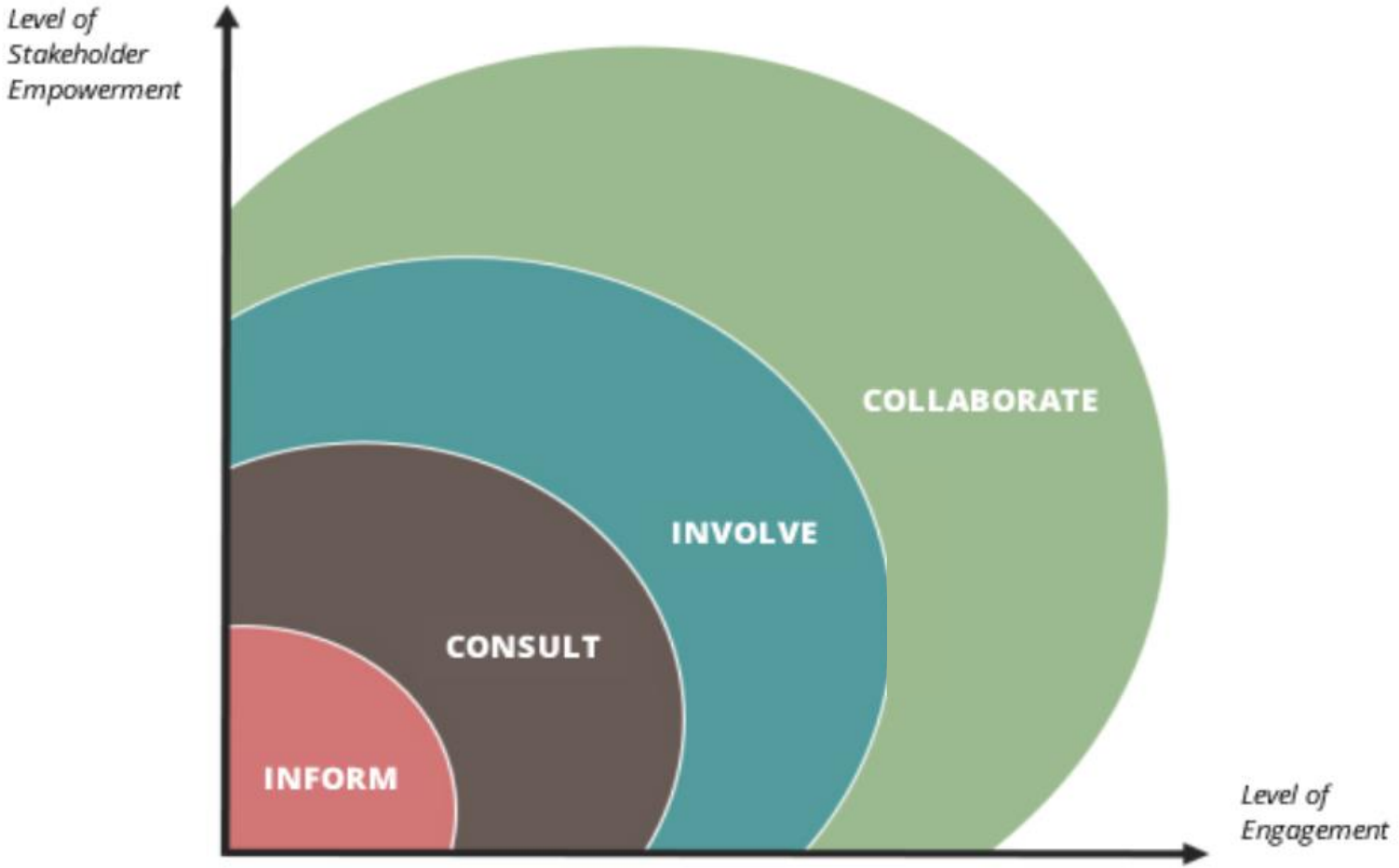
Horizontal and vertical integration



Step 1

1. Mobilising stakeholders
   - Plurality of voices: aspirations, knowledge, expertise
   - Share knowledge
   - Ownership
   - Resources
   - Identify trade- offs, management of conflicts and reduce resistance for change, build partnerships and synergies

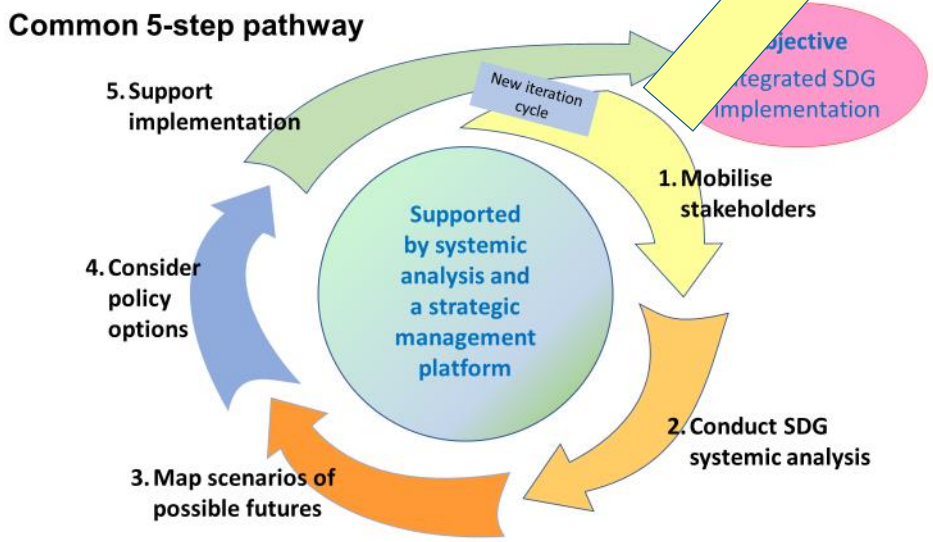
Levels of stakeholders engagement



International Association for Public Participation (IAP2)

Step 1

1. Mobilising stakeholders
   - Plurality of voices
   - Share knowledge
   - Ownership



Identify interested stakeholders

Map-out their influence and dependency

Assess their power relations, capacity and needs

Activity

Stakeholder Mapping

Ms. Veronique Verbruggen (UN DESA)

DESA Department of Economic and Social Affairs

Activity

Direct Influences	MoENER	MoFIN	MoENV	MoH	CAC	CoC	REC	COGA	*Influence*
Min of Energy		0	0	0	0	0	0	0	*0*
Min of Finance	0		0	0	0	0	0	0	*0*
Min of Environment	0	0		0	0	0	0	0	*0*
Min of Health	0	0	0		0	0	0	0	*0*
Climate Action Collective	0	0	0	0		0	0	0	*0*
Chamber of Commerce	0	0	0	0	0		0	0	*0*
Renewable Energy Consortium	0	0	0	0	0	0		0	*0*
Coal, Oil and Gas Association	0	0	0	0	0	0	0		*0*
Dependence	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	

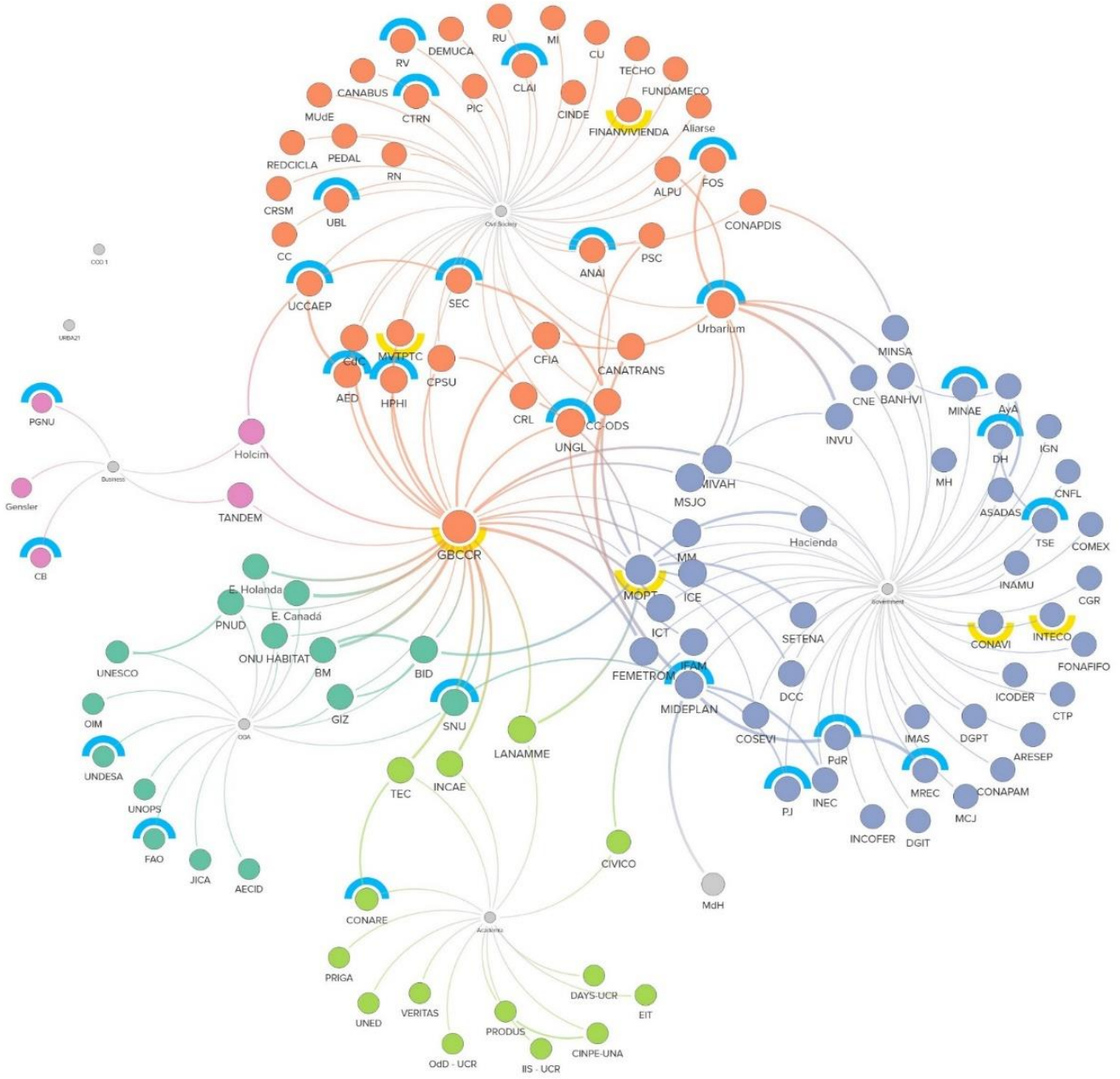
Influences: from 0 to 4, reflecting the importance of a row actor for each actor in a column.
0: No or little influcene 1: Operation 2: Results 3: Mission 4: Existence

Type	Form	Space	Level
Power With	Visible	Invited	National
Power With	Hidden	Closed	National
Power Over	Visible	Closed	National
Power Over	Invisible	Invited	Global
Power Over	Visible	Invited	Sub-national
Power With	Hidden	Claimed	Local
Power With	Hidden	Invited	National

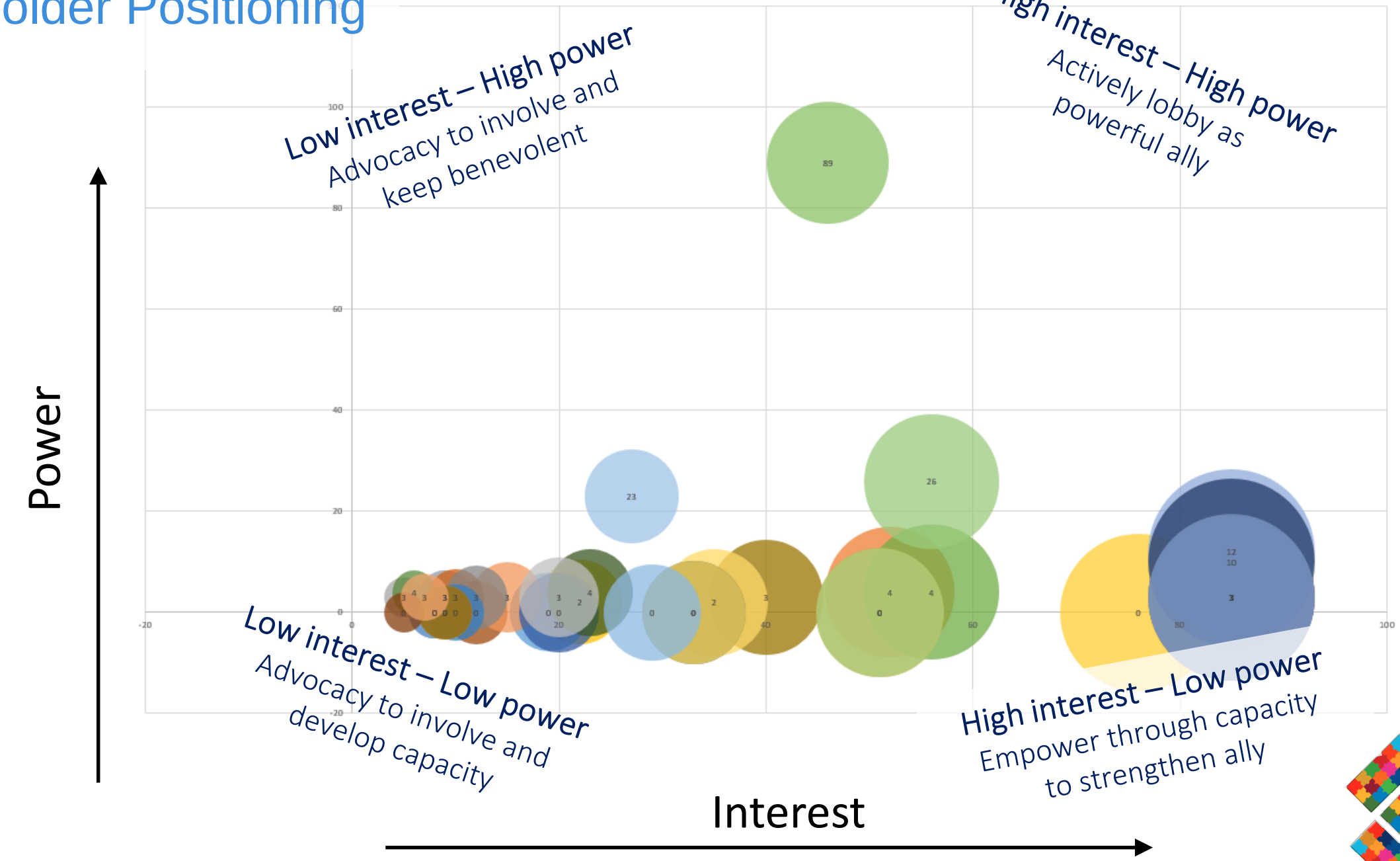
Stakeholders Map

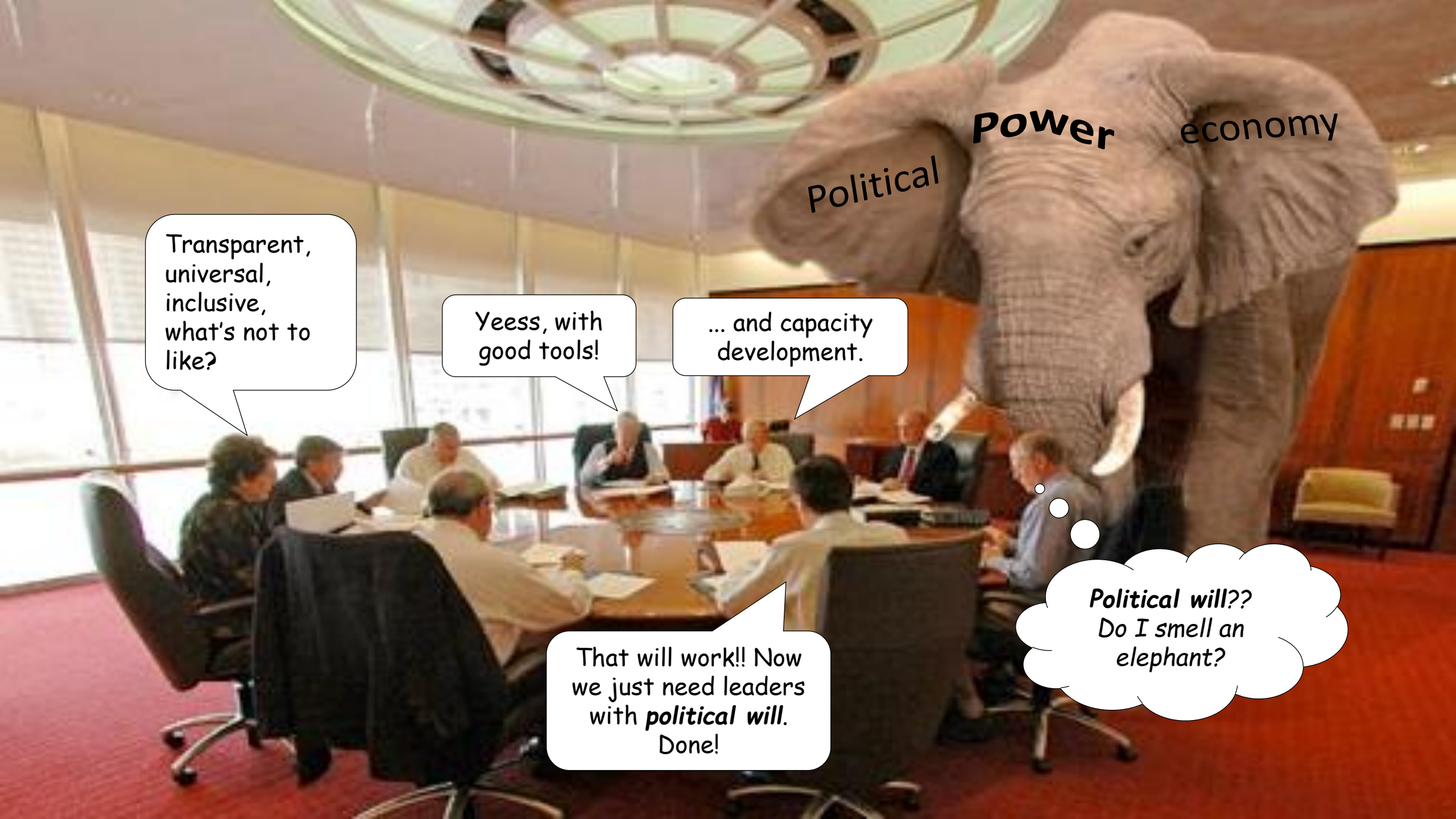
Costa Rica example

- 121 groups
- 69 relations
- 359 interests
- 5 categories



Stakeholder Positioning




Political
Power
economy
Transparent, universal, inclusive, what's not to like?
Yeess, with good tools!
... and capacity development.
That will work!! Now we just need leaders with **political will**. Done!
Political will?? *Do I smell an elephant?*

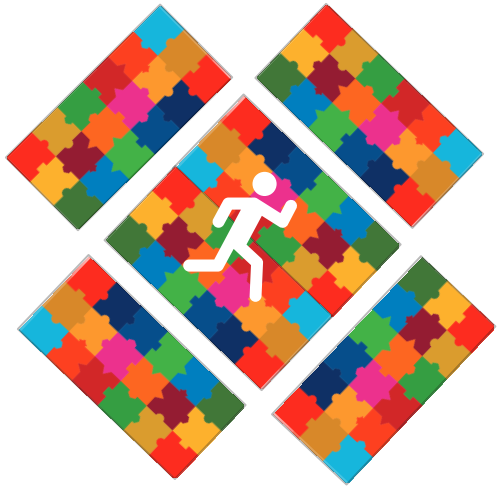
Stakeholder Mapping Exercise

Direct Influences	MoT	MoFIN	MoENV	MoH	CAC	CoC	STC	LHA	*Influence*
Min of Tourism									
Min of Finance									
Min of Environment									
Min of Health									
Climate Action Collective									
Chamber of Commerce									
Sustainable Tourism Consortium									
Large Hotels Association									
Dependence									

Influences: from 0 to 4, reflecting the importance of a row actor for each actor in a column.
0: No or little influcene 1: Operation 2: Results 3: Mission 4: Existence

Significance of objectiv	Jobs	CC Mitig	C Adapt	AirQual
Min of Tourism				
Min of Finance				
Min of Environment				
Min of Health				
Climate Action Collective				
Chamber of Commerce				
Sustainable Tourism Consortium				
Large Hotels Association				

Significance of policy objectives: from 0 to 4, reflecting the importance of a row actor for each policy objectives in a column. +/- have different meanings, as follows:
0: No or little influcene
-1: Objective threatens operations; +1: Objetive is critical for operations
-2: Objective threatens results; +2: Objective is critical for results
-3: Objective threatens mission; +3: Objective is critical for mission
-4: Objective is existential threat; +4: Objective is existential condition



Personal reflection

5 min.

Session 3:
Enhancing policy design capacity through system thinking and analysis

Mr. Francois Fortier (ECLAC)

UNITED NATIONS
ECLAC

Enhancing policy design capacity through system thinking and analysis

- **Analyse SDG linkages**

  Introduction to the topic by Mr. Francois Fortier, ECLAC

  Activity (100 min.)

- **Case study "Belize's GSDS Prioritization Framework" and "Land Use Policy Reform"**

  Presentation (15 min.) by Ms. Darlene Padron, Ministry of Agriculture, Fisheries, Forestry, the Environment and Sustainable Development of Belize

  Q&A (15 min.)

- **Discussion**

  Discussion (30 min.)

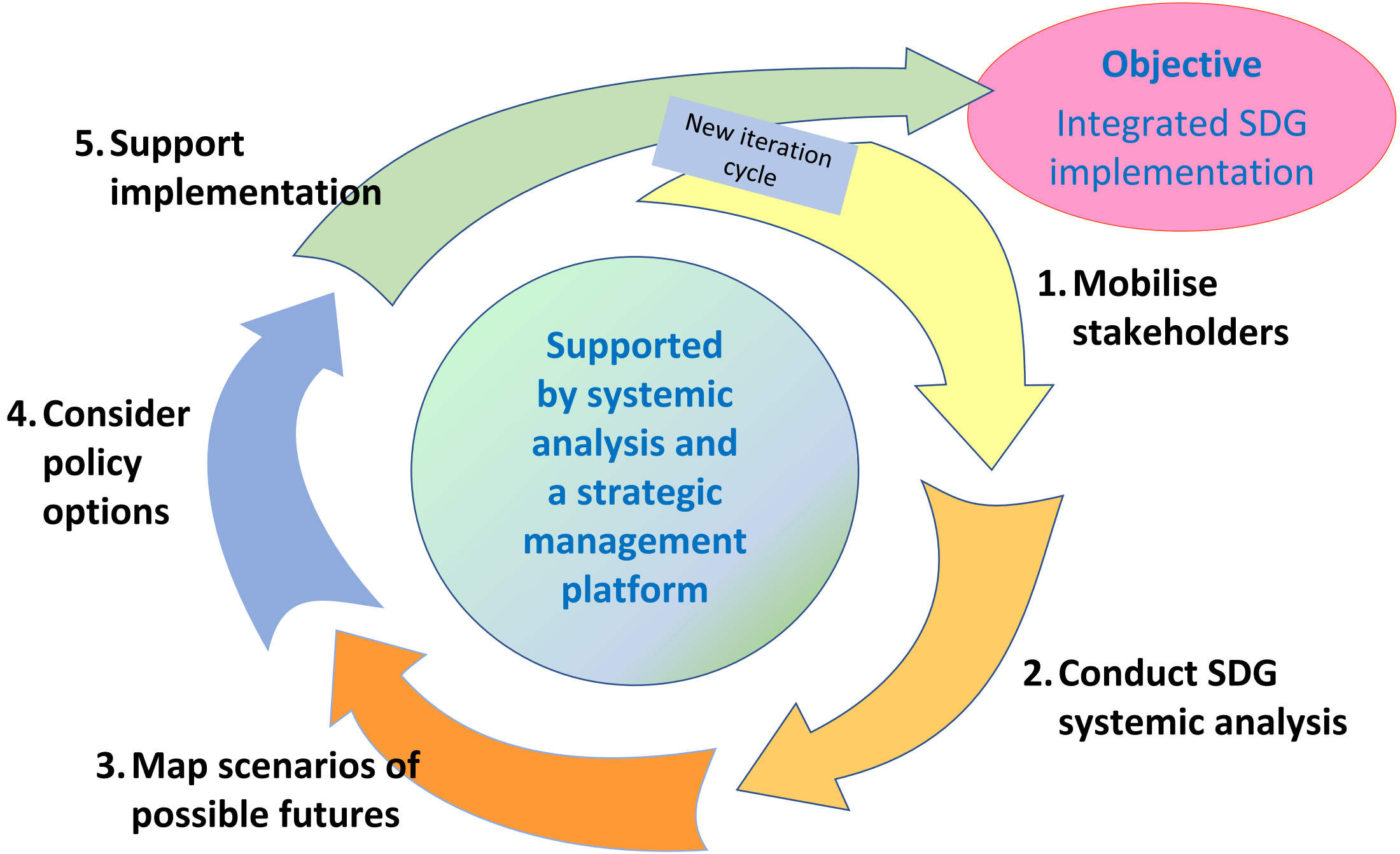
- **My take-away**

  Personal reflection (5 min.)

Analyse SDG linkages

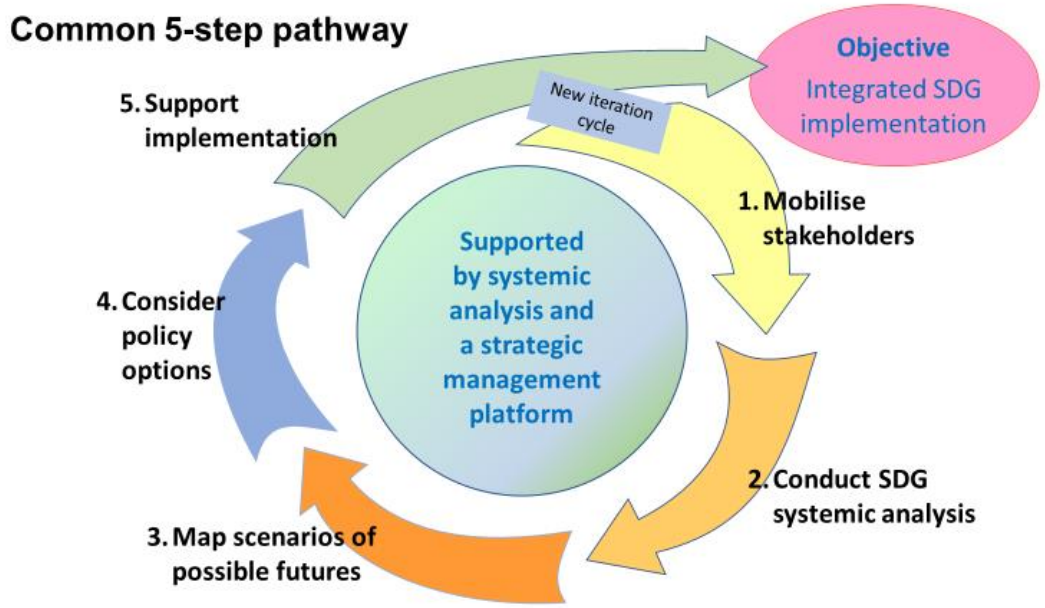
Mr. Francois Fortier (ECLAC)

UNITED NATIONS
ECLAC

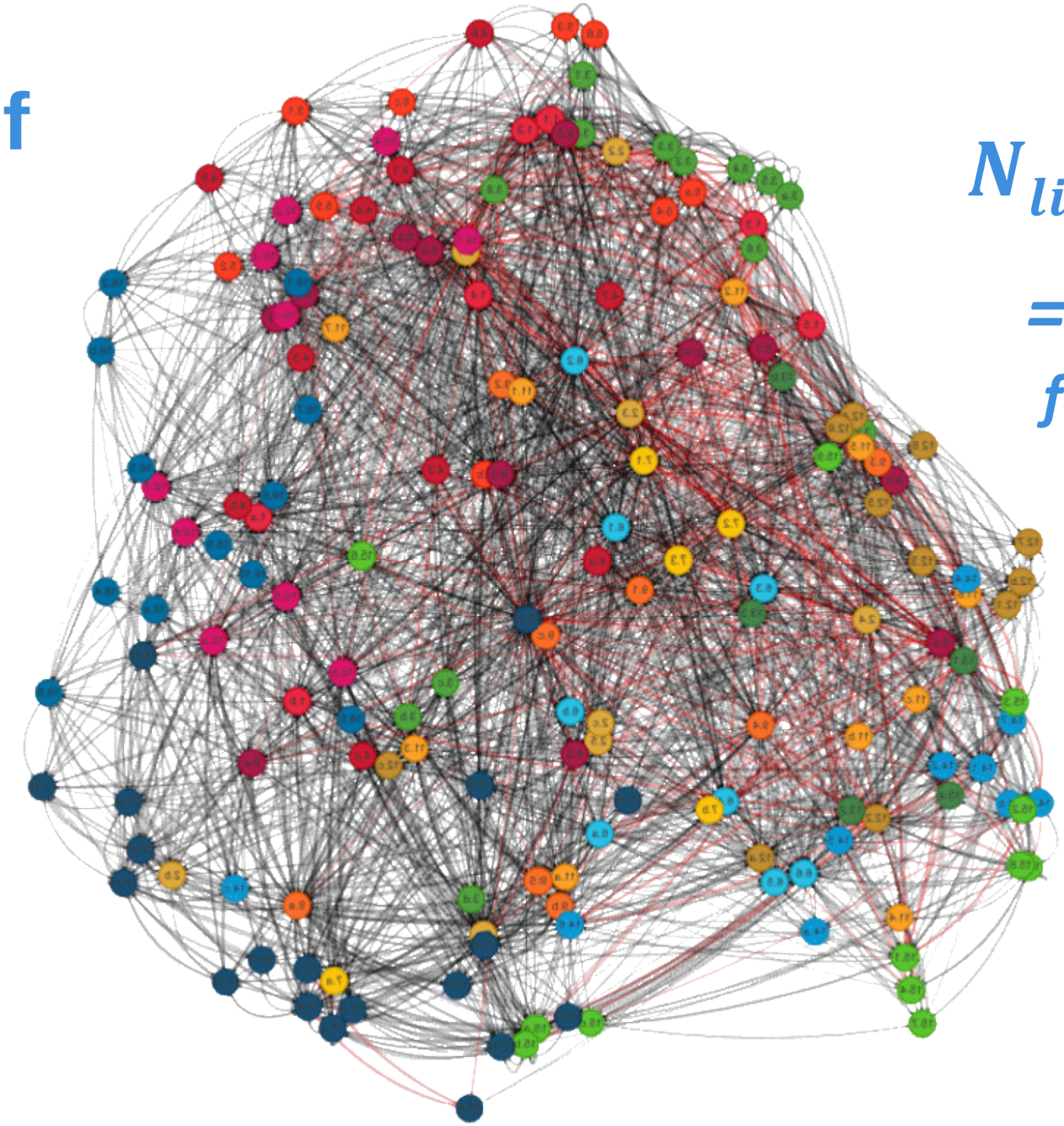

Objective
Integrated SDG implementation
New iteration cycle
1. Mobilise stakeholders
2. Conduct SDG systemic analysis
3. Map scenarios of possible futures
4. Consider policy options
5. Support implementation
Supported by systemic analysis and a strategic management platform

Step 2

1. Mobilising stakeholders
   - Plurality of voices
   - Share knowledge
   - Ownership
2. Analyse linkages
   - Between sectors
   - Between actors



Positivist challenge of complexity

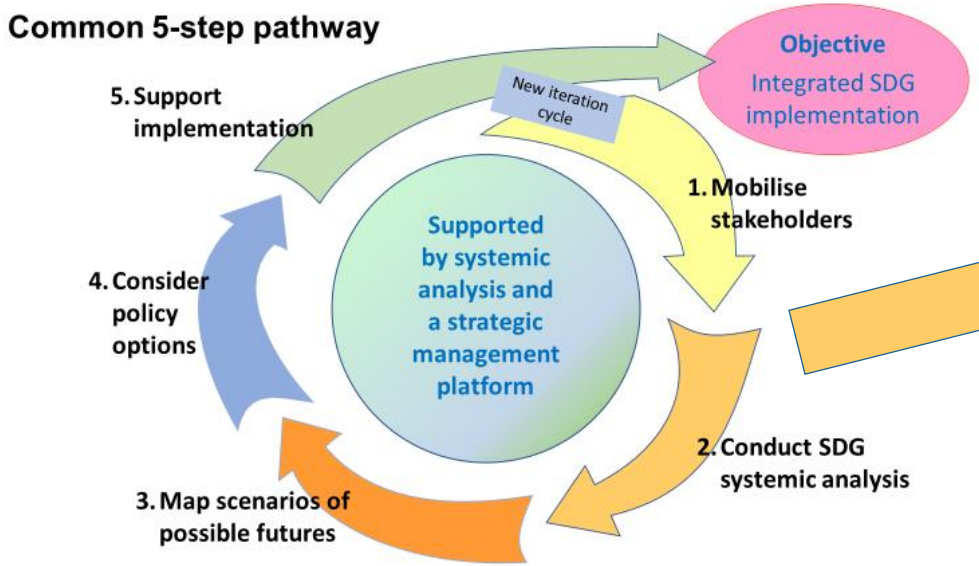


$$N_{links} = \frac{n^2 - n}{2}$$

= 14,196 links

for 169 targets

But we only need a *big picture*, not all details



2. Analyse linkages

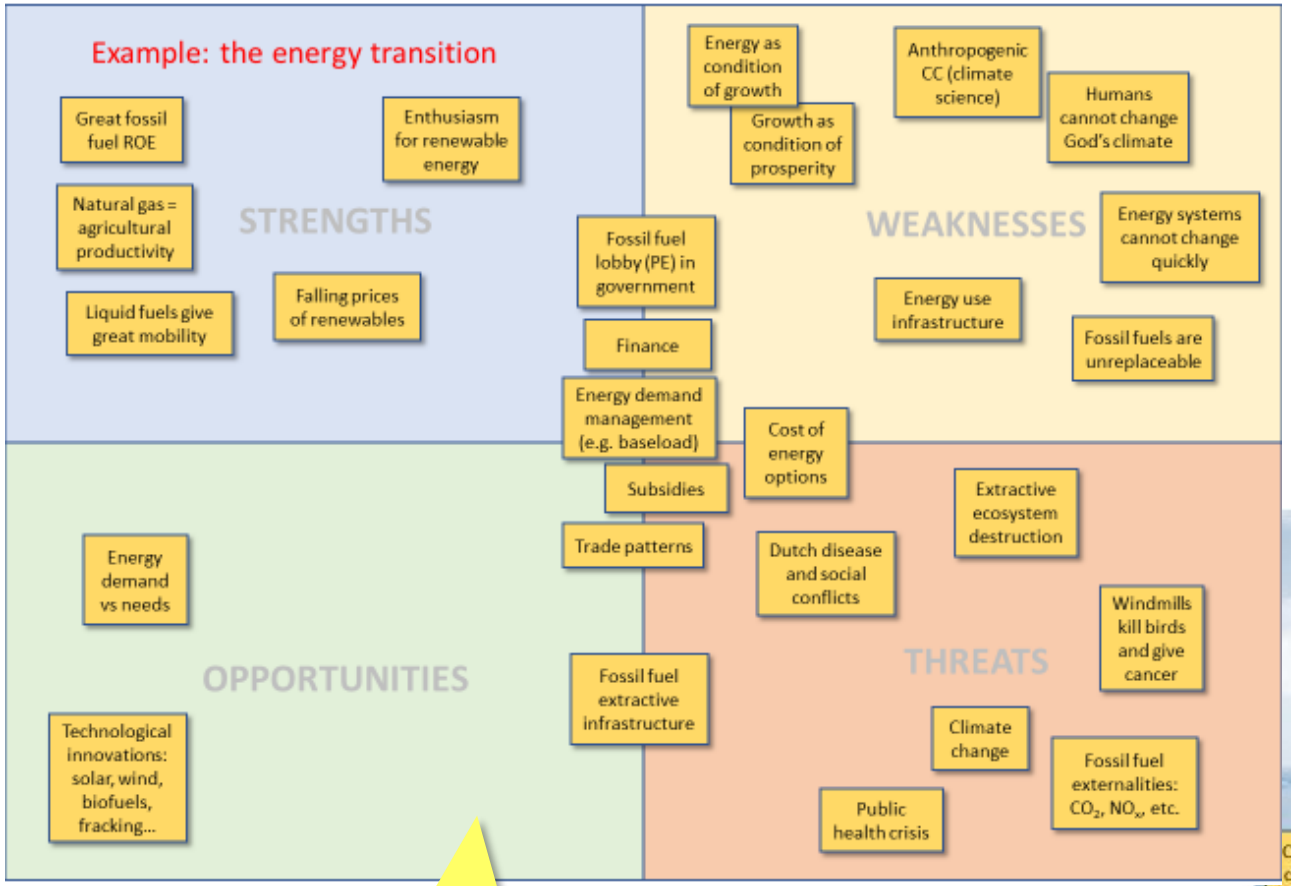
- Between sectors
- Between actors

Identify entry points e.g. “priority SDGs”

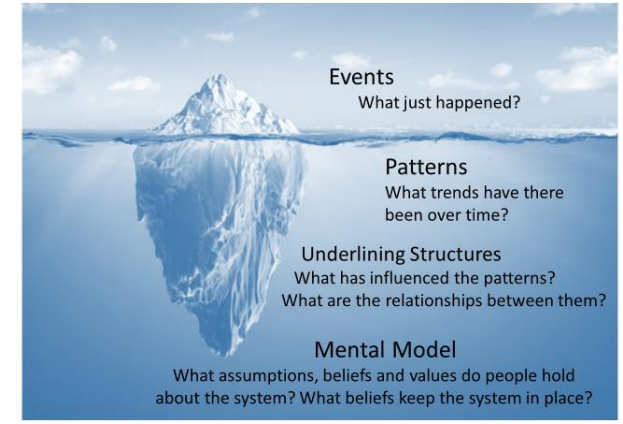
Assess priorities, prevalent gaps and systemic influences

Map connections between systemic drivers, in CLD

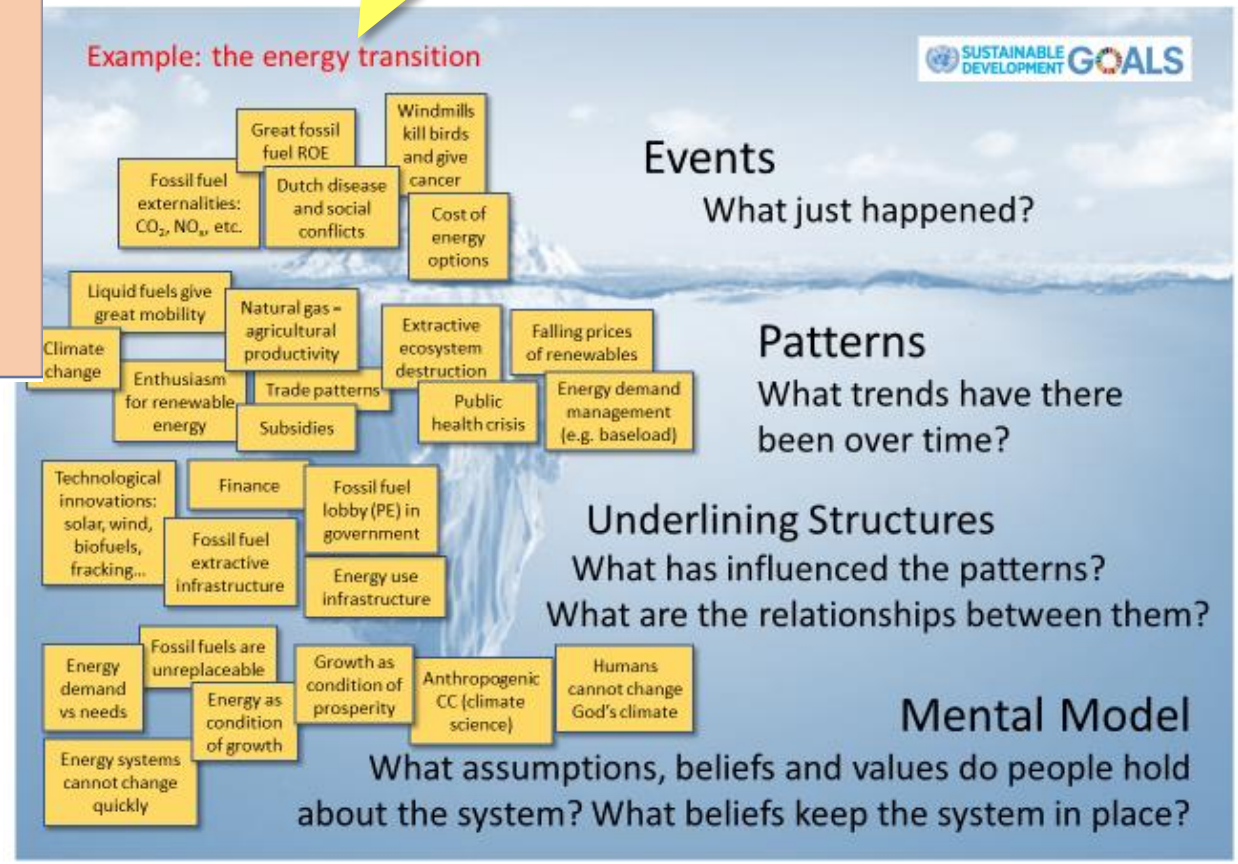
Find *leverage points*



SWOT brainstorming of systemic drivers



Sort drivers in Iceberg hierarchy



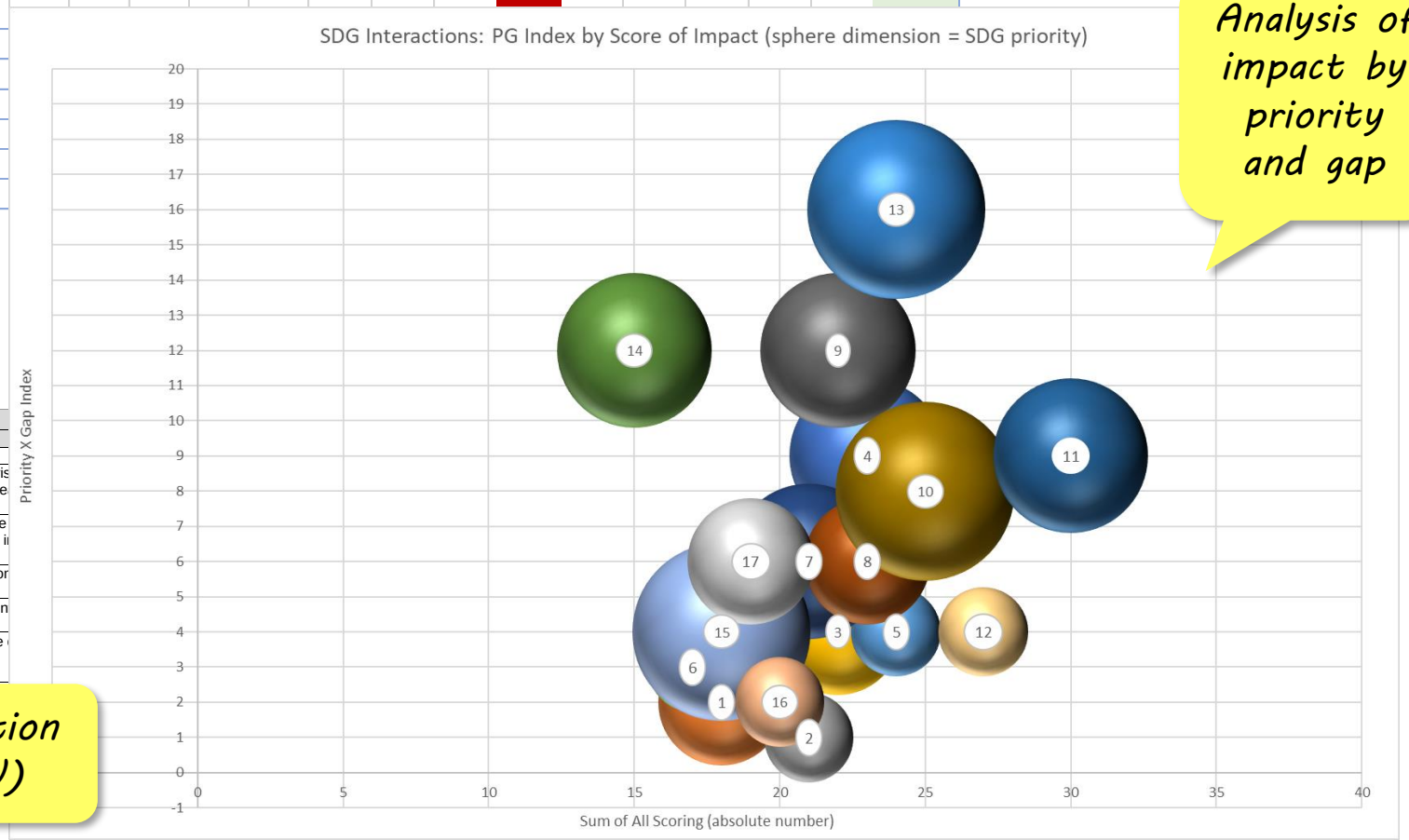
Priority X Gap Index			SDG Int's	From ↓	To →	Please provide rationale for interaction scoring in comments (right-click, Insert Comment)															
Priority	Gap	PG Index	Goal	Description	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	Total
2	1	2	1	End poverty in all its forms ev		2	1	1	2	1	1	1	1	1	1	1	1	1	1		1	18
1	1	1	2	End hunger, achieve food sec	3		2	1	1	1	1	1	2	1	1	2	1	1				
2	2	4	3	Ensure healthy lives and pror	1	1		2	2	2	1	3	2	1	1	1	1	1				
3	3	9	4	Ensure inclusive and equitab	2	0	1		1	1	1	2	3	2	2	1	1	1				
1	4	4	5	Achieve gender equality and	3	2	1	3		2	1	1	1	3	1	1	1	1				
1	3	3	6	Ensure availability and sustai	2	2	1	0	1		1	0	1	1	1	1	1	2				
3	2	6	7	Ensure access to affordable, r	2	1	1	1	1	1		2	2	1	1	2	3	0	1	1	1	21
2	3	6	8	Promote sustained, inclusive	2	2	2	2	2	2	1		2	1	1	1	-1	-1	1	1	1	23
3	4	12	9	Build resilient infrastructure,	3	2	1	1	1	1	-1	3			2	3	0	-1	-1	1	1	22
4	2	8	10	Reduce inequality within and	3	1	1	1	3	1	1	3	2		1	2	1	0	1	3	1	25
3	3	9	11	Make cities and human settle	2	1	2	1	3	3	3	2	2	1		3	1	1	1	3	1	30
1	4	4	12	Ensure sustainable consumpt	2	1	2															
4	4	16	13	Take urgent action to combat	1	2	2															
3	4	12	14	Conserve and sustainably use	1	1	1															
4	1	4	15	Protect, restore and promote	1	2	1															
1	2	2	16	Promote peaceful and inclusi	2	1	1															
2	3	6	17	Strengthen the means of imp	2	1	1															
				Total	32	22	21															

Case where SDGs used as drivers

SDG interaction matrix

Assessment of SDG Interactions (by ICSU)			
The influence of one SDG or target on others can be assessed with the following scale:			
Interaction	Name	Explanation	Example
+3	Indivisible	Inextricably linked to the achievement of another goal.	End all forms of discrimination against women and girls is indivis complete and effective women participation, with equality and le opportunity.
+2	Reinforcing	Directly creates conditions that lead to the achievement of another.	Access to electricity allows rural household to pump and irrigate adaptation capacity to climate change threats reduces disaster i
+1	Enabling	Enables the achievement of another	Access to electricity allows rural household to enables educatior evening work with electrical lighting.
0	Consistent	Does not significantly interact with another.	Ensure universal education does not significantly interact with in development or the conservation of marine ecosystems.
-1	Constraining	Pursuing one objective sets a constraint on another.	Improving irrigation may reduce sustainable water use. Reduce implies constraining certain energy options.
-2	Counteracting	The pursuit of one objective counteracts another objective.	Economic growth ge change mitig
-3	Cancelling	Progress in one goal makes it impossible to reach another.	The complete prote public access. The

SDG interaction scale (ICSU)



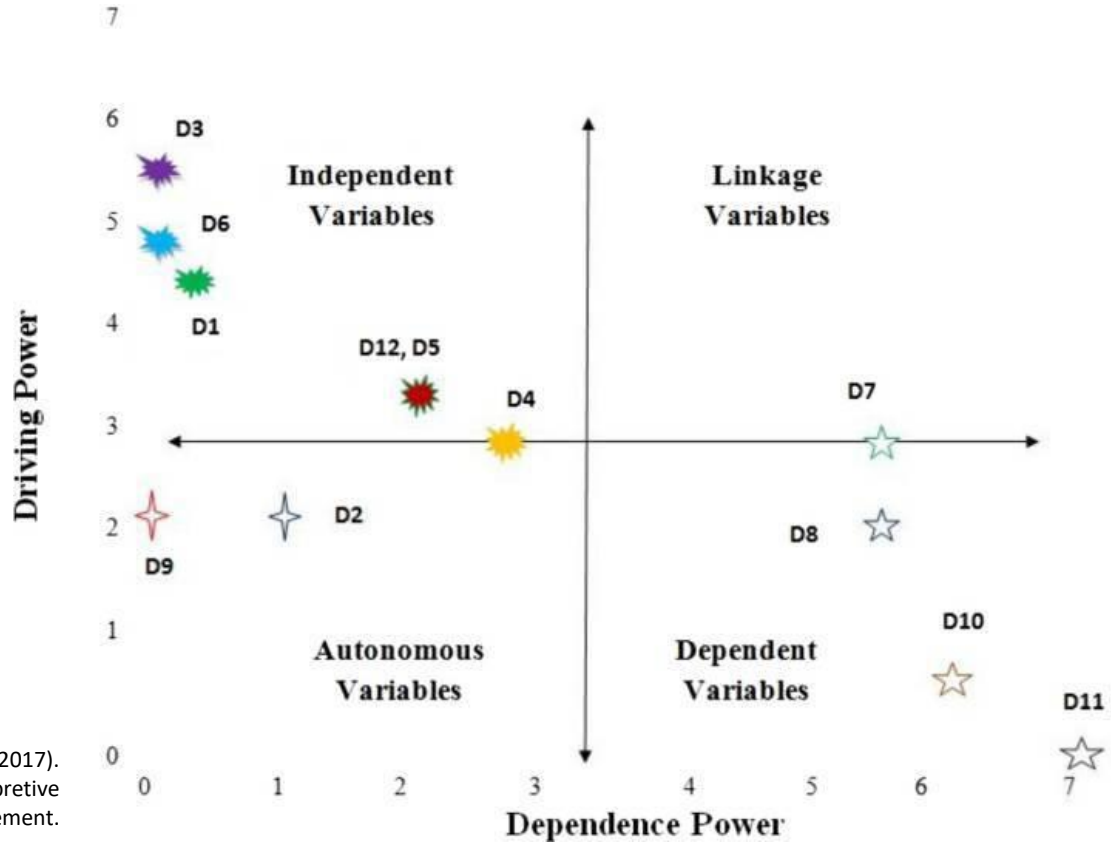
Analysis of impact by priority and gap

Causal Loop Diagram (system map)

[Presentation of Costa Rica case here]

Leverage Points

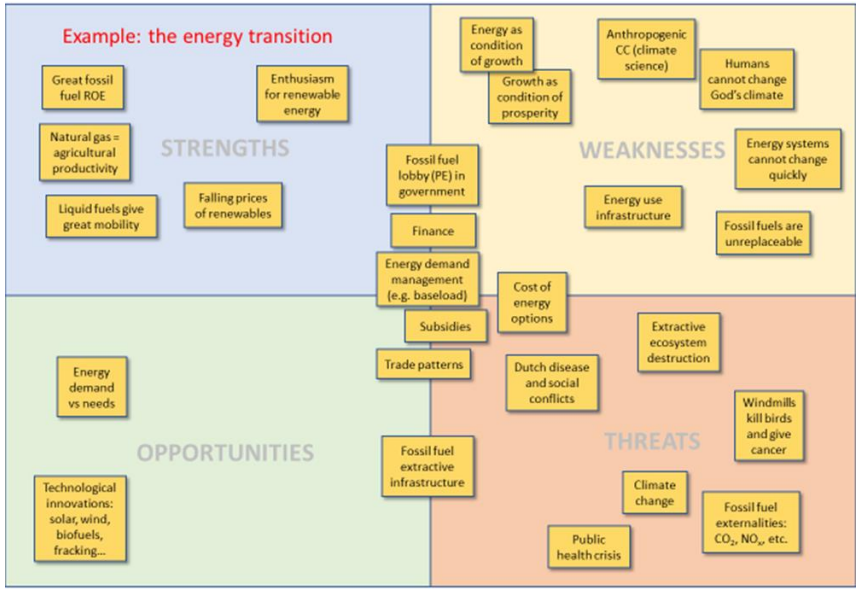
- Points in the CLD map where interventions will have *maximum* systemic impact
- Best bang for your buck…
  - Low in the iceberg (ref. Donella Meadows)
  - High leverage and low exposure over time (*micmac*)

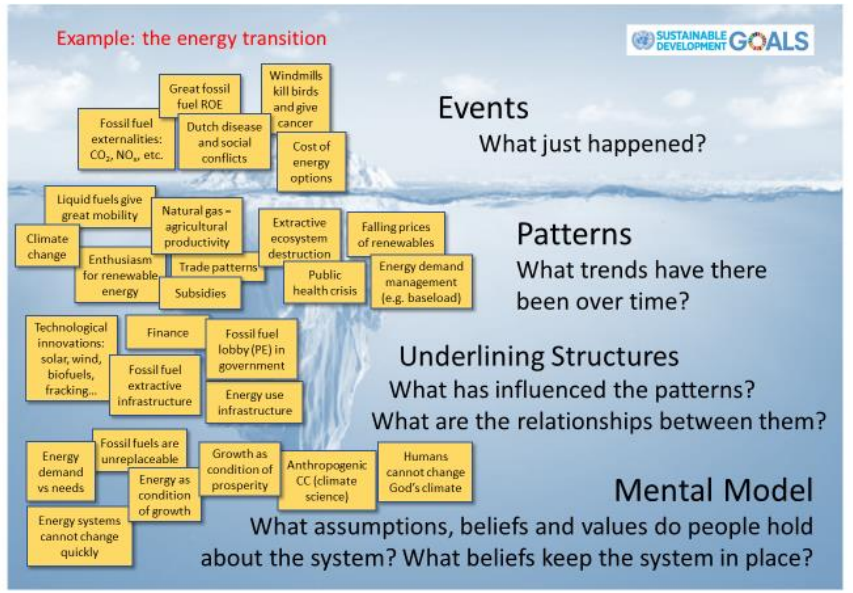


Source: Deshmukh, Arun & Mohan, Ashutosh. (2017). Analysis of Indian retail demand chain using total interpretive modeling. Journal of Modelling in Management.

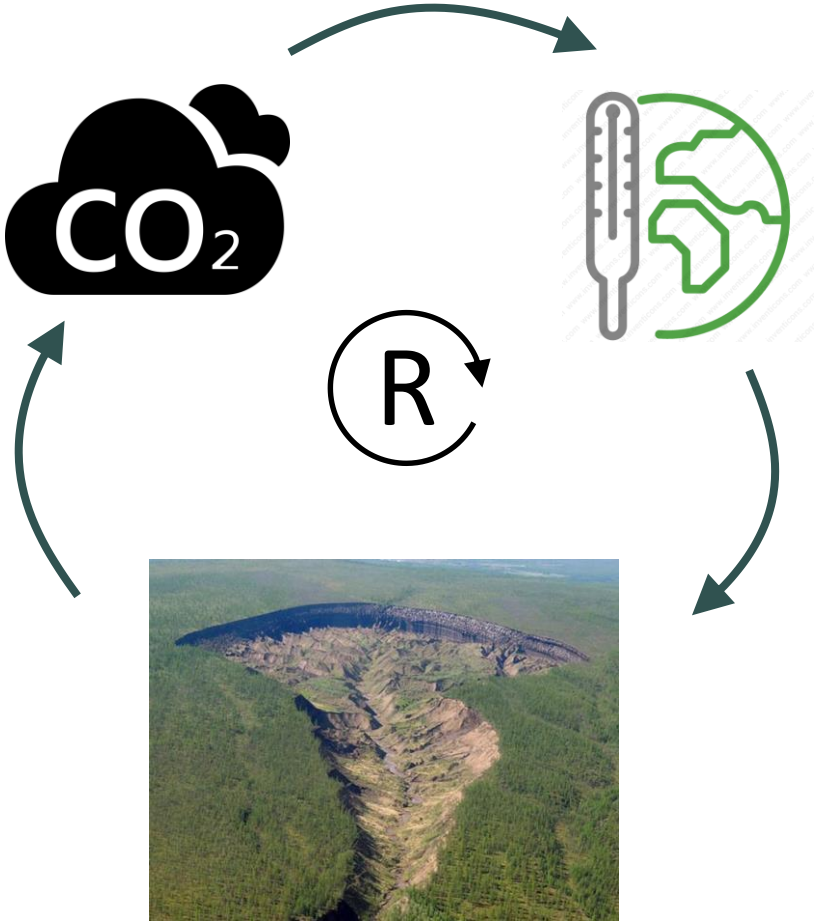
Systems Analysis Exercise

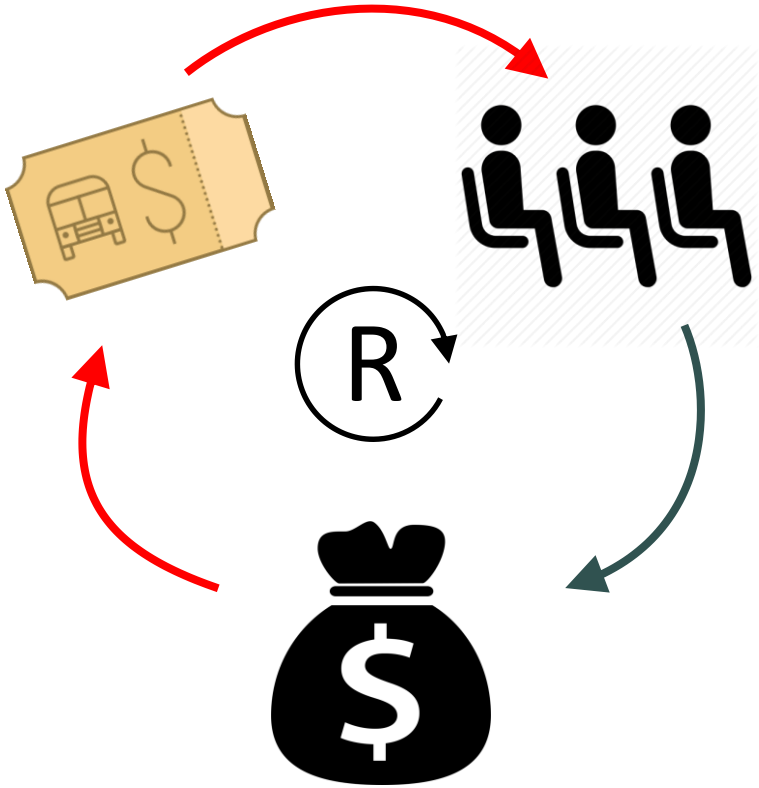
- How to build resilient coastal communities?
  - Resilient and sustainable coastal communities
  - In context of SLR, hurricanes, employment needs…
- Thinking of interests and strategies of all actors
  - Governments
    - Local
    - Ministries (tourism, energy, health, welfare, water, gender, housing, environment, fisheries, industry, trade…)
  - Civil society
    - NGOs in social justice, youth, fisheries, migration, environment…
  - Productive sector
    - Coastal investors (which ones?), agriculture, construction, water distribution, power utilities…
    - Large hotel chains, oil and gas companies…
- Working Group Tools
  - SWOT (15 min)
  - Iceberg (15 min)



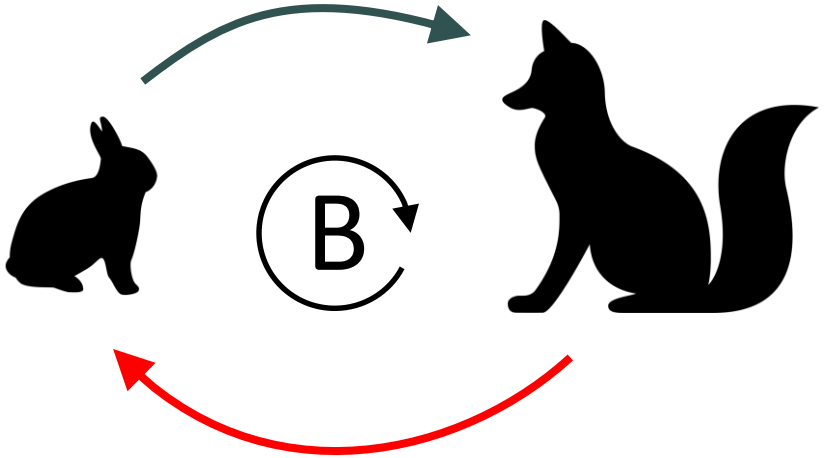


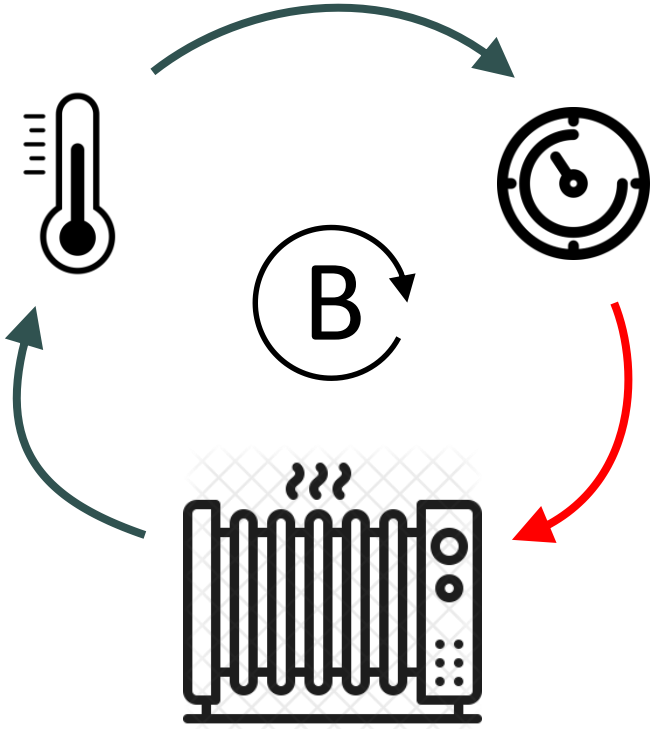
Reinforcing Loops



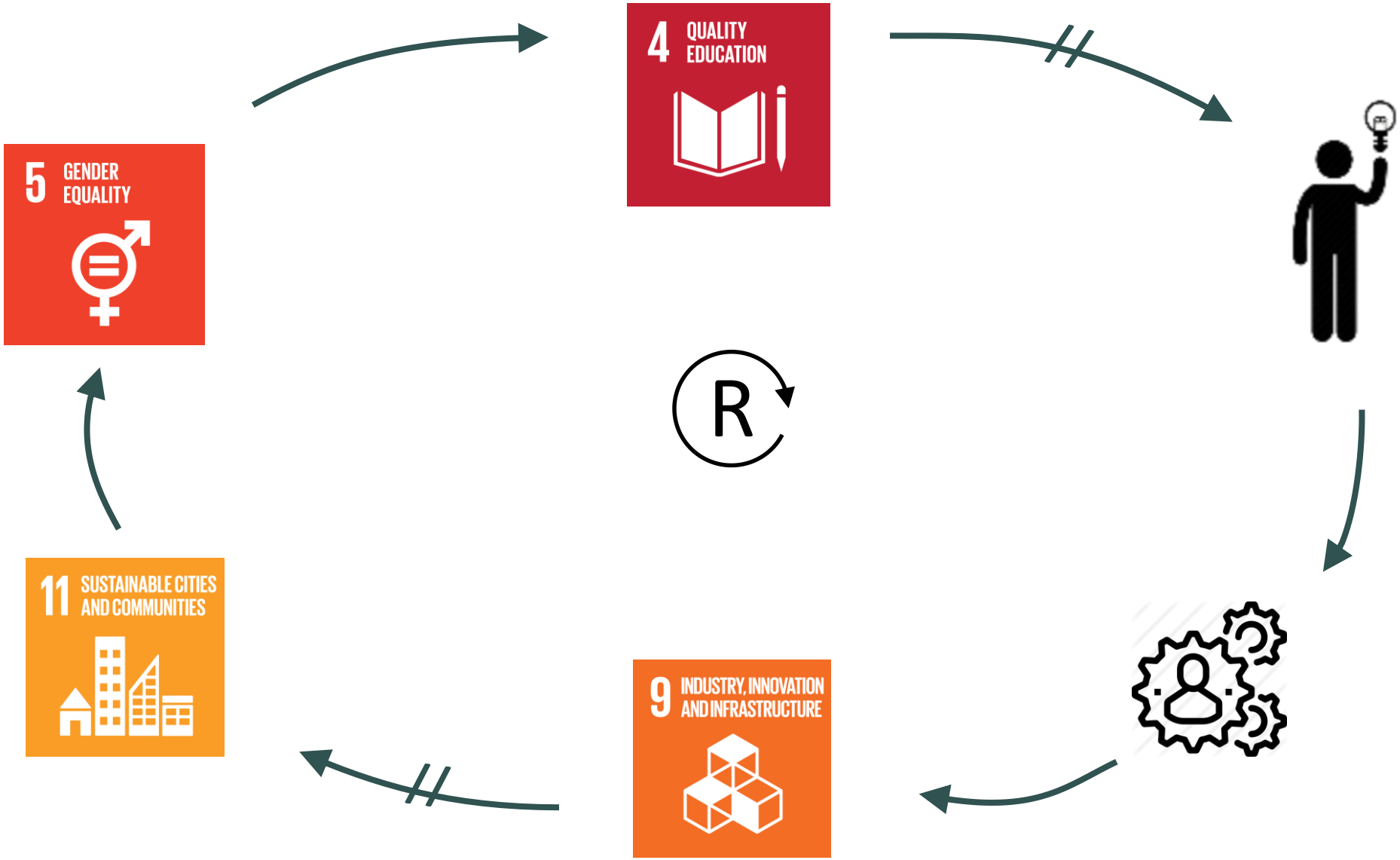


Balancing Loops





Delays


4 QUALITY EDUCATION
R
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES
5 GENDER EQUALITY

System methodology: from a tunnel vision...

- **Single issue**
  - Single-sector planning
  - Narrow expertise
  - Inertia of experience
- **E.g. Irrigation project**
  - Planning only from the water perspective
  - Results only assessed from the water sector returns

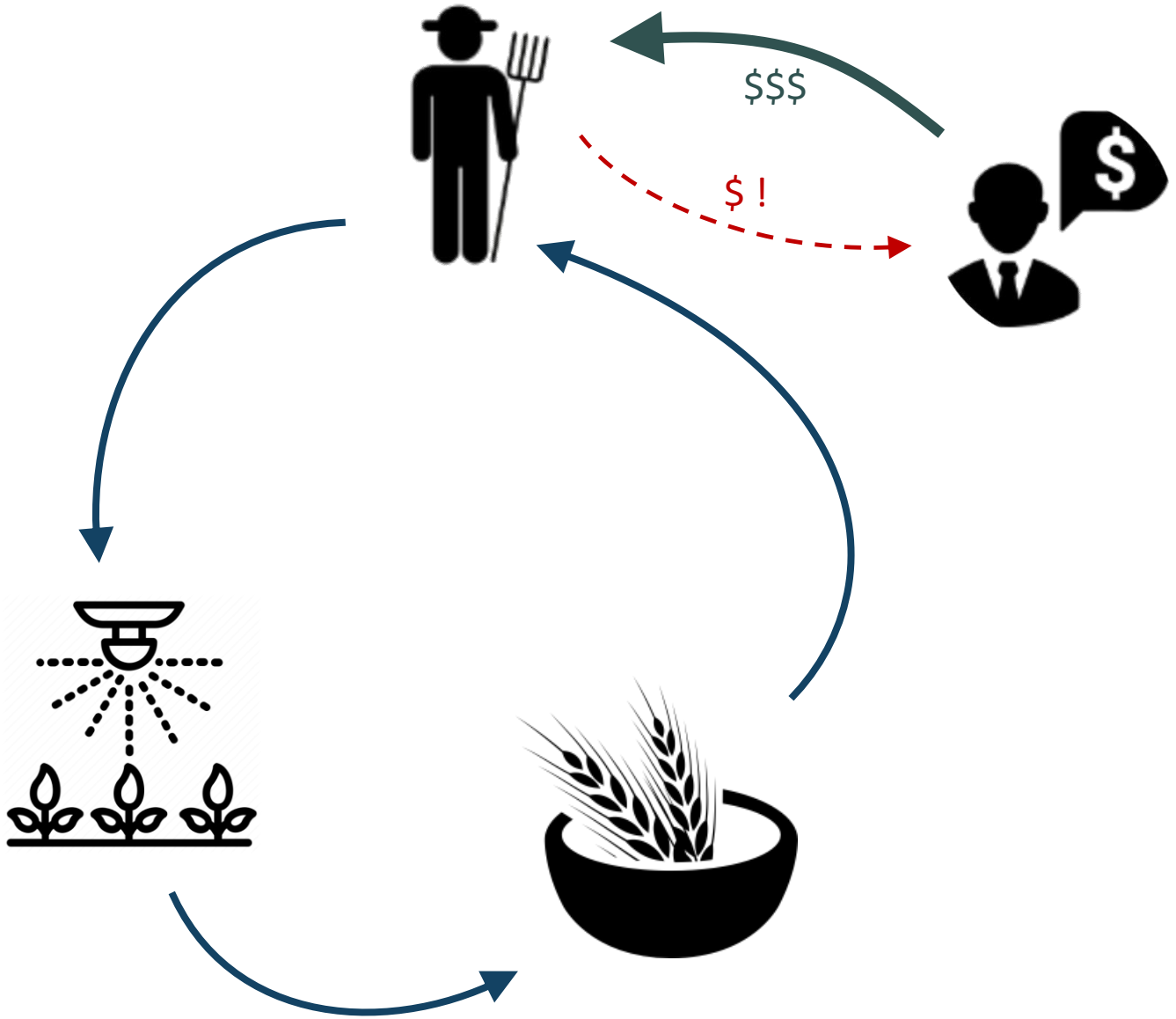
… to a holistic vision

- **Plurality of issues**
  - Planning across sectors
  - Bring multidisciplinary expertise
  - Deconstruct risks
  - Manage trade-offs and conflicts
  - Nurture synergies
- **E.g. Irrigation project**
  - Intervention in water + energy + health + climate…
  - Results assessed from various sectors

Adapted from: Khara and McArthur, 2016, *Links in the chain of sustainable finance: Accelerating private investments for the SDGs, including climate action*. Global Views, Brookings, no 5. Sep 2016.

Example:

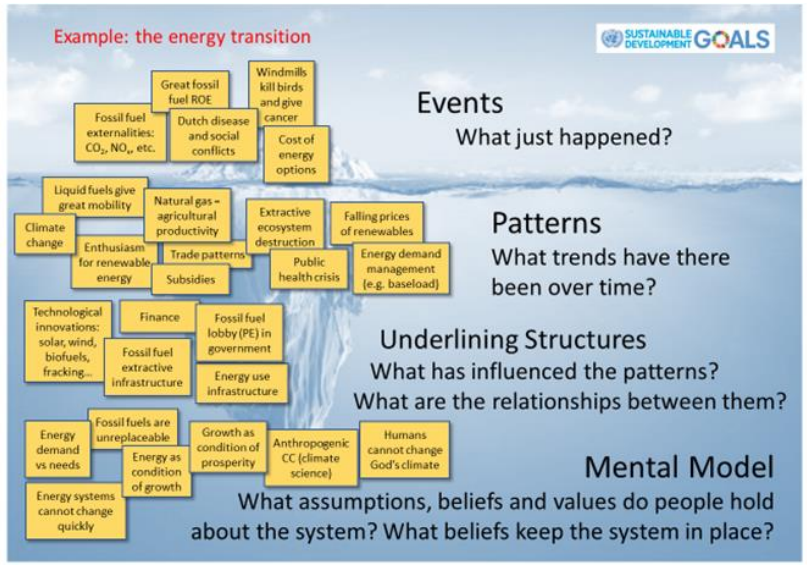
Tunnel vision of investment in irrigation as a climate adaptation project

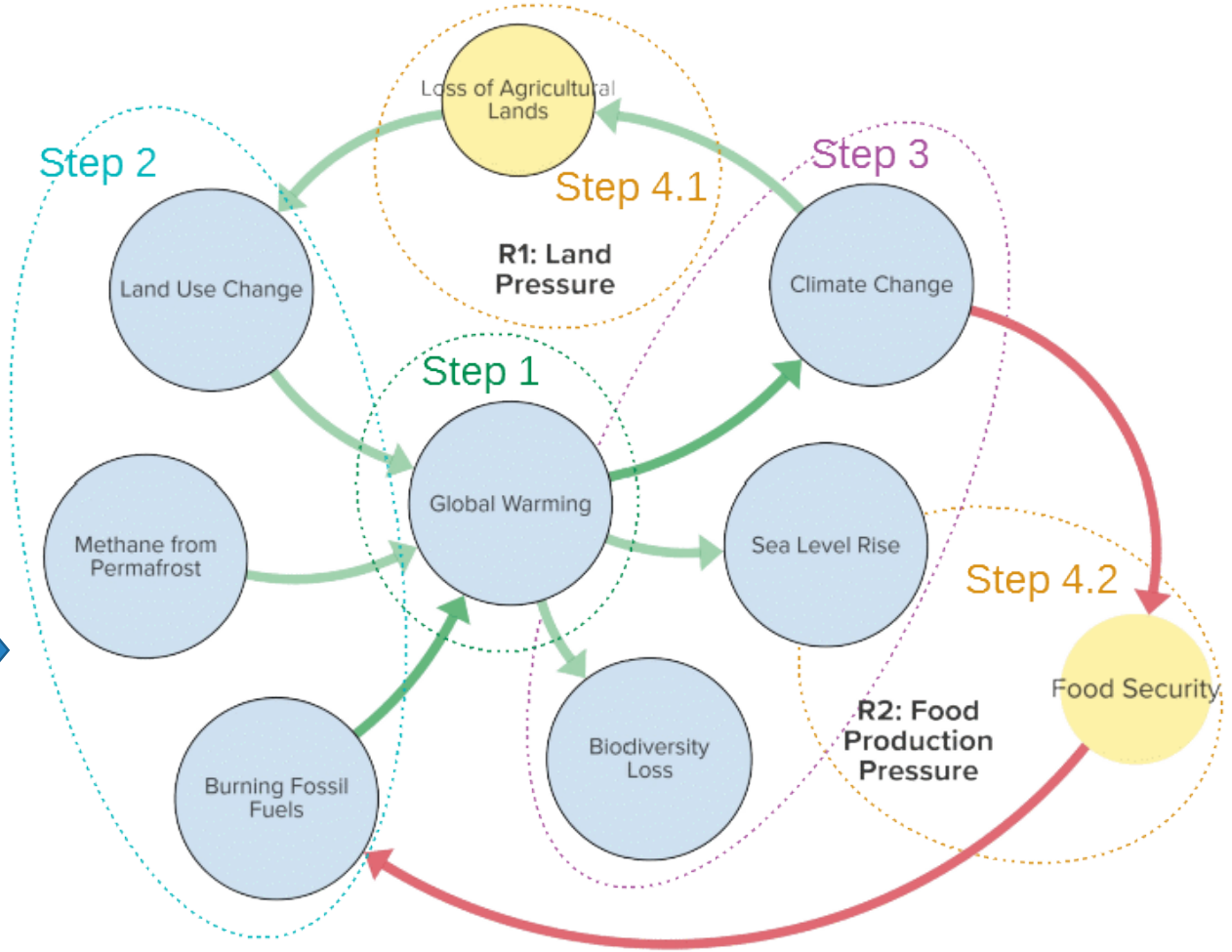


Holistic vision of the same project

Exercise: develop a case similar to previous example

- **Situation of joint investment in coastal resilience**
- **Tools**
  - Read *Drawing a CLD Guide* (10 min)
  - Your iceberg of systemic drivers
  - 1 blank sheet per group to draw CLD (30 min)





Case study

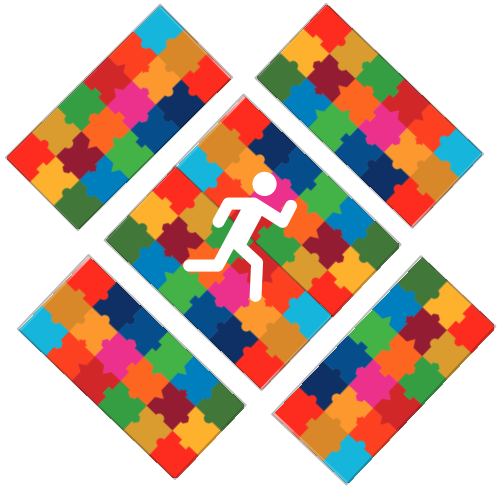
Belize's GSDS Prioritization Framework and Land Use Policy Reform

Ms. Darlene Padron

Ministry of Agriculture, Fisheries, Forestry, the Environment and Sustainable Development of Belize

Discussion

30 min.



Personal reflection

5 min.

Session 4:
Evaluating policy options for coherence and developing integrated national strategies

Mr. Francois Fortier (ECLAC)

UNITED NATIONS
ECLAC

Evaluating policy options for coherence and developing integrated national strategies

- **Mapping scenarios and identifying strategies and policy options**

  Introduction into the topic by Mr. Francois Fortier, ECLAC (100 min.)

- **My take-away**

  Personal reflection (5 min.)

Mapping scenarios and identifying strategies and policy options

Mr. Francois Fortier (ECLAC)

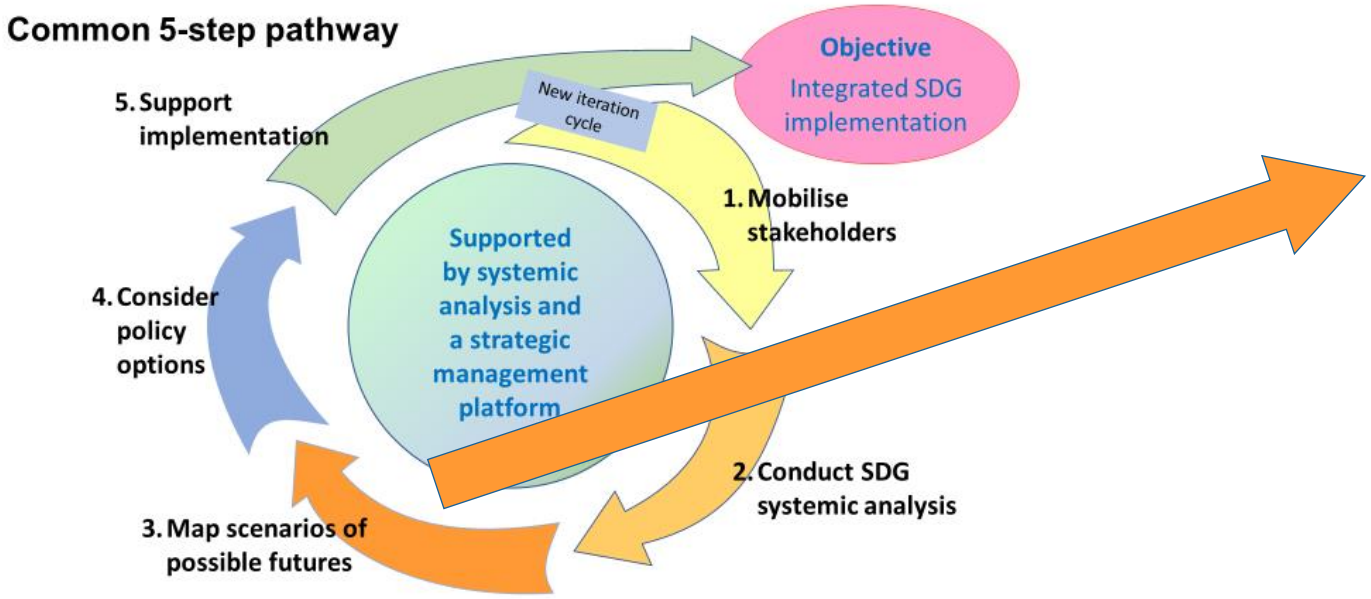
UNITED NATIONS

ECLAC

Step 3

1. Mobilising stakeholders
   - Plurality of voices
   - Share knowledge
   - Ownership
2. Analyse linkages
   - Between sectors
   - Between actors
3. Map scenarios
   - Strategic pathways
   - Possible futures
   - Select the most coherent ones

Step 3



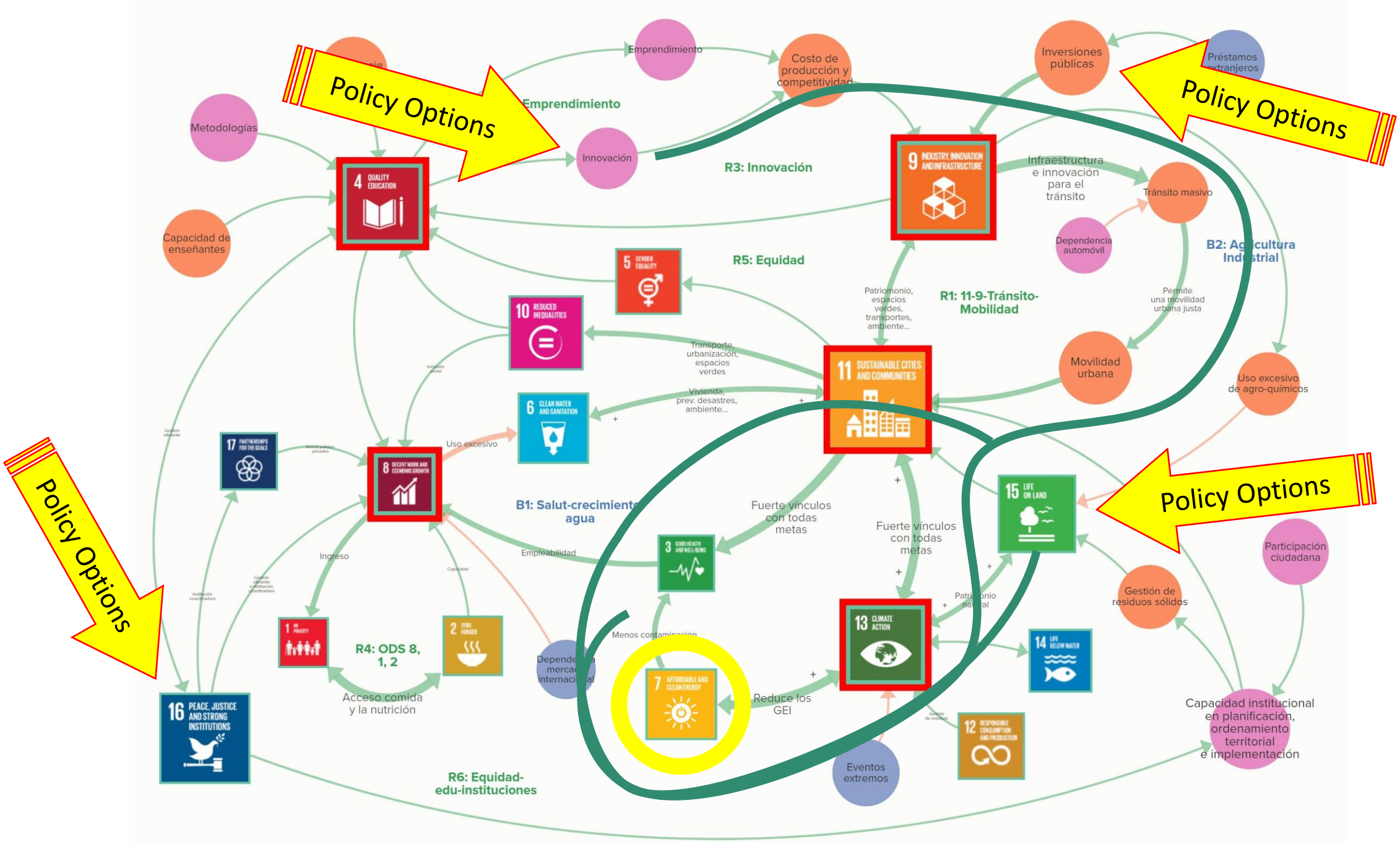
3. Map scenarios

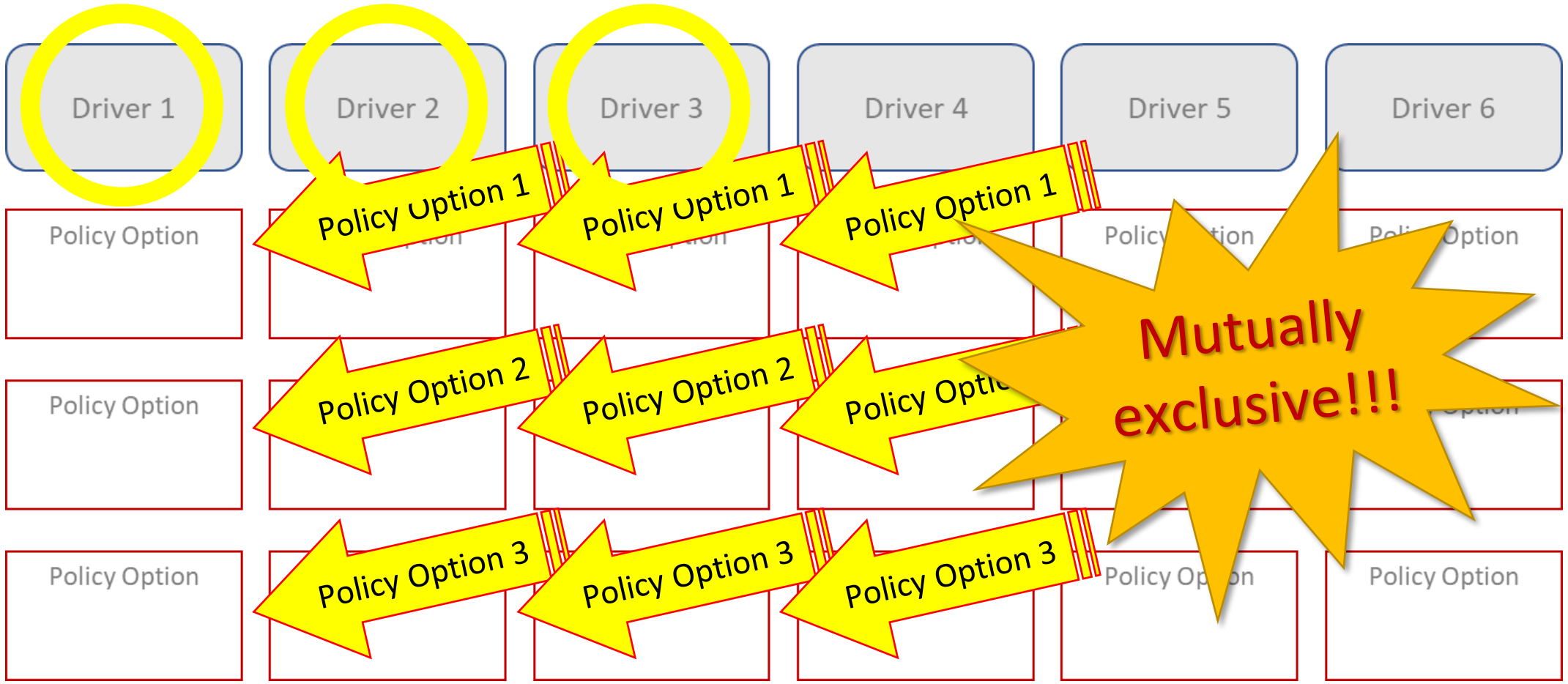
- Strategic pathways
- Possible futures
- Select the most coherent ones

List policy options and draw strategic pathways

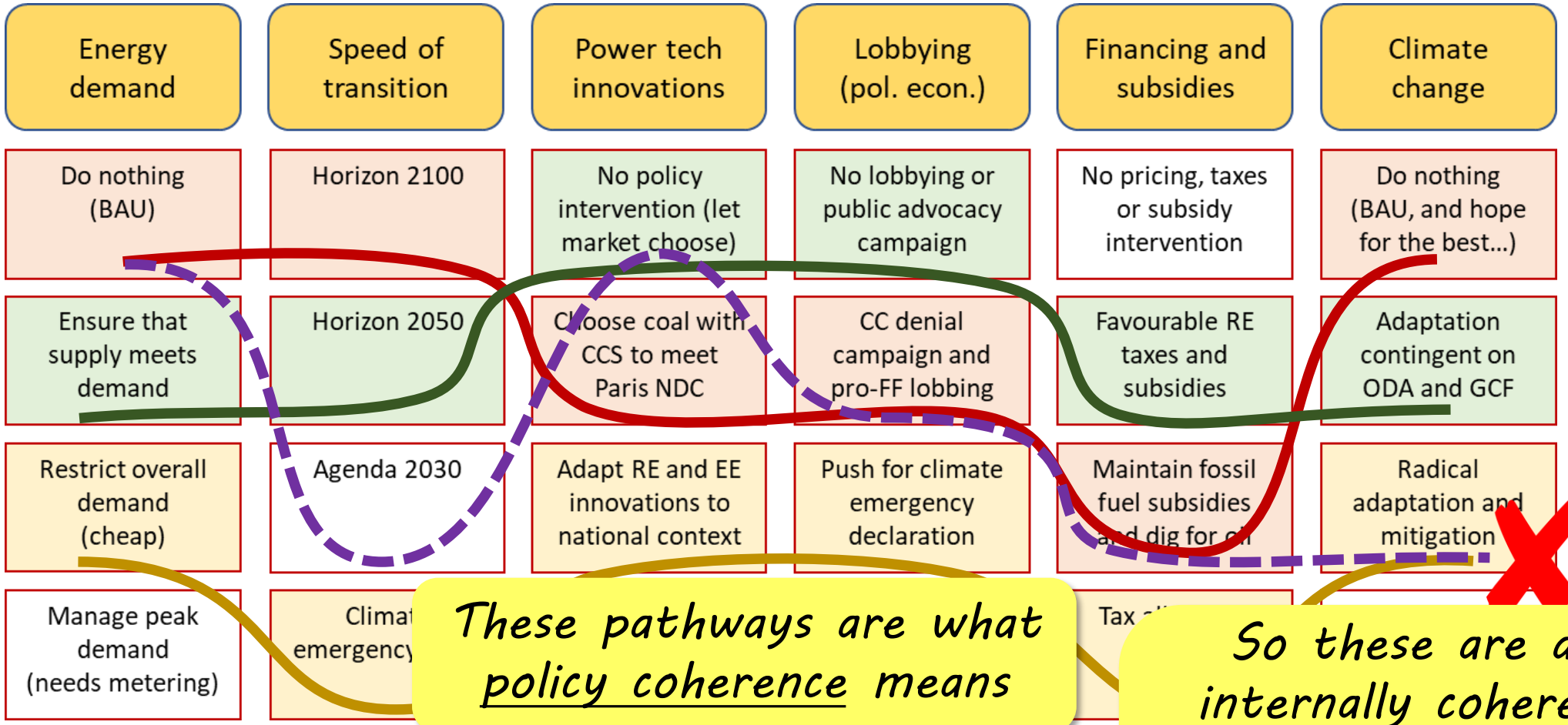
Identify possible futures (scenarios)

Test their coherence for best options

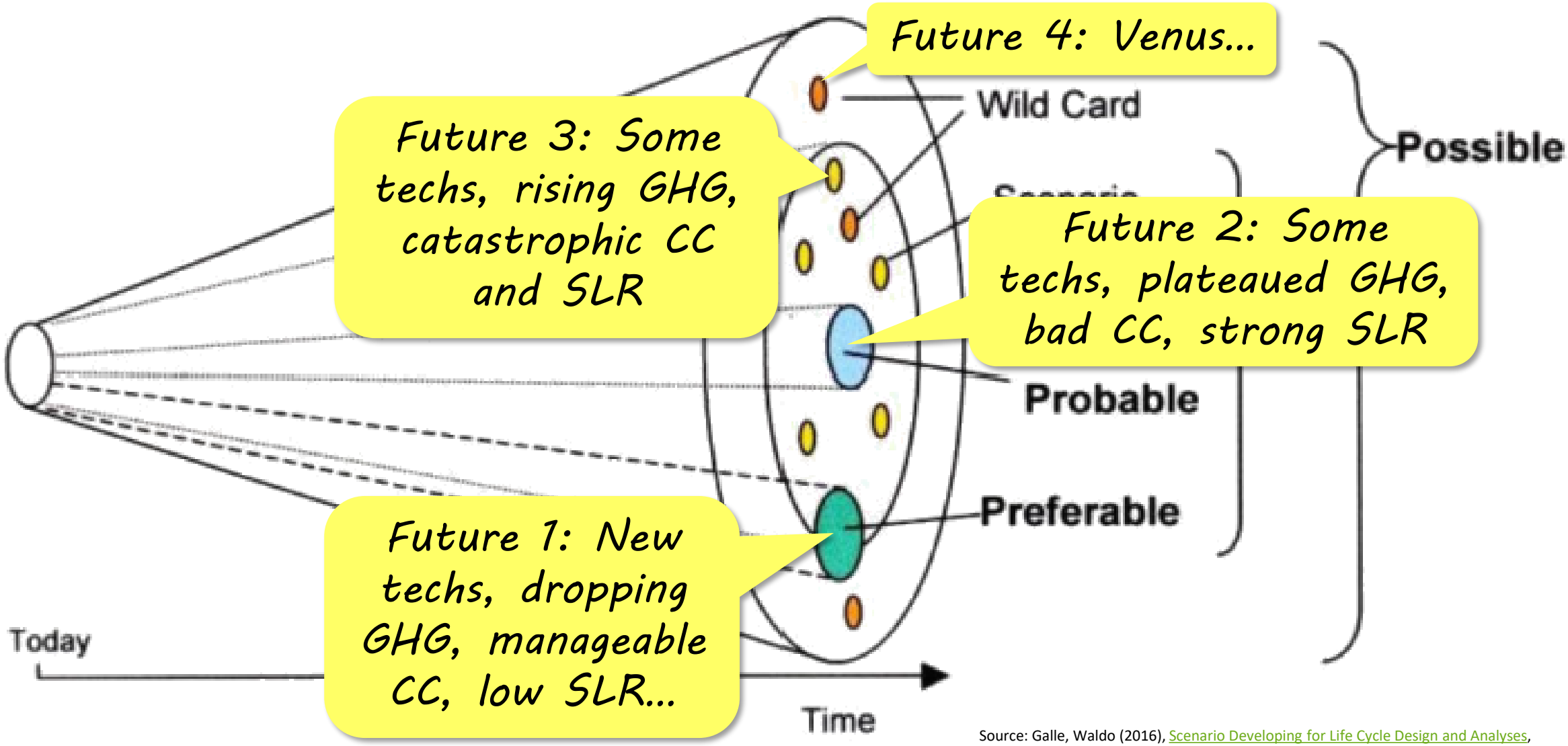

Policy Options
Policy Options
Policy Options
Policy Options
Emprendimiento
Emprendimiento
Costo de producción y competitividad
Inversiones públicas
Préstamos extranjeros
Metodologías
Innovación
R3: Innovación
Infraestructura e innovación para el tránsito
Tránsito masivo
Capacidad de enseñantes
Dependencia automóvil
B2: Agricultura Industrial
R5: Equidad
Patriomonio, espacios verdes, transportes, ambiente...
R1: 11-9-Tránsito-Mobilidad
Permite una movilidad urbana justa
Transporte, urbanización, espacios verdes
Movilidad urbana
Uso excesivo de agro-químicos
Vivienda, prev. desastres, ambiente...
Uso excesivo
B1: Salut-crecimiento agua
Fuerte vínculos con todas metas
Fuerte vínculos con todas metas
Participación ciudadana
Gestión de residuos sólidos
Ingreso
Empleabilidad
Patrimonio natural
Menos contaminación
R4: ODS 8, 1, 2
Acceso comida y la nutrición
Reduce los GEI
Capacidad institucional en planificación, ordenamiento territorial e implementación
Eventos extremos
R6: Equidad-edu-instituciones
4 QUALITY EDUCATION
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
5 GENDER EQUALITY
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
6 CLEAN WATER AND SANITATION
17 PARTNERSHIPS FOR THE GOALS
8 DECENT WORK AND ECONOMIC GROWTH
15 LIFE ON LAND
3 GOOD HEALTH AND WELL-BEING
1 NO POVERTY
2 ZERO HUNGER
13 CLIMATE ACTION
14 LIFE BELOW WATER
7 AFFORDABLE AND CLEAN ENERGY
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
16 PEACE, JUSTICE AND STRONG INSTITUTIONS


Driver 1
Driver 2
Driver 3
Driver 4
Driver 5
Driver 6
Policy Option
Policy Option
Policy Option
Policy Option 1
Policy Option 1
Policy Option 1
Policy Option 2
Policy Option 2
Policy Option 3
Policy Option 3
Policy Option 3
Mutually exclusive!!!

Example: Energy Strategy



…and scenarios help figure-out that reality



Source: Galle, Waldo (2016), Scenario Developing for Life Cycle Design and Analyses, presented at the International Symposium on Reversible Building Design Hogeschool Zuyd, Maastricht June 10, p. 5, adapted from Hancock, T., and Bezold, C. (1994). Possible futures, preferable futures. The Healthcare Forum Journal, 37(2), 23–9.

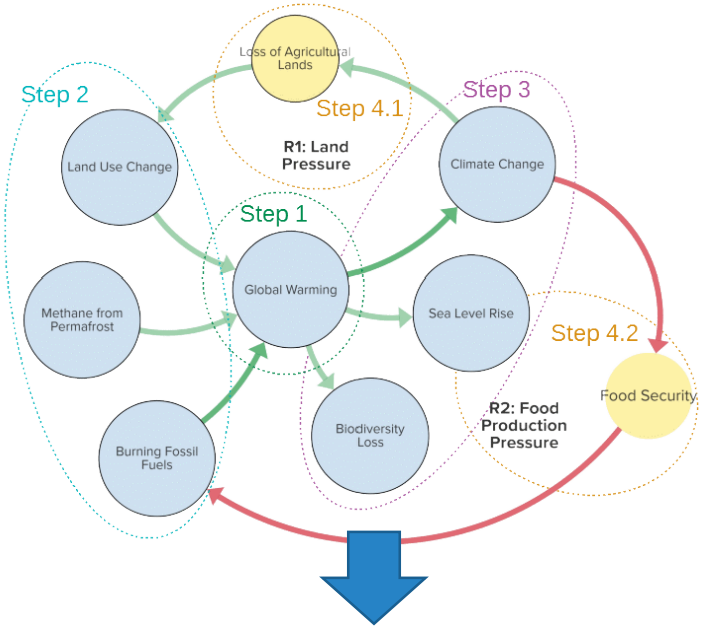
Which pathways can withstand which scenarios?

Pathways	Future 1 Preferable	Future 2 Probable	Future 3 Plausible	Future 4 Wildcard
BAU	✗	✗	✓	✓
Green Growth	✗	✓	✓	✗
Draw Down	✓	✓	✗	✗

Exercise: develop a case similar to previous example

Activity

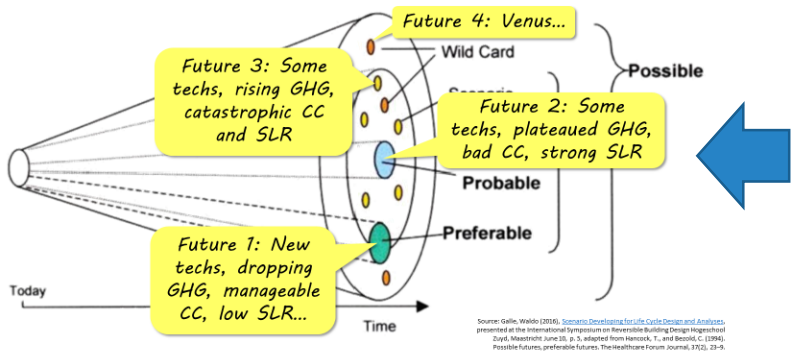
- Situation: recommend most robust strategy for coastal resilience
  - Develop 3 strategic pathways from your previous CLD
  - Foresee 4 possible future scenarios
  - Recommend the most robust
- Tools
  - Your CLD
  - Blank policy option matrix (30 min)
  - Blank scenario cone (20 min)
  - Blank pathway / scenario testing matrix (15 min)



Which *pathways* can withstand which *scenarios*?

Pathways	Future 1 Preferable	Future 2 Probable	Future 3 Plausible	Future 4 Wildcard
BAU	✗	✗	✓	✓
Green Growth	✗	✓	✓	✗
Draw Down	✓	✓	✗	✗

…and scenarios help figure-out that reality



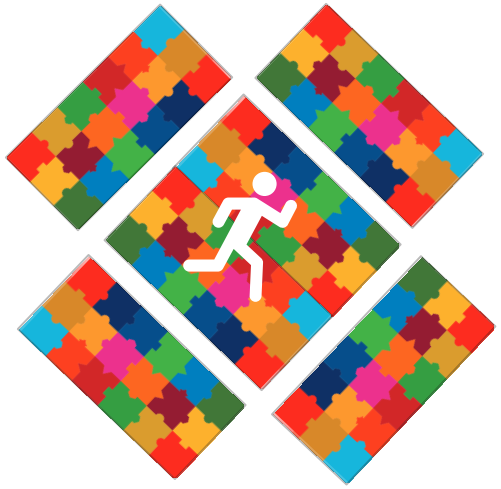
Example: SLR Strategy

Land use zoning	Timing of intervention	Building code	Flood response	Seawall defenses	Climate change
Do nothing (BAU)	Horizon 2100	No policy intervention (let market choose)	No preparation	Do nothing	Do nothing (BAU, and hope for the best…)
Restrictions on use through zoning	Horizon 2050	Minimum elevation for all constructions	Insurance and recovery	1 meter seawalls and mangroves	Adaptation contingent on ODA and GCF
Abandoning some coastal areas	Agenda 2030	Elevate road network only	Transformational adaptation of human habitats	Incremental barriers	Radical adaptation and mitigation
Policy Option	Climate emergency 2025	Policy Option	Policy Option	Policy Option	Buy land in Fiji

Pathway 1: BAU. No need to change course on SLR strategy (would scare off buyers).

Pathway 2: Resilience. Control land use, build resilience and protect (we are stronger than the sea).

Pathway 3: Retreat. Pull-back from some areas, transform remaining habitats (living with floods).



Personal reflection

5 min.

Session 5:
Assessing governance and institutional capacities for policy coherence and integration

Ms. Veronique Verbruggen (UN DESA)

Mr. Abdullahi Abdulkadri (ECLAC)

DESA Department of Economic and Social Affairs

UNITED NATIONS ECLAC

Assessing governance and institutional capacities for policy coherence and integration

- **Introduction and Pilot Exercise "Readiness assessment for policy coherence"**

  Introduction by Ms. Veronique Verbruggen, UN DESA (15 min.)

  Update on current activities to promote policy coherence in the Caribbean region by Mr. Abdullahi Abdulkadri, ECLAC (15 min.)

  A self-facilitated discussion in groups (55 min.)

Activity

Readiness assessment for policy coherence

Ms. Veronique Verbruggen (UN DESA)

DESA Department of Economic and Social Affairs

Activity

SDG 17.14.1 Sub-indicator framework
8 Building blocks for policy coherence

1. **Institutionalization** of political commitment
2. **Long-term considerations** in decision-making
3. **Inter-ministerial and cross-sectoral coordination**
4. **Participatory process**
5. **Policy linkages:** integration of the 3 dimensions of sustainable development and assessment of policy effects and cross-sectoral linkages
6. **Alignment** across government levels
7. **Monitoring and reporting** for policy coherence
8. **Financing** for policy coherence

Activity

FORM versus FUNCTION
Questions to be addressed

- How “**ready**” is your government for policy coherence? “**Yes**” answers per building block
- Is this instrument **useful**?
- Would it help **triggering** a debate in your organization?
- What could be **improved**?

Activity

ACTION POINTS

- Which **3 priority actions** could you take to **improve the arrangements for policy coherence**?
- Which **3 actions** could your organization take as a priority to **improve institutional arrangements for policy coherence**?
- What **changes** do you think are necessary in terms **of values, beliefs and attitudes** to promote transformation, integration and inclusion as required by the 2030 Agenda for Sustainable Development?
- Do you think **new competencies** are required to implement the SDGs? If yes, **which ones?**

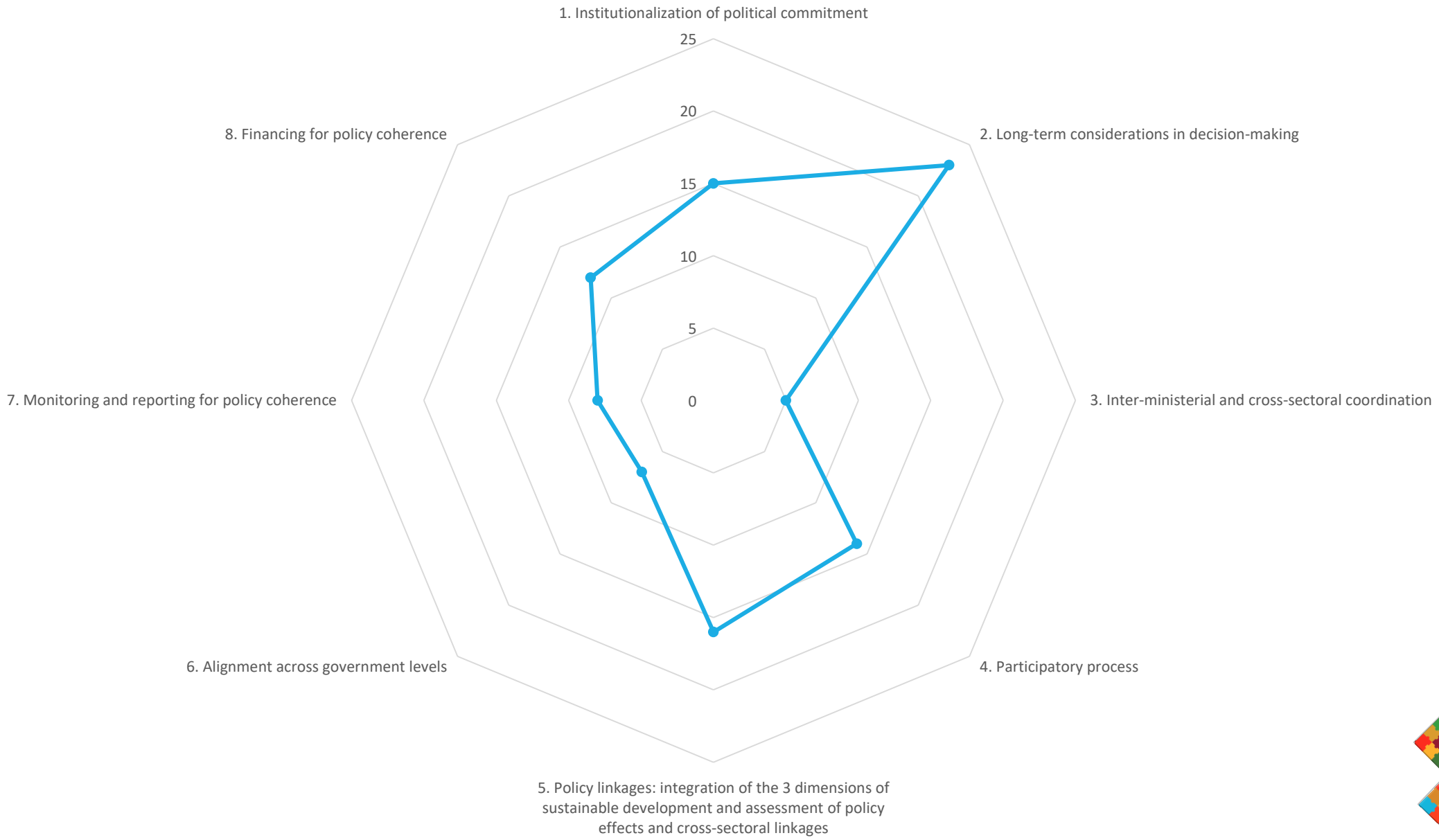
Activity

NEXT STEPS

- **More categories** in responses: e.g. 1 to 5
- **Spiderweb graphs presentation** to enable visual presentation of answers
- **Organize at national level with relevant stakeholders** to identify gaps and set priorities in terms of capacity development or organizational/ institutional changes
- Will be incorporated into a **Curriculum for governance of implementation of the SDGs**

Sub Indicator Framework

Activity



Triangles

15 min.

Assessing governance and institutional capacities for policy coherence and integration (cont.)

- **Case study "Jamaica's integrated policy analysis, policy bundles and entry points for SDG implementation"**

  Presentation by Jamaica (15 min.) by Ms. Peisha Bryan-Lee, Planning Institute of Jamaica, and Ms. Hope Naomi Perkins, Statistical institute of Jamaica

  Q&A (15 min.)

- **Discussion**
- **My take-away**

  Personal reflection (5 min.)

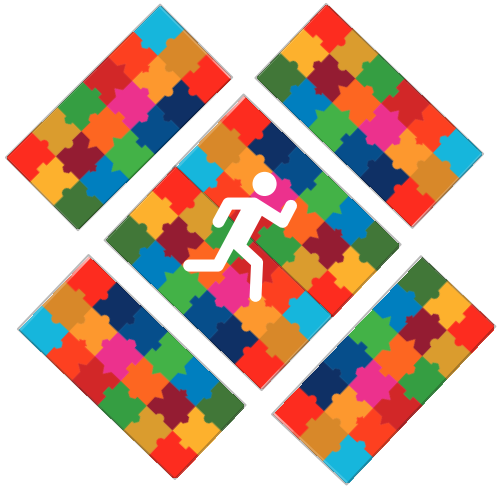
Case study

Jamaica's integrated policy analysis, policy bundles and entry points for SDG implementation

Ms. Peisha Bryan-Lee,
Planning Institute of Jamaica
Ms. Hope Naomi Perkins,
Statistical institute of Jamaica

Discussion

25 min.



Personal reflection

5 min.

Assessing governance and institutional capacities for policy coherence and integration (cont.)

- **Pilot Exercise "Readiness assessment for policy coherence"**

  Debriefing on the exercise (30 min.)

- **Why do institutions matter and what are key lessons learned on institutional arrangements for policy coherence in countries that have conducted Voluntary National Reviews?**

  Presentation by Ms. Veronique Verbruggen, UN DESA (15 min.)

  Q&A *(10 min.)*

- **Case study "Sustainable Development legislation, policies and practices in Grenada"**

  Presentation (15 min.) by Ms. Kari Grenade, Ministry of Finance, Planning, Economic Development & Physical Developments of Grenada

- **My take-away**

  Personal reflection (5 min.)

Activity

Readiness assessment for policy coherence (debriefing on the exercise)

Ms. Veronique Verbruggen (UN DESA)

DESA Department of Economic and Social Affairs

Why do institutions matter and what are key lessons learned on institutional arrangements for policy coherence in countries that have conducted Voluntary National Reviews?

Ms. Veronique Verbruggen (UN DESA)

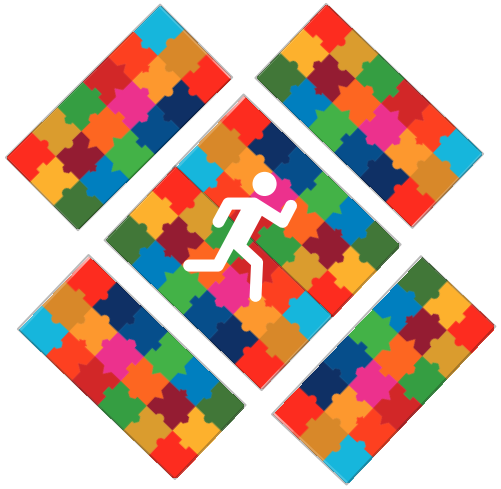
DESA | Department of Economic and Social Affairs

Case study

Sustainable Development legislation, policies and practices in Grenada

Ms. Kari Grenade

Ministry of Finance, Planning, Economic Development & Physical Developments of Grenada



Personal reflection

5 min.

Session 6:
Integrated policy design in practice

Ms. Catarina Camarinhas (ECLAC)

Ms. Elena Proden (UNITAR)

Ms. Veronique Verbruggen (UN DESA)

Mr. Francois Fortier (ECLAC)

United Nations Institute for Training and Research

Department of Economic and Social Affairs

Integrated policy design in practice

- **Resilience building and other efforts critical in a SIDS context to contribute to policy coherence**

  Presentation by Ms. Catarina Camarinhas, ECLAC (15 min.)

- **Final activity**

  Activity (60 min.)

- **Integrated approaches to strategies and policies: Main challenges and opportunities**

  Discussion (60 min.)

Resilience building and other efforts critical in a SIDS context to contribute to policy coherence

Ms. Catarina Camarinhas (ECLAC)

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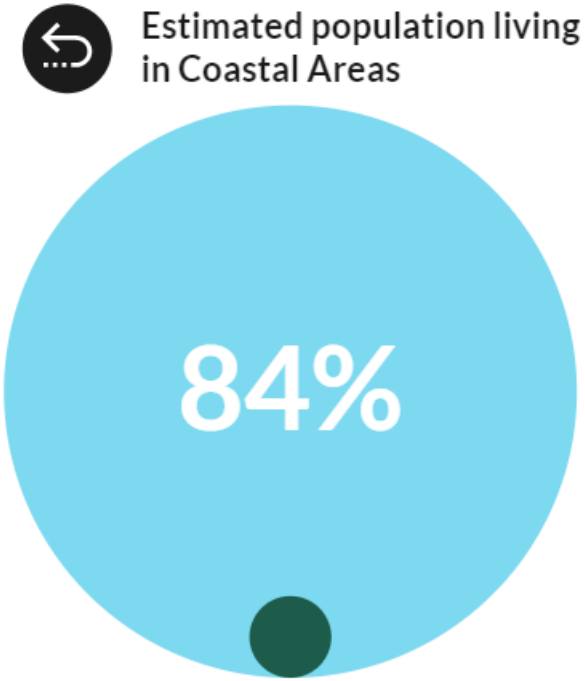
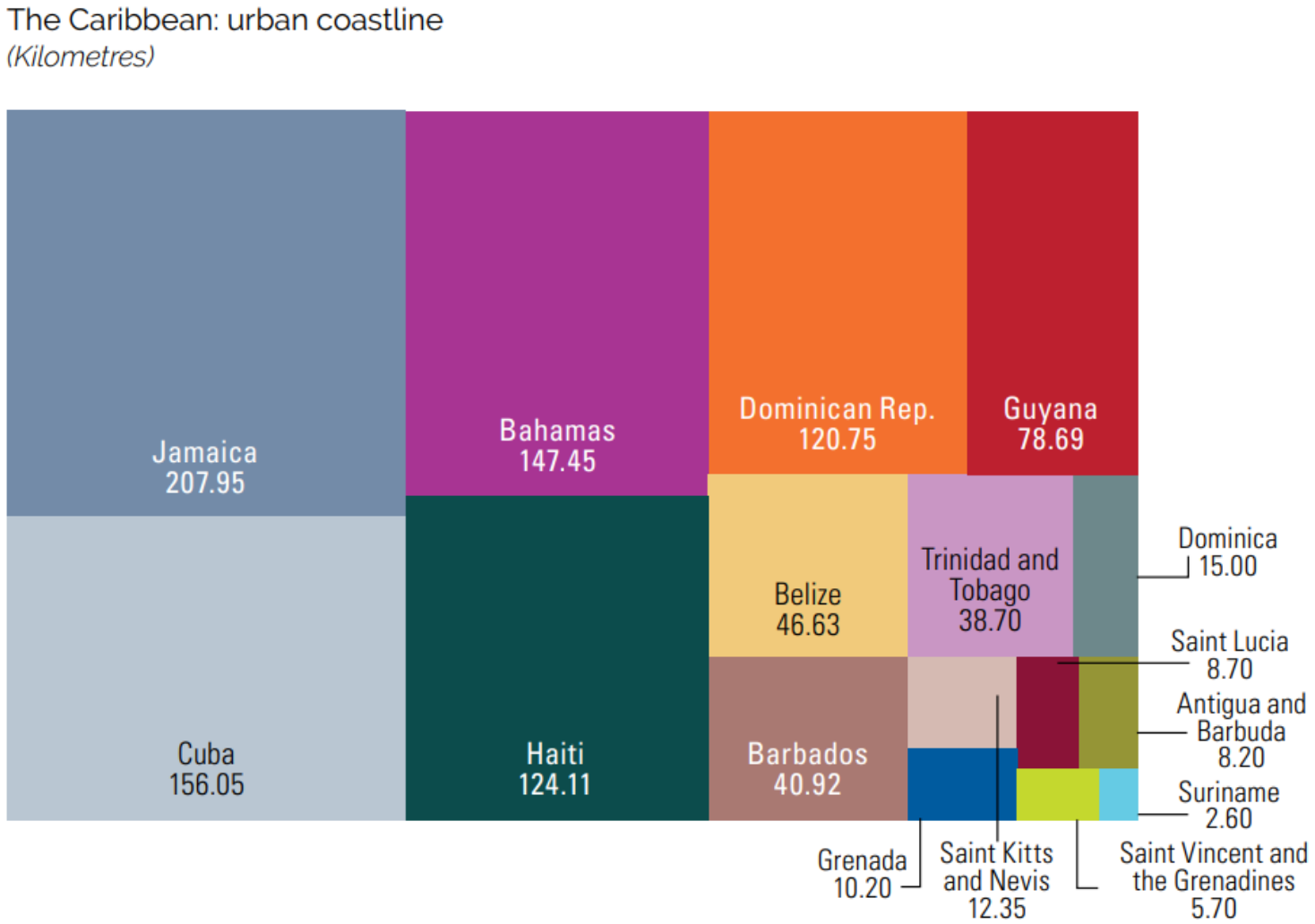
Proximity of the majority of the cities to the sea

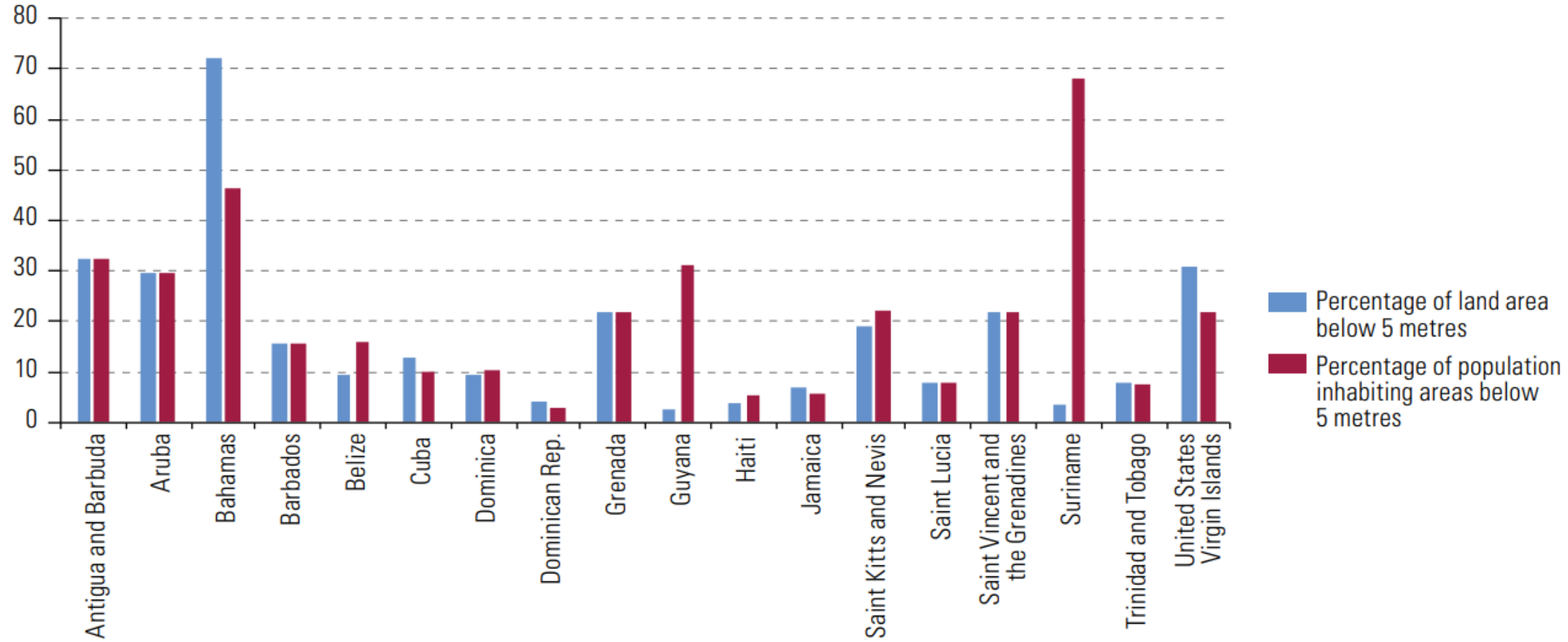




Source: M. Mycoo and M. Donovan, *A Blue Urban Agenda: Adapting to Climate Change in the Coastal Cities of Caribbean and Pacific Small Island Developing States*, Washington. D.C., Inter-American Development Bank (IDB), 2017.

Concentration of population and activities in low elevation coastal zones

The Caribbean: land area and population inhabiting areas below 5 metres
(Percentages)



Source: United Nations Human Settlements Programme (UN-Habitat), *Urbanization and Climate Change in Small Island Developing States*, Nairobi, 2015.

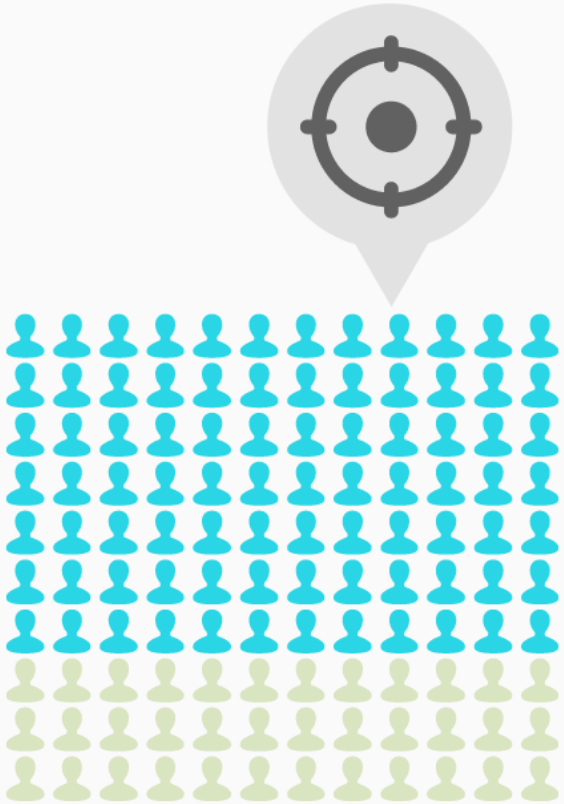
High public debt coupled with a period of fiscal consolidation has restricted the ability of Governments to sustain social spending and invest in the resilience of their infrastructure. In turn, the economic situation has been aggravated by a secular decline in foreign direct investment in the subregion.

SIDS specific constraints

1. Majority of population living in coastal zones, often in hazard-prone areas.
2. Percentage of land, population and economic activities in low elevation areas.
3. Small economies: dependence on external financing, limited capacity to mobilize domestic resources, and high levels of public debt.

4. Climate change
5. Hurricane belt

Between 1990 and 2017, 408 disasters took place in the Caribbean, 90.4% caused by hydro-climatic phenomena such as storms, tropical cyclones and floods



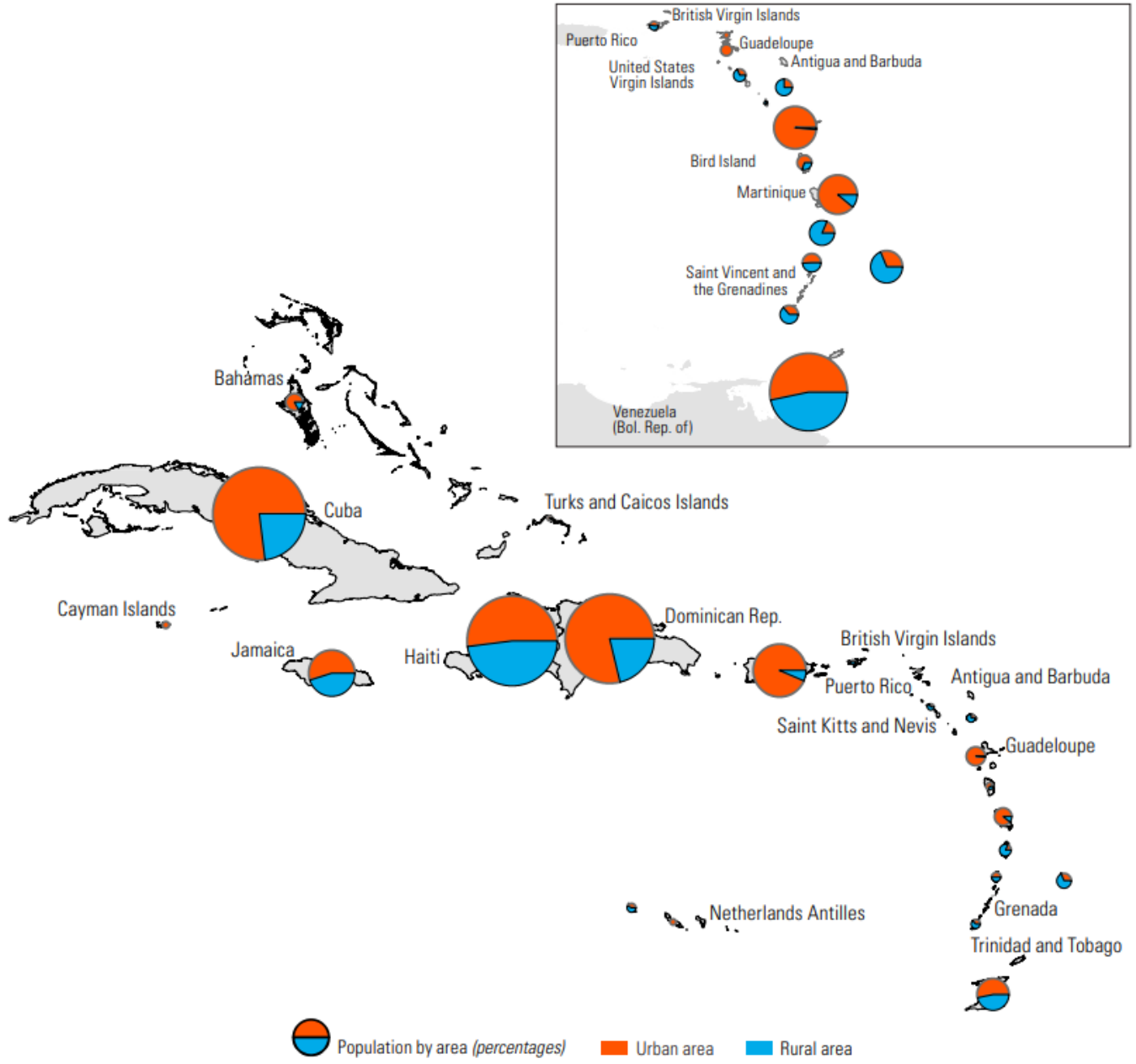
In 2018,

70%

of the Caribbean population resided in urban areas.

SOURCE: United Nations, Department of Economic and Social Affairs, Population Division (2018), World Urbanization Prospects

The Caribbean: spatial distribution of population, 2018



Source: Latin American and Caribbean Institute for Economic and Social Planning (ILPES), on the basis of CEPALSTAT [online database] http://estadisticas.cepal.org/cepalstat/portada.html?idioma=english.

The Bahamas
> Coastal vulnerabilities

The Bahamas and the challenges of Multi-island States

Chain of more than 762 islands and cays, of which only 19 are inhabited. Territory of 13,943 km2.
Between 2005 and 2015 the urbanization rate in the Bahamas slightly increased from 82.2 to 82.7%

In a multi-island country like the Bahamas exposure and greater vulnerability are related to spatial inequalities between the main island and the other islands of the archipelago, expressed in the difficulty in the access to basic services

72 % of the country's surface is below 5 m
46.5 % of its population living below 5m

100% of population in the low elevation zone (below 10m)
100% of population within 25 km of coastline
95% of population within 5 km

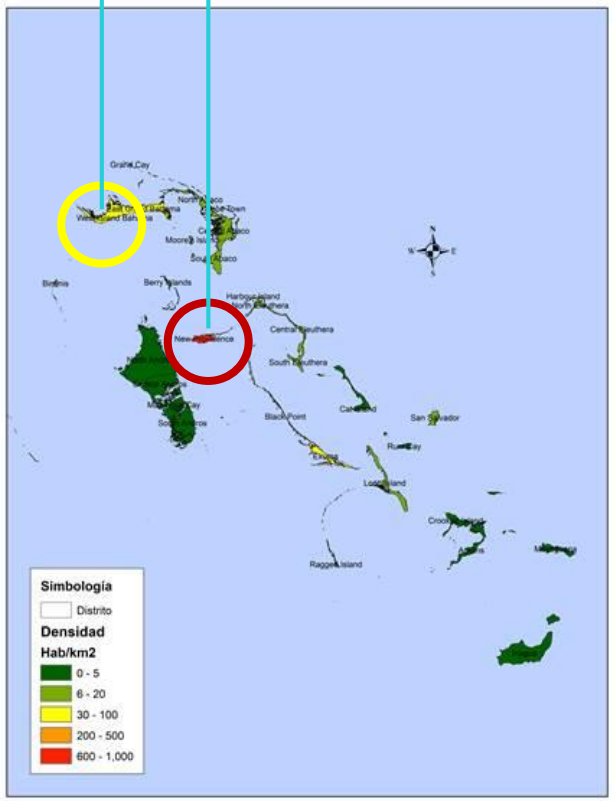
The **low-elevation coastal zone** is defined as the land area and the total and percentage population, by country, that is located in various low elevation coastal zone bands ranging from 1m to 20m elevation above mean sea level

TABLE 1. Coastal Vulnerability in the Caribbean

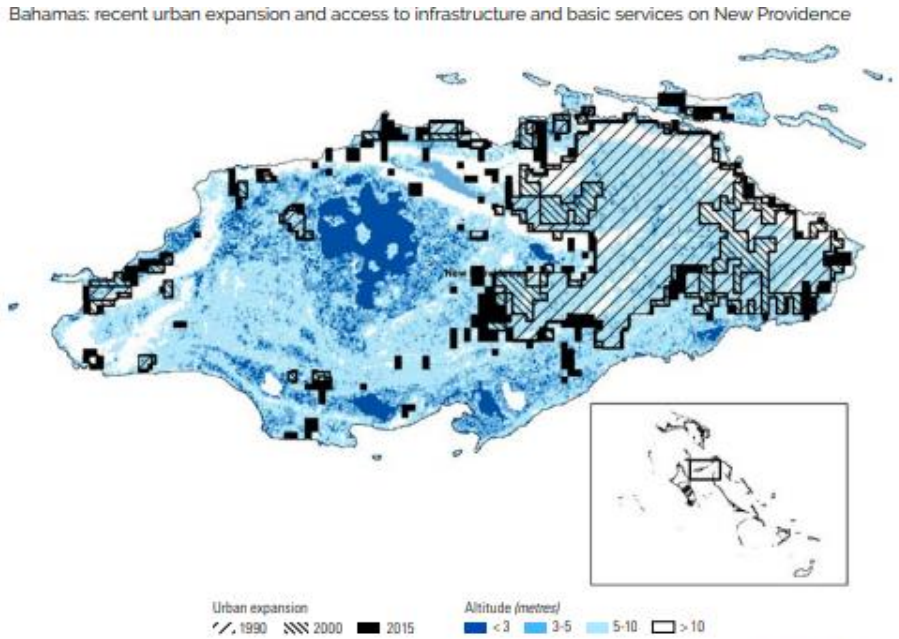
Country	Percent of population in the low elevation zone (less than 10 meters above sea level)	Percent of population within 5 kilometers of coastline	Percent of population within 25 kilometers of coastline
Bahamas	100%	94.9%	100%
Barbados	7.1%	75.9%	100%
Guyana	46.7%	24.8%	56.4%
Jamaica	9.2%	24.2%	91.3%
Suriname	69.0%	10.5%	86.8%
Trinidad and Tobago	12.8%	40.2%	100%
Average	**40.8%**	**45.1%**	**89.1%**

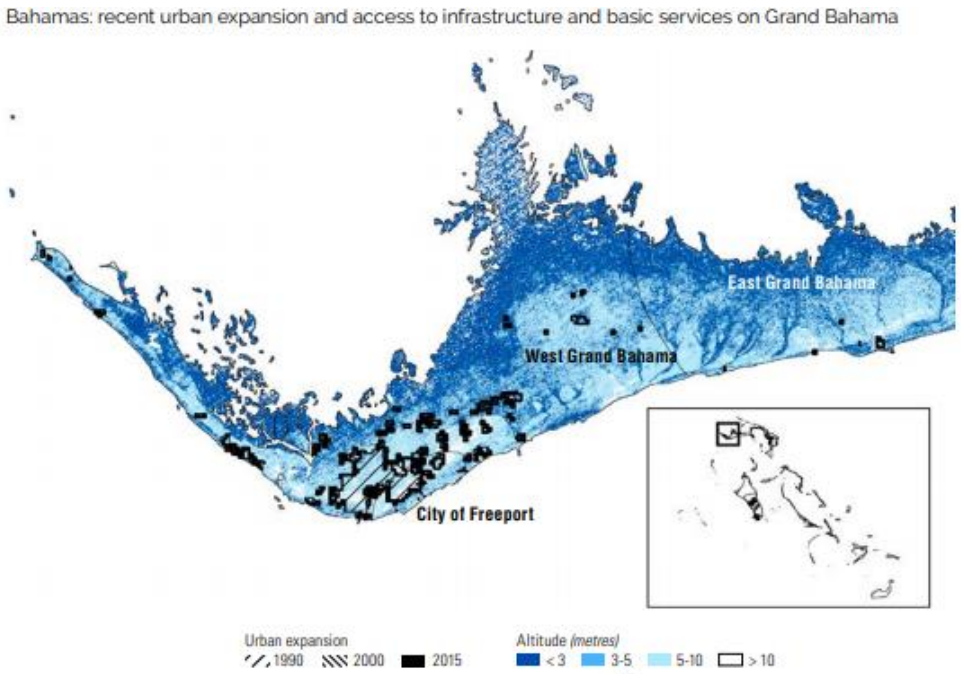
Sources: ECLAC (2014); World Bank (2009).

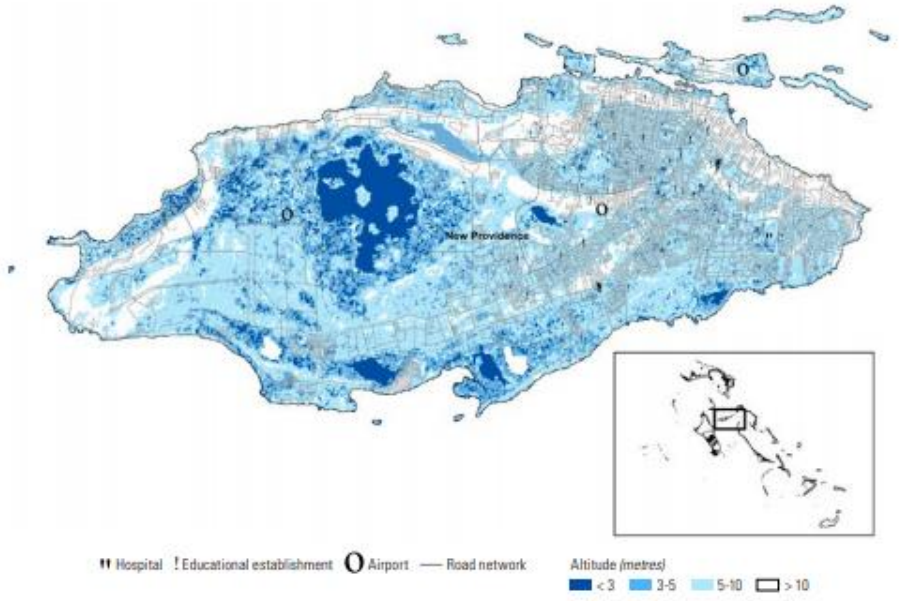
Primatial, macrocephalous or bicephalous population distribution

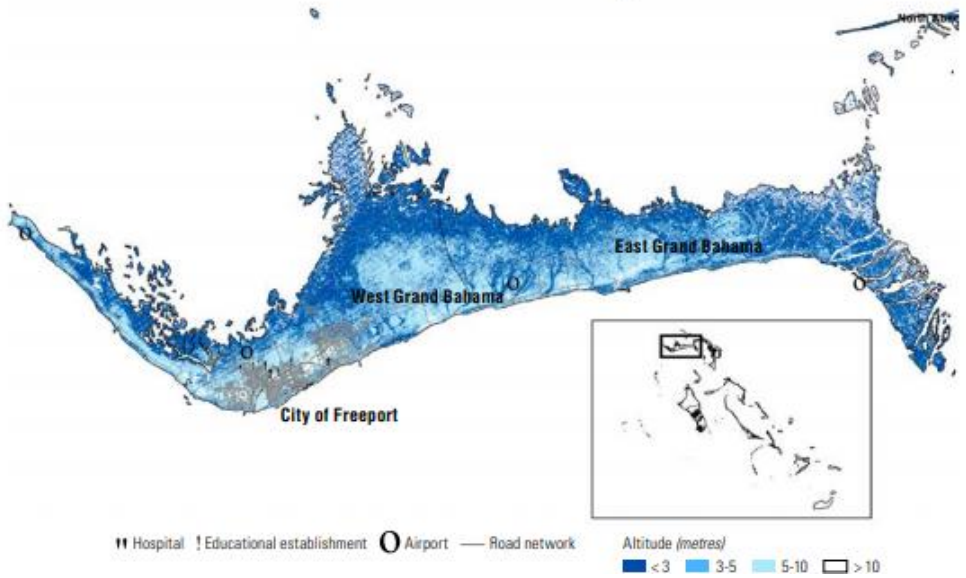


The population of the Bahamas is concentrated in two main islands, New Providence (70%) and the Grand Bahama (15%)





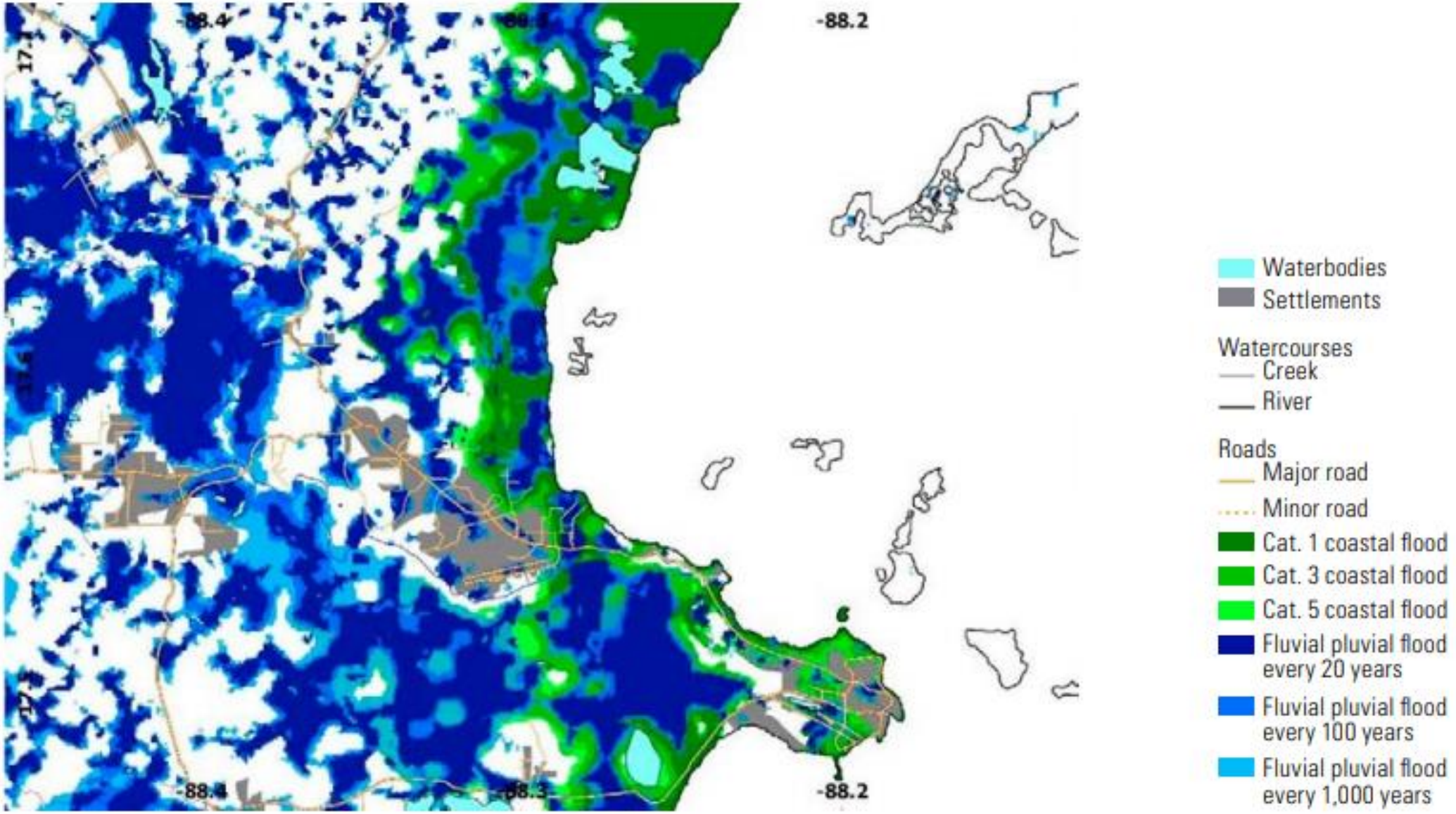




In the other islands the population dynamics are associated with employment opportunities, mainly in tourism and related activities.


Belize > Extreme risk
and adaptive capacity

Belize City: coastal area, pluvial speckle and overlapping flood hazards



Source: M. Trigg, A. Smith and C. Sampson, *Belize National Flood Hazard Mapping: Methodology and Validation Report*, Caribbean Handbook on Risk Information Management (CHARIM) project, 2016.

The country is classified in the 'Extreme risk' category according to the Climate Change Vulnerability index for the LAC region, among the ten most climate vulnerable nations (CAF, 2014).

Extreme risk and adaptive capacity in Belize

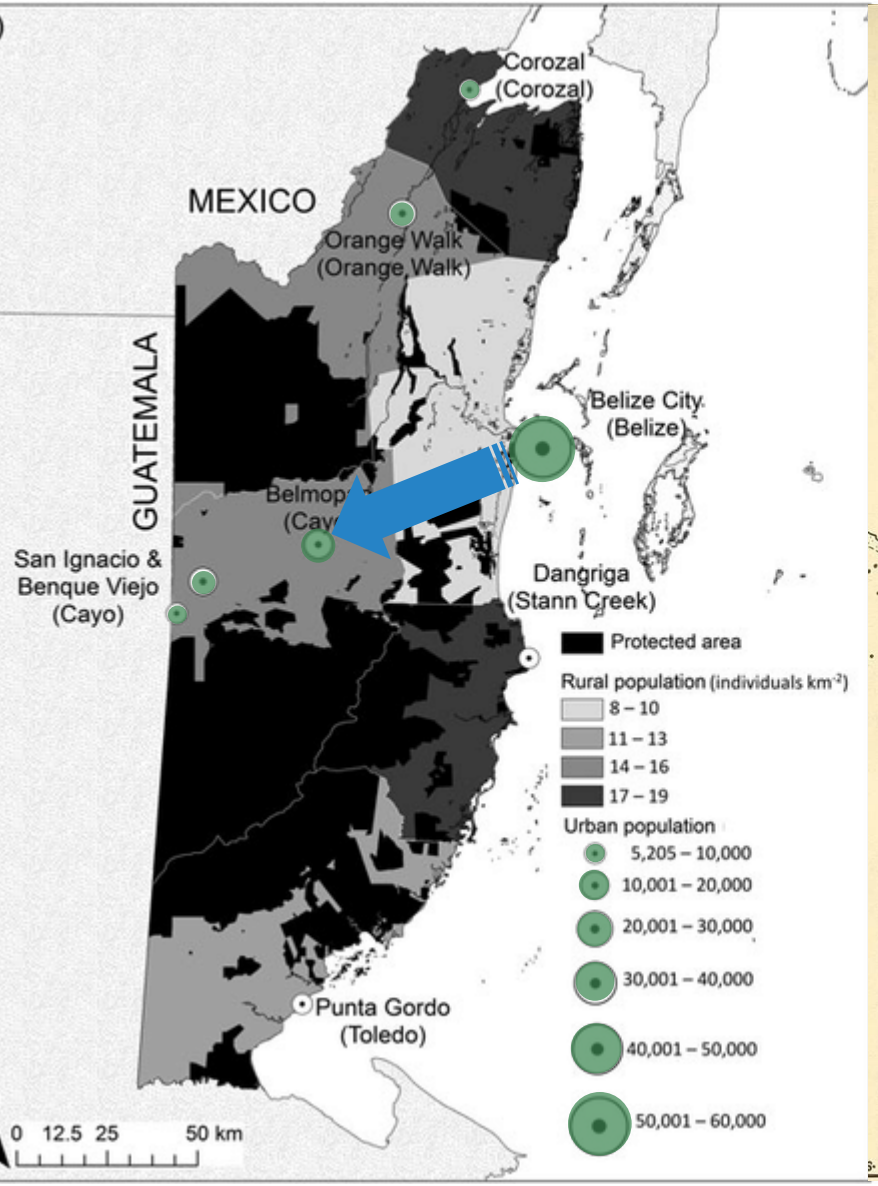
Damage caused by severe flooding in Belize City during Hurricane Hattie (1961)

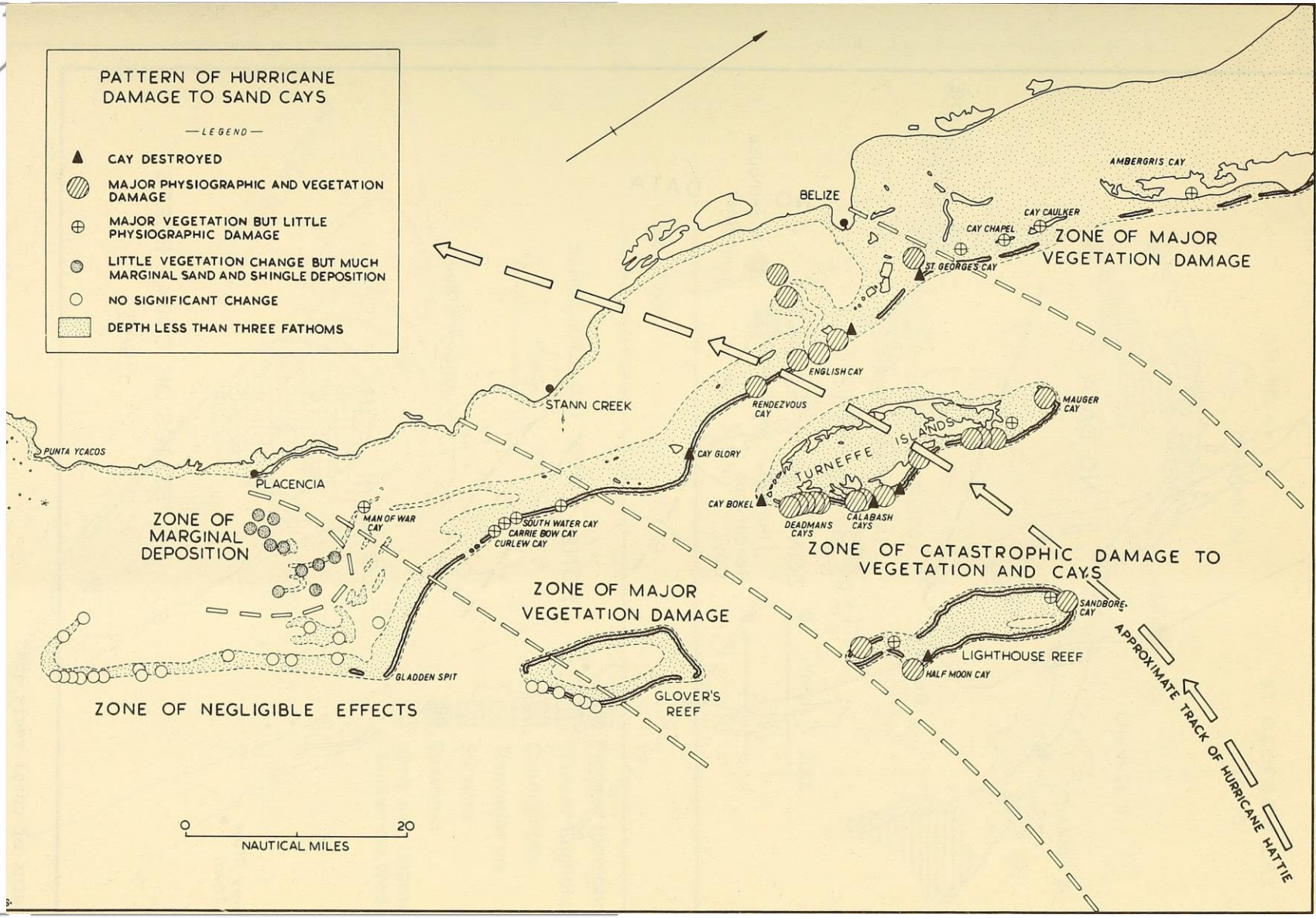
Destruction of over 75% of the buildings in the former capital. 307 killed. More than 10,000 people homeless.

Government decided to build a new capital, further inland, safer from flooding and tropical storms, on high ground, 76 m above sea level.

In 1962 the terrain for the new capital was chosen by a committee, located 82 km west, near the Belize River Valley. Furthermore, the area also provided an opportunity for planned growth and a new symbolic capital, without any costly reclamation of land, for a growing population and an industrial area.

The government was moved to Belmopan 'Garden City' in 1970.





Belmopan pop. estimates - 23,000

Belize City pop. Estimates - 63,000

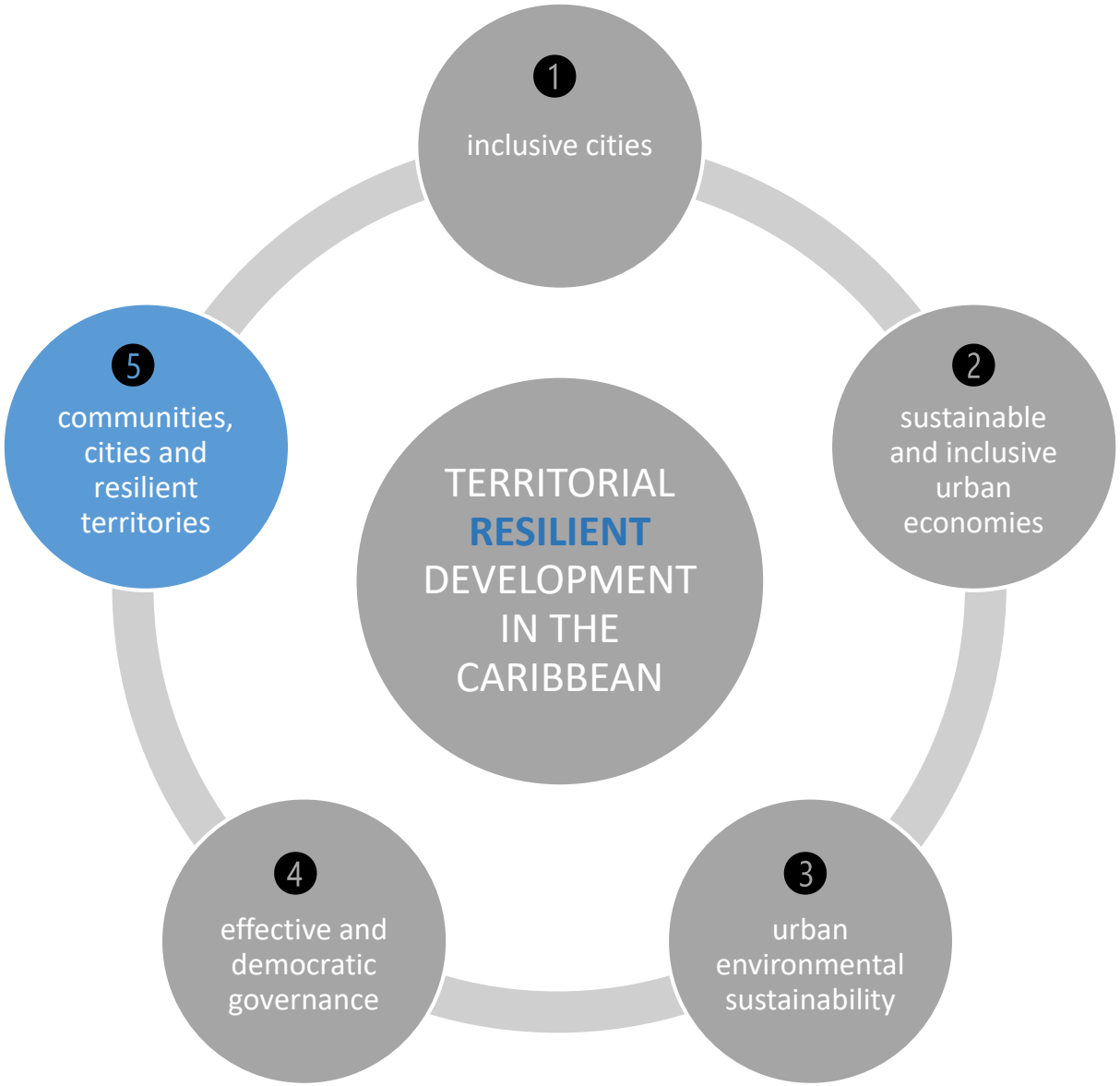
Country Total - Estimated Mid Year Population: 398,050 (Statistical Institute of Belize, 2018)

Extreme risk and adaptive capacity in Belize

With high percentages of Caribbean populations living near the coast, many of them in low-lying areas, coastal floods, storm surges and inland flooding can also drive migration and displacement.

Unplanned cities are more vulnerable to shocks and as a result, if rapidly growing Caribbean cities are to respond to the Sustainable Development Goals and Sendai Framework for Risk Reduction, new tools must be put in place to help local authorities prioritise investment in an inclusive manner, making use of limited information and adjusting to rapidly changing contexts.

A concept of a resilient Caribbean



Planning and Disaster Risk Management

Pillar 1	**Risk identification**	Better identification and understanding of disaster risk through capacity building for assessments and analysis
Pillar 2	**Risk Reduction**	Avoiding the creation of new risks and seeking the reduction of existing risks by considering and accounting for disasters risk in the public policies and investments
Pillar 3	**Preparation**	Improved capacity to manage crises by developing disaster management and forecasting capabilities
Pillar 4	**Financial Protection**	Increased financial resilience of governments, the private sector and households through financial protection strategies
Pillar 5	**Resilient Recovery**	Faster and more resilient recovery through support for planning reconstruction processes

5 Pillars of Action for disaster risk reduction
Source: Global Facility for Disaster Risk Reduction (GFDRR), “Strategy 2013-2015. Managing Disaster Risks for a Resilient Future”.

Incorporating the concept of resilience into development planning

Critical areas for resilient sustainable development	governance framework for disaster risk management
	quality information for disaster risk management decision-making
	integration of the DRM strategies into the preparation and evaluation cycle of the project
	territorial approach
	sectoral approach
	macroeconomic policies
	integrating disaster risk management into development policies and other instruments

Planning	• the integration of resilience strategies in territorial planning and in land-use planning
Implementation	• the incorporation of DRR into the national public investment systems
Compliance	• upgrading and guaranteeing compliance with building codes

Building resilience from the ground up

Caribbean driven resilience planning

Participatory, community-driven approaches: improve planning methodologies to integrate more collaborative democratic participatory approaches, working at different levels to promote more sustainable cities and territories.

Evidence-based planning: ensure availability and access to information and data for better decision-making, improve capacities in statistics and technical capacities to incorporate DRM into public investment projects.

Sustainable financing:

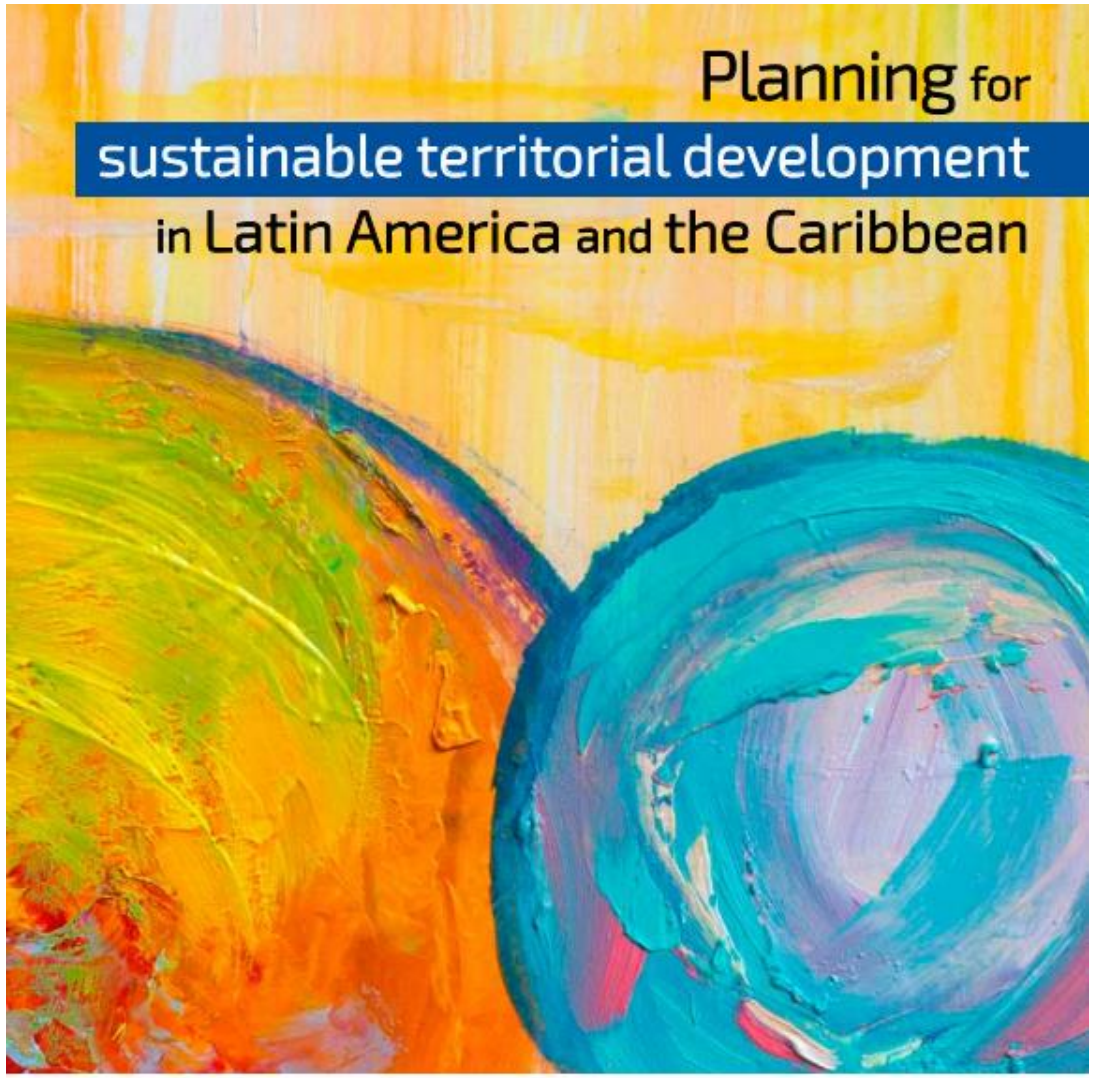
- design and implement policies for financial protection to the risk of disasters;

[redacted]

- ecosystems-based approach: adequate investment in ecological infrastructure, for example, will play an important role in reducing the vulnerability of populations to future environmental and socio-economic crises.

Communication and outreach: A significant change in the region's social and economic outlook towards greater sustainability will require stronger governance and the implementation of policies capable of taking into account future risks and uncertainties, as well as increased behaviour and social actions that seek to protect and value the natural capital.

International cooperation: recommended to explore the options for bilateral and regional cooperation, including technical assistance and the exchange of information in specialized fora.



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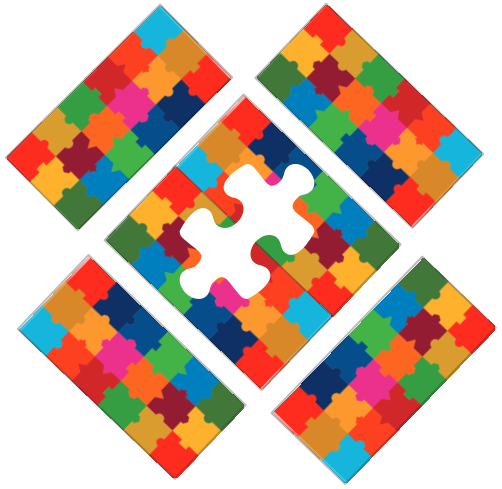
70 ECLAC
FOR SUSTAINABLE DEVELOPMENT WITH EQUALITY

XVII
Meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)



Final Activity

60 min.

Activity

Exercise

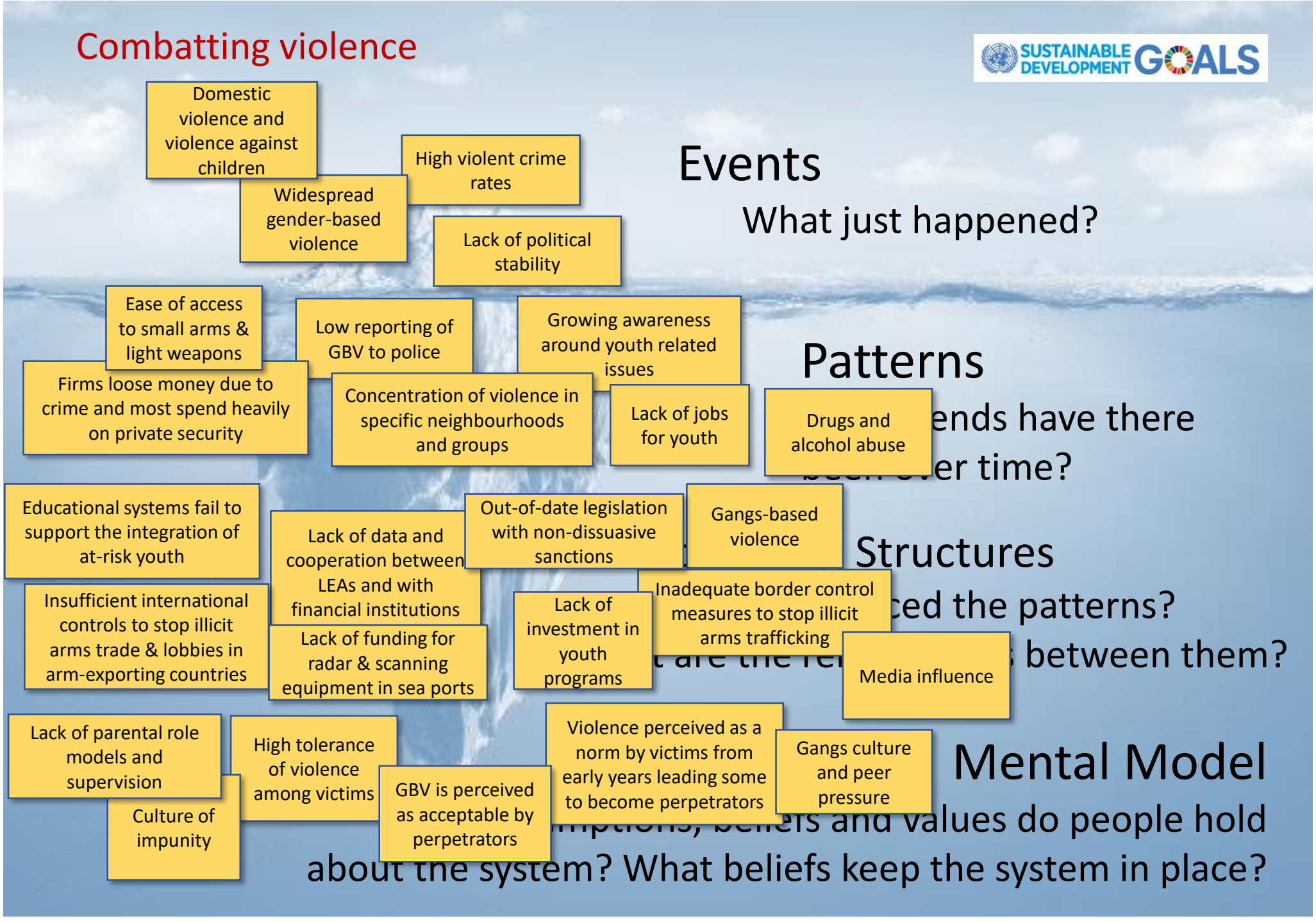
Step 1. Review the case on Combatting violence (Ice-Berg, CLD, Policy Options and Pathways, and Future Scenarios). Make changes where necessary!

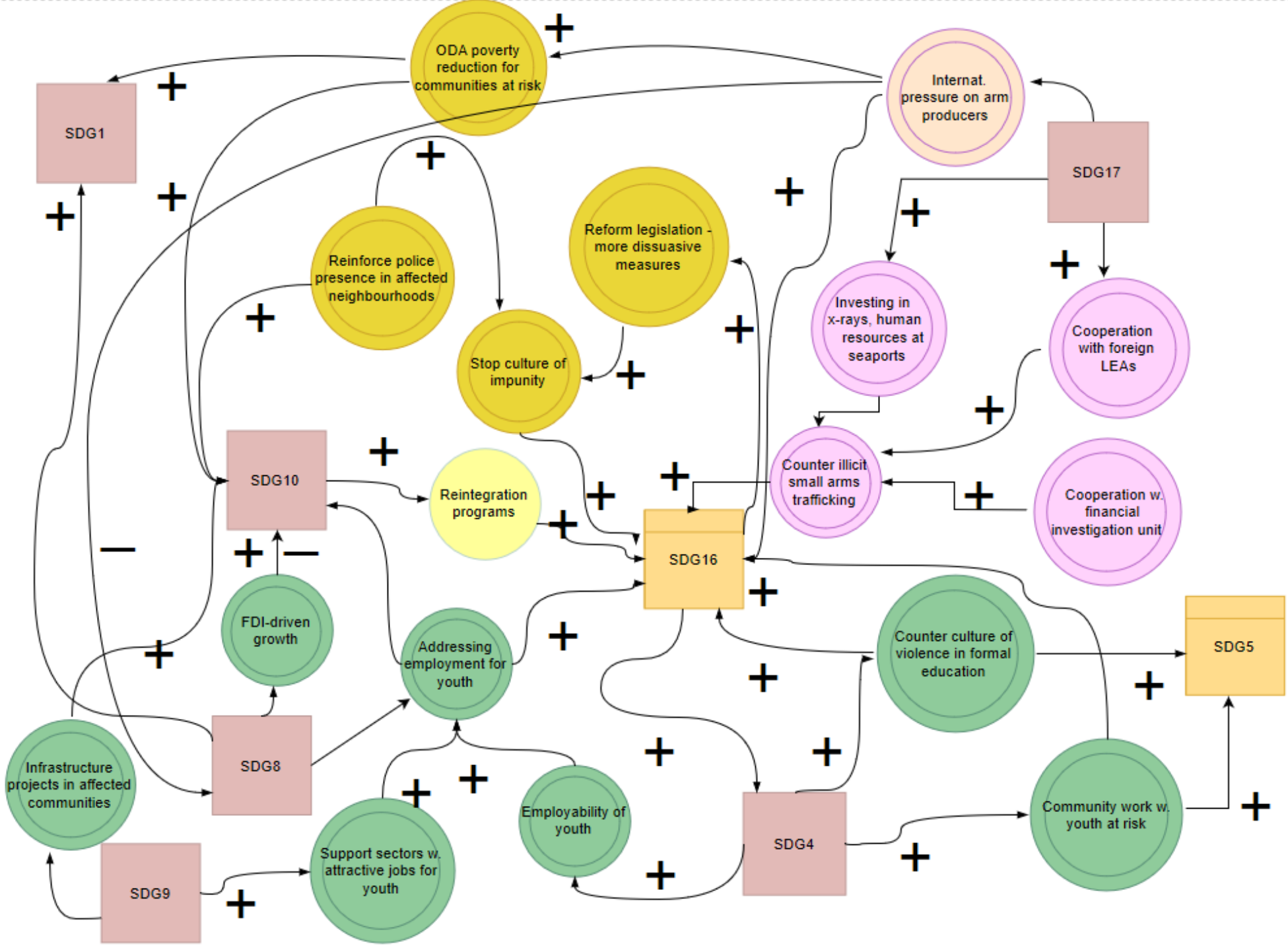
Step 2. Please fill in Policy Options and Pathways for your Coastal resilience.

Step 3. Complete the missing entries in the Umbrella strategies. Discuss coherence between pathways for your entry points.

Discussion in plenary
Based on the proposed questions or any other feedback & reflection.

Combatting violence




ODA poverty reduction for communities at risk
SDG1
Internat. pressure on arm producers
SDG17
Reinforce police presence in affected neighbourhoods
Reform legislation - more dissuasive measures
Investing in x-rays, human resources at seaports
Cooperation with foreign LEAs
Stop culture of impunity
SDG10
Reintegration programs
Counter illicit small arms trafficking
Cooperation w. financial investigation unit
SDG16
FDI-driven growth
Addressing employment for youth
Counter culture of violence in formal education
SDG5
Infrastructure projects in affected communities
SDG8
Employability of youth
SDG4
Community work w. youth at risk
SDG9
Support sectors w. attractive jobs for youth

Combatting violence

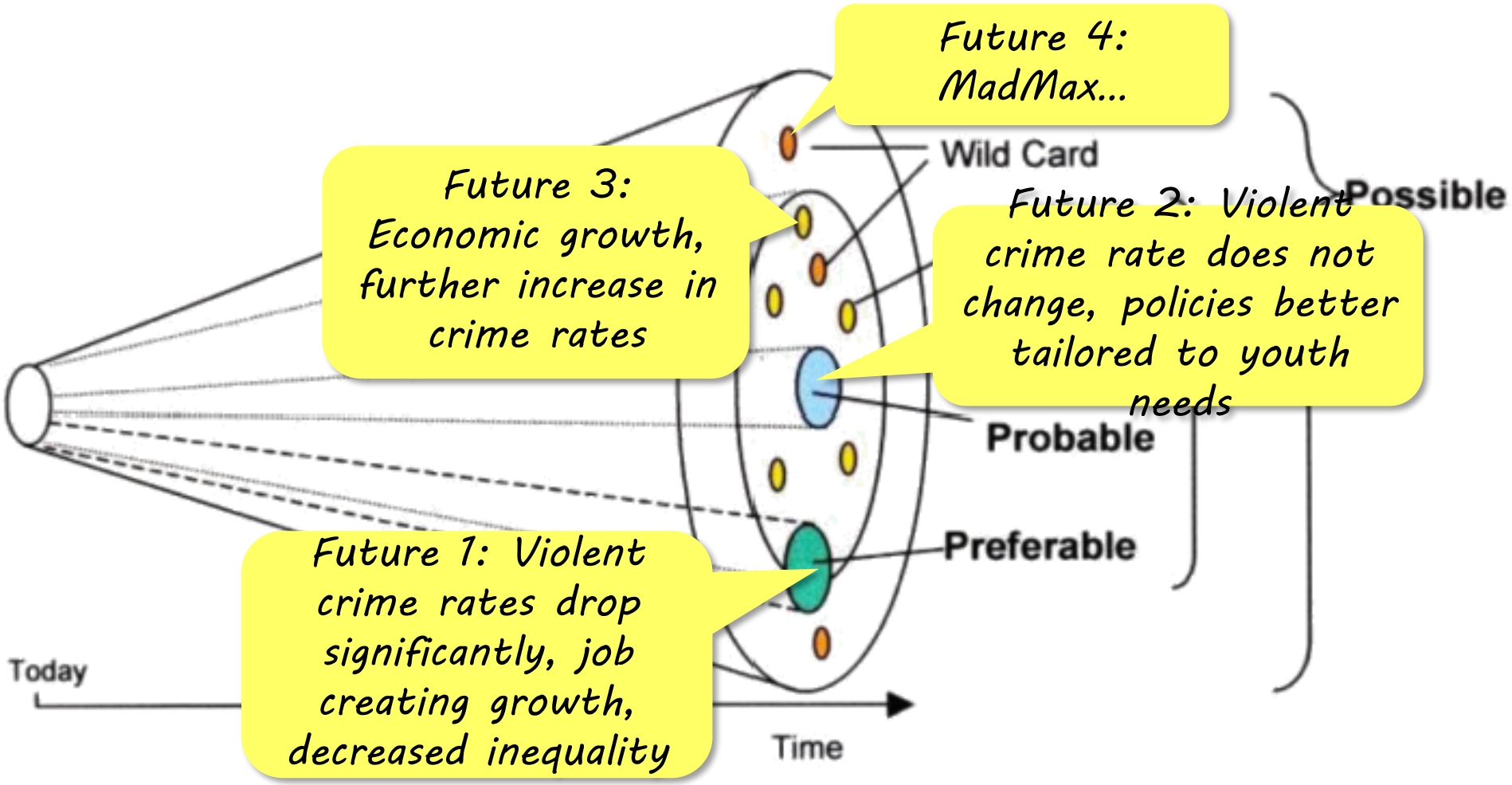
1. Insert drivers from systems analysis in grey boxes
2. Think about ***mutually exclusive*** policy options to address the drivers
3. Identify 3 consistent pathways that combine coherent policy options across all drivers, and connect them with similar colours or textures.

Drivers	Small arms access	Culture of violence	Media	Culture of impunity	Alternative livelihoods for at-risk youth
Policy Options	Pressure on countries arm-producers and invest in arms control	Community work with parents and at-risk youth	Age-based censorship	Reform legislation to include more dissuasive measures	Focus on fast economic growth and attracting FDI
	Encourage self-defense	Reinforce police presence in affected neighbourhoods	Leave it to family control	Launch reintegration programs	Support to national industries and relevant skills sets for youth employability
			Free access to media content and self-judgement		ODA-funded poverty reduction & service provision for neighbourhoods at risk

Pathway 1: National solution based on dissuasive law, law enforcement, and opportunities for youth.

Pathway 2: No weapon control and FDI growth-based solution.

Pathway *3*: Community-based solution.



Source: Galle, Waldo (2016), Scenario Developing for Life Cycle Design and Analyses, presented at the International Symposium on Reversible Building Design Hogeschool Zuyd, Maastricht June 10, p. 5, adapted from Hancock, T., and Bezold, C. (1994). Possible futures, preferable futures. The Healthcare Forum Journal, 37(2), 23–9.

Which *pathways* can withstand which *scenarios*?

Pathways	Future 1 Preferable	Future 2 Probable	Future 3 Plausible	Future 4 Wildcard
National law enforcement and jobs for youth solution	✓	✓	✓	✗
FDI and growth solution	✗	✓	✓	✓
Community-based solution	✓	✓	✗	✗

1. Insert drivers from day 2 under entry point “Coastal resilience” and from your current work under entry point “Healthy ecosystems”
2. Think about ***mutually exclusive*** pathways under these entry points
3. Identify possible umbrella strategies that combine coherent policy pathways across all entry points.

Umbrella Strategies

Entry Points	Combatting violence	Energy transition	Coastal resilience
Pathways	National law enforcement and jobs for youth solution	BAU. No need to change course on energy strategy	
	FDI and growth-based solution	Green growth. Invest in new tech to solve CC while growing (have our cake and eat it)	
	Community-based solution	Draw down. Adapt and mitigate while rethinking development (the house is on fire)	

- [ ] Umbrella Pathway 1
- [ ] Umbrella Pathway 2
- [ ] Umbrella Pathway 3

Discussion

Integrated approaches to strategies and policies: Main challenges and opportunities

60 min.

Session 7:
Delivering an effective training

Ms. Madina Imaralieva (UNITAR)

unitar
United Nations Institute for Training and Research

Delivering an effective training

- **How to design and deliver an effective training?**

  Presentation (15 min.)

  Q&A (15 min.)

What is a training?

KSA Model

KNOWLEDGE

Acquiring new pieces of knowledge

SKILLS

Acquiring new competencies, application and practice

ATTITUDE

Adjusting values and attitude

K

S

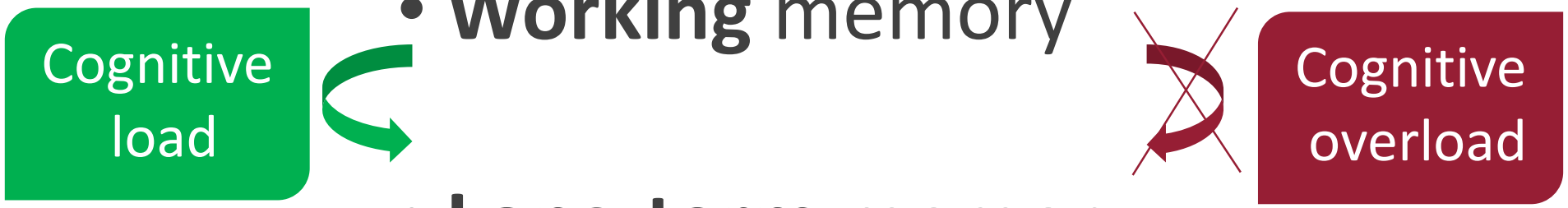
A

How to make a training effective?

Cognitive overload

Memory is what allows you not only to **retain different information**, but also **to acquire, store and later retrieve it**

- **Sensory** memory
- **Working** memory
- **Long-term** memory



Adult learner needs

- **Bring and share** own baggage of knowledge
- Want to **know the purpose** before investing time
- Enjoy being **active and interact**
- Willing to learn new things that help **solve a problem or perform a task**
- **Tend to respond better to internal motivators than to external**
- Appreciate the **engaged and fun process**

Adapted from Knowles, 1973

Tips how to present?

- ☑ Presenting in a way that catches attention
- ☑ Logical grouping
- ☑ Less IS more
- ☑ Application to real life
- ☑ Recalling
- ☑ Presenting in the context
- ☑ Structure

How to design and evaluate a training?

Why learning objectives?

- To guide the instructional process

Cognitive dimensions

- **Remember**
- **Understand**
- **Apply**
- **Analyze**
- **Evaluate**
- **Create**

Why learning objectives?

- SUBJECT

Who.....

- VERB

- Does what.....

- OBJECT

- To accomplish this.....

Participants will be better positioned to explain the key ideas of system thinking and system dynamics and how they can be useful in analysing SDG interactions

SMART

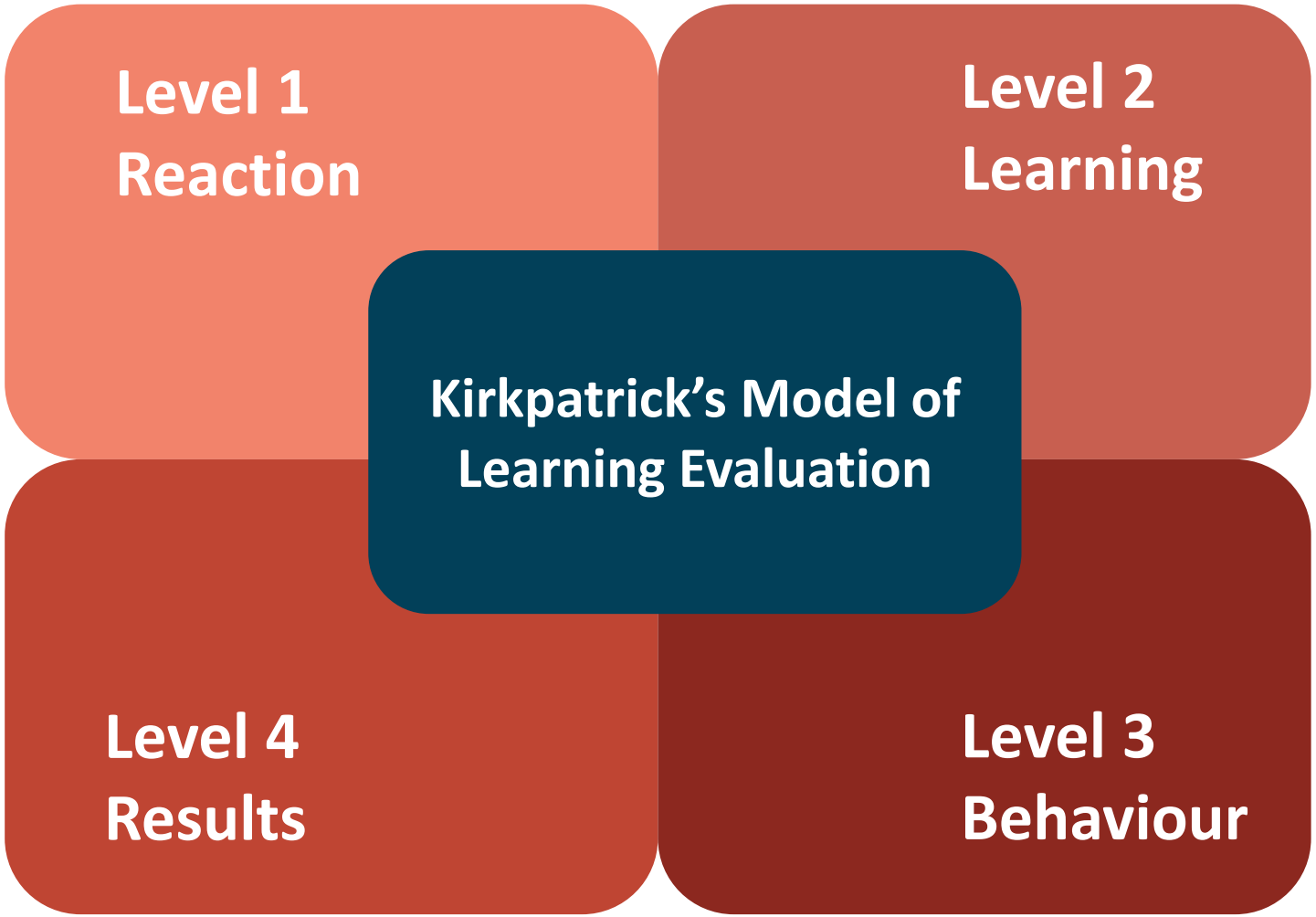
Assessment criteria

- **Relevant** – i.e. it met the needs and expectations of learners

- **Effective** – i.e. it enabled learners to achieve learning objectives

- **Impactful** – i.e. it shaped learners' knowledge, skills and attitudes in a way that would bring about the anticipated change

Kirkpatrick Model



How to facilitate the process?

Types of learners

Visual

Auditory

Tactile

Some techniques

Apply participatory approach

- **Brainstorming**
- **Discussions**
- **Case studies**
- **Game show quizzes**
- **Role plays and other theater-based techniques**
- **Presentations**
- **Story telling**

Learners are motivated and challenged

Session 8:
Action planning

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Action planning

- **Review of key take-aways and action planning in country groups**
- **Reports**
- **Workshop evaluation**
- **Closing ceremony**

Workshop evaluation

- **Post-ante assessment**

  Please locate your test list from Day 1 and provide answers to all question in column 2 before returning the sheet to the organizing team

- **Participant feedback questionnaire**

  Please fill in the participant feedback questionnaire and return to the organizing team

Post-ante assessment

- Answer all the questions in the **second (2) column** to the best of your knowledge
- Return the test sheet with completed **second (2) column** to the organizing team

Closing ceremony

- Closing remarks
- Distribution of certificates