Integrated planning and policy coherence for SDGs in the Caribbean SIDS

Regional workshop
13-15 November 2019
Port of Spain
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 secret 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
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)
Borneo Island story

What is system thinking?
With systems, there are always surprises
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

1. Mobilise stakeholders
2. Conduct SDG systemic analysis
   - Find and analyse from entry points
   - Draw critical connections
3. Map scenarios of possible futures
   - Find leverage points
4. Consider policy options
   - Select coherence plans
5. Support implementation
   - Align sectoral strategies
   - Budget and finance
   - M&E systems

Supported by systemic analysis and a strategic management platform

New iteration cycle
SDGs throughout policy cycle

- Review progress & report
  - Evaluate implementation
  - Monitor results & expenditures
  - Implement & manage activities
  - Align operational plans, MTEFs & program budgeting

Objective
Integrated SDG implementation
Support by systemic analysis and a strategic management platform
To be presented

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

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
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

- NSDP (2016-2030) and National Planning Framework
- NSDP M&E Framework
- Integrated NSDP and SDG indicator database
- Mid-Term Expenditure Framework and MTDS
- Aid Management Policy
- Sector strategies
- Corporate plans
- Sectors contribute to M&E
- Sectors contribute to M&E
- Annual Business Plans
- Sectors contribute to M&E
- Annual Budgets
- Annual Development Reports to Parliament
- VNR 2019

Central Government
- National implementation plan for UPR recommendations

Long-term and mid-term frameworks

Sectors

Short-term frameworks
Vanuatu: integrated database and baseline survey

NSDP & SDG Indicator Database

SEARCH BY NSDP INDICATOR
NSDP Indicator Maintenance

SEARCH BY SDG INDICATOR
SDG Indicator Maintenance

METADATA

Leading evidence based decision making for all, Connecting statistics with the people of Vanuatu
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

Interlinkages Working Group of IAEG on SDG Indicators
Monitoring and data to support integrated analysis and decision-making

DPSIR Framework: example of water

- Driving Forces
  - Industry
  - Energy
  - Agriculture
  - Aquaculture
  - Households
  - Tourism
  - Climate
  - Geology

- Pressures
  - Climate change
  - Point source pollution
  - Diffuse source pollution
  - Water abstraction
  - Physical intrusions

- State
  - Water quantity
  - Groundwater status
  - Ecological status: chemical, physical, biological

- Impacts
  - Loss of habitats/species
  - Ill health
  - Drought/floods
  - Desertification
  - Salinisation
  - Loss of amenity
  - Coastal erosion
  - Non-indigenous species
  - Eutrophication
  - Acidification

Responses
- Water use restrictions
- Alternative supplies
- Subsidised water prices
- Improved information
- Demand side management
- Voluntary agreements
- Regional conflicts
- Waste water treatment
- Ban on products
- Reservoirs

Mapping and assessing strength of interlinkages between indicators

• 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?
Vision 2030 Jamaica and the SDGs

Ms. Peisha Bryan-Lee
Planning Institute of Jamaica

Ms. Hope Naomi Perkins
Statistical Institute of Jamaica
Belize’s Inter-Institutional Review Committee

Ms. Darlene Padron
Ministry of Agriculture, Fisheries, Forestry, the Environment and Sustainable Development of Belize
Grenada’s work on data for SDGs

Ms. Kenita Paul
Statistics Department, Ministry of Finance, Planning, Economic Development & Physical Developments of Grenada
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)
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
“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
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.

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

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

Transforming Institutions, policy making and service delivery for the SDGs

Effective Institutions
- Organizing and Equipping Institutions for SDG Implementation
- Policy Integration
- Civil Servants Competencies & Capacities to Transform Mindsets
- Innovation and E-Government
- Cooperation between National/Local Governments
- Information Societies and Cyberspace

Inclusive Institutions
- Responsive and Participatory Policy Making
- Institutional Mechanisms to Engage People
- Engaging and Responding to the Poorest and Most Vulnerable
- E-Participation and closing Digital Divide

Accountable Institutions
- Supreme Audit Institutions and other Arrangements for Review and Auditing of SDGs
- Integrity and Professionalism to Prevent Corruption in SDG implementation
- Transparency - Open Government

Leave No One Behind
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
Stakeholder Mapping

Ms. Veronique Verbruggen (UN DESA)
### Direct Influences

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<thead>
<tr>
<th>Type</th>
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**Influences:** from 0 to 4, reflecting the importance of a row actor for each actor in a column.

- 0: No or little influence  
- 1: Operation  
- 2: Results  
- 3: Mission  
- 4: Existence

---

**Activity**
Stakeholders Map
Costa Rica example

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

- **High interest – High power**
  - Actively lobby as powerful ally

- **Low interest – High power**
  - Advocacy to involve and keep benevolent

- **Low interest – Low power**
  - Advocacy to involve and develop capacity

- **High interest – Low power**
  - Empower through capacity to strengthen ally
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

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### Influences: from 0 to 4, reflecting the importance of a row actor for each actor in a column.

0: No or little influence   1: Operation   2: Results   3: Mission   4: Existence

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<th>Significance of objective</th>
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Significance of policy objectives: from 0 to 4, reflecting the importance of a row actor for each policy objective in a column. +/- have different meanings, as follows:

0: No or little influence
-1: Objective threatens operations;  
-2: Objective threatens results;  
-3: Objective threatens mission;  
-4: Objective is existential threat;  
+1: Objective is critical for operations  
+2: Objective is critical for results  
+3: Objective is critical for mission  
+4: Objective is existential condition
Personal reflection

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

Mr. Francois Fortier (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)
Objective
Integrated SDG implementation

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

New iteration cycle
Step 2

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

2. Analyse linkages
   ✓ Between sectors
   ✓ Between actors
Positivist challenge of complexity

\[ N_{\text{links}} = \frac{n^2 - n}{2} \]

\[ = 14,196 \text{ links} \]

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
Sort drivers in Iceberg hierarchy

Example: the energy transition

STRENGTHS
- Great fossil fuel ROI
- Natural gas - agricultural productivity
- Liquid fuels give great mobility
- Falling prices of renewables

WEAKNESSES
- Energy demand management (e.g. baseload)
- Subsidies
- Dutch disease and social conflicts
- Climate change
- Fossil fuel exteriors: CO₂, NOₓ, etc.
- Fossil fuels are unplaceable
- Energy systems cannot change quickly

OPPORTUNITIES
- Technological innovations: solar, wind, biofuels, fracking...
- Fossil fuel extiructive infrastructure
- Public health metrics
- Externalities: CO₂, NOₓ, etc.

THREATS
- Energy demand vs. needs
- Energy systems cannot change quickly
- Fossil fuels are unplaceable
- Energy as condition of prosperity
- Anthropic CO₂ (climate science)
- Humans cannot change Earth's climate

SWOT brainstorming of systemic drivers
### SDG Interaction Matrix

The influence of one SDG or target on others can be assessed with the following axes:

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<thead>
<tr>
<th>SDG Int’s From ↓</th>
<th>To →</th>
<th>Please provide rationale for interaction scoring in comments (right-click, Insert Comment)</th>
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### SDG Interaction Scale (ICSU)

- **3**: Indispensable - Indispensable to the achievement of another.
- **2**: Reinforcing - Directly creates conditions that lead to the achievement of another.
- **1**: Enabling - Enables the achievement of another.
- **0**: Consistent - Does not significantly interact with another.
- **-1**: Constraining - Pursuing one objective sets a constraint on another.
- **-2**: Counteracting - The pursuit of one objective counteracts another objective.
- **-3**: Cancelling - Progress in one goal makes it impossible to reach another.

### Case where SDGs used as drivers

The use of fossil fuels is antithetical to climate change mitigation. Access to electricity allows rural household to pump and irrigate their fields. Build resilient infrastructure, promote inclusive industrialization and foster innovation.

### Analysis of impact by priority and gap

The influence of one SDG or target on others can be assessed with the following axes:

- **Priority Gap**: The gap between the priority of two SDGs.
- **SDG Index**: The scale of interaction between SDGs.

### Example

- **Progress in one goal makes it impossible to reach another**.
  - End poverty in all its forms and by all available resources, including financial and non-financial resources, through national and international cooperation.
  - Ensure healthy lives and promote well-being at all ages.

### Case where SDGs are not significantly interacting

- **SDG interaction scale**: Example, moving towards a more sustainable future.

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**Assessment of SDG Interactions (by ICSU)**

- The influence of one SDG or target on others can be assessed with the following axes:
  - **Priority Gap**: The gap between the priority of two SDGs.
  - **SDG Index**: The scale of interaction between SDGs.

---

**SDG Interactions: PG Index by Score of Impact (sphere dimension = SDG priority)**
Causal Loop Diagram (system map)

Presentation of Costa Rica case here

Positive relation

Negative relation

Leverage point

Emergent properties (e.g. peace)
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*)

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

- CO₂
- Temperature
- Image of a devastated landscape
- Image of a money bag
- Image of people
Balancing Loops
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

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)
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)
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)
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
Mutually exclusive!!!
Example: Energy Strategy

Pathway 1: BAU. No need to change course on energy strategy (this is all a hoax).

Pathway 2: Green Growth. Invest in new tech to solve CC while growing (have our cake and eat it).

Pathway 3: Draw Down. Adapt and mitigate while rethinking development (the house is on fire).

These pathways are what **policy coherence** means. So these are all **internally coherent and distinct pathways** (but may not be coherent with reality...).
...and scenarios help figure-out that reality

Future 1: New techs, dropping GHG, manageable CC, low SLR...

Future 2: Some techs, plateaued GHG, bad CC, strong SLR

Future 3: Some techs, rising GHG, catastrophic CC and SLR

Future 4: Venus...

Which pathways can withstand which scenarios?

<table>
<thead>
<tr>
<th>Pathways</th>
<th>Future 1 Preferable</th>
<th>Future 2 Probable</th>
<th>Future 3 Plausible</th>
<th>Future 4 Wildcard</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAU</td>
<td>x</td>
<td>x</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Green Growth</td>
<td>x</td>
<td>✓</td>
<td>✓</td>
<td>x</td>
</tr>
<tr>
<td>Draw Down</td>
<td>✓</td>
<td>✓</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>
Exercise: develop a case similar to previous example

• 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)
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)
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.)*
Readiness assessment for policy coherence

Ms. Veronique Verbruggen (UN DESA)
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
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?
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?
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*
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
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.)*
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.)
Readiness assessment for policy coherence (debriefing on the exercise)

Ms. Veronique Verbruggen (UN DESA)
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)
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)
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)
Proximity of the majority of the cities to the sea

Estimated population living in Coastal Areas

84%

The Caribbean: urban coastline
(Kilometres)

- Jamaica: 207.95
- Bahamas: 147.45
- Dominican Rep.: 120.75
- Guyana: 78.69
- Cuba: 156.05
- Haiti: 124.11
- Barbados: 40.92
- Trinidad and Tobago: 38.70
- Belize: 46.63
- Suriname: 2.60
- Saint Vincent and the Grenadines: 12.35
- Grenada: 10.20
- Saint Kitts and Nevis: 12.35
- Dominica: 15.00
- Saint Lucia: 8.70
- Antigua and Barbuda: 8.20

Concentration of population and activities in low elevation coastal zones

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

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.

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.

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 5 m

100% of population in the low elevation zone (below 10 m)
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

<table>
<thead>
<tr>
<th>Country</th>
<th>Percent of population in the low elevation zone (less than 10 meters above sea level)</th>
<th>Percent of population within 5 kilometers of coastline</th>
<th>Percent of population within 25 kilometers of coastline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bahamas</td>
<td>100%</td>
<td>94.9%</td>
<td>100%</td>
</tr>
<tr>
<td>Barbados</td>
<td>71%</td>
<td>75.9%</td>
<td>100%</td>
</tr>
<tr>
<td>Guyana</td>
<td>46.7%</td>
<td>24.8%</td>
<td>56.4%</td>
</tr>
<tr>
<td>Jamaica</td>
<td>9.2%</td>
<td>24.2%</td>
<td>91.3%</td>
</tr>
<tr>
<td>Suriname</td>
<td>69.0%</td>
<td>10.5%</td>
<td>86.8%</td>
</tr>
<tr>
<td>Trinidad and Tobago</td>
<td>12.8%</td>
<td>40.2%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>40.8%</strong></td>
<td><strong>45.1%</strong></td>
<td><strong>80.1%</strong></td>
</tr>
</tbody>
</table>

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

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.
Belize City pop. Estimates - 63,000
Belmopan pop. Estimates - 23,000

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

TERRITORIAL RESILIENT DEVELOPMENT IN THE CARIBBEAN

1. Inclusive cities
2. Sustainable and inclusive urban economies
3. Urban environmental sustainability
4. Effective and democratic governance
5. Communities, cities and resilient territories
## Planning and Disaster Risk Management

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pillar 1</td>
<td>Risk Identification</td>
<td>Better identification and understanding of disaster risk through capacity building for assessments and analysis</td>
</tr>
<tr>
<td>Pillar 2</td>
<td>Risk Reduction</td>
<td>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</td>
</tr>
<tr>
<td>Pillar 3</td>
<td>Preparation</td>
<td>Improved capacity to manage crises by developing disaster management and forecasting capabilities</td>
</tr>
<tr>
<td>Pillar 4</td>
<td>Financial Protection</td>
<td>Increased financial resilience of governments, the private sector and households through financial protection strategies</td>
</tr>
<tr>
<td>Pillar 5</td>
<td>Resilient Recovery</td>
<td>Faster and more resilient recovery through support for planning reconstruction processes</td>
</tr>
</tbody>
</table>

5 Pillars of Action for disaster risk reduction
Incorporating the concept of resilience into development planning

<table>
<thead>
<tr>
<th>Critical areas for resilient sustainable development</th>
</tr>
</thead>
<tbody>
<tr>
<td>governance framework for disaster risk management</td>
</tr>
<tr>
<td>quality information for disaster risk management decision-making</td>
</tr>
<tr>
<td>integration of the DRM strategies into the preparation and evaluation cycle of the project</td>
</tr>
<tr>
<td>territorial approach</td>
</tr>
<tr>
<td>sectoral approach</td>
</tr>
<tr>
<td>macroeconomic policies</td>
</tr>
<tr>
<td>integrating disaster risk management into development policies and other instruments</td>
</tr>
</tbody>
</table>

**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
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;
- estimate the annual resource needs to cover the response, rehabilitation and reconstruction processes for different types of events;
- have budget allocations for DRM activities;
- establish a structure for the retention and transfer of disaster risk in the country;
- 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.
Planning for sustainable territorial development in Latin America and the Caribbean
Final Activity

60 min.
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

Events

What just happened?

Patterns

What trends have there been over time?

Structures

What are the relationships between them?

Mental Model

What assumptions, beliefs and values do people hold about the system? What beliefs keep the system in place?
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.

### Combatting violence

<table>
<thead>
<tr>
<th>Drivers</th>
<th>Policy Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small arms access</td>
<td>Pressure on countries arm-producers and invest in arms control</td>
</tr>
<tr>
<td>Culture of violence</td>
<td>Community work with parents and at-risk youth</td>
</tr>
<tr>
<td>Media</td>
<td>Age-based censorship</td>
</tr>
<tr>
<td>Culture of impunity</td>
<td>Reform legislation to include more dissuasive measures</td>
</tr>
<tr>
<td>Alternative livelihoods</td>
<td>Focus on fast economic growth and attracting FDI</td>
</tr>
</tbody>
</table>

#### Policy Options

- **Pathway 1: National solution based on dissuasive law, law enforcement, and opportunities for youth.**
  - Media: Free access to media content and self-judgement
  - Culture of violence: Leave it to family control
  - Culture of impunity: Reform legislation to include more dissuasive measures
  - Alternative livelihoods: Support to national industries and relevant skills sets for youth employability

- **Pathway 2: No weapon control and FDI growth-based solution.**
  - Media: Leave it to family control
  - Culture of violence: Leave it to family control
  - Culture of impunity: Reform legislation to include more dissuasive measures
  - Alternative livelihoods: Support to national industries and relevant skills sets for youth employability

- **Pathway 3: Community-based solution.**
  - Media: Leave it to family control
  - Culture of violence: Leave it to family control
  - Culture of impunity: Reform legislation to include more dissuasive measures
  - Alternative livelihoods: Support to national industries and relevant skills sets for youth employability
Future 1: Violent crime rates drop significantly, job creating growth, decreased inequality

Future 2: Violent crime rate does not change, policies better tailored to youth needs

Future 3: Economic growth, further increase in crime rates

Future 4: MadMax...

### Combatting violence

Which *pathways* can withstand which *scenarios*?

<table>
<thead>
<tr>
<th>Pathways</th>
<th>Future 1 Preferable</th>
<th>Future 2 Probable</th>
<th>Future 3 Plausible</th>
<th>Future 4 Wildcard</th>
</tr>
</thead>
<tbody>
<tr>
<td>National law enforcement and jobs for youth solution</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✗</td>
</tr>
<tr>
<td>FDI and growth solution</td>
<td>✗</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Community-based solution</td>
<td>✓</td>
<td>✓</td>
<td>✗</td>
<td>✗</td>
</tr>
</tbody>
</table>
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.

### 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 Strategies

- Umbrella Pathway 1
- Umbrella Pathway 2
- Umbrella Pathway 3
Integrated approaches to strategies and policies: Main challenges and opportunities

60 min.
Session 7: Delivering an effective training

Ms. Madina Imaralieva (UNITAR)
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
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
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.
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

Level 1
Reaction

Level 2
Learning

Kirkpatrick’s Model of Learning Evaluation

Level 4
Results

Level 3
Behaviour
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

Ms. Elena Proden (UNITAR)
Ms. Veronique Verbruggen (UN DESA)
Mr. Francois Fortier (ECLAC)
Mr. Abdullahi Abdulcadri (ECLAC)
Ms. Catarina Camarinhas (ECLAC)
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