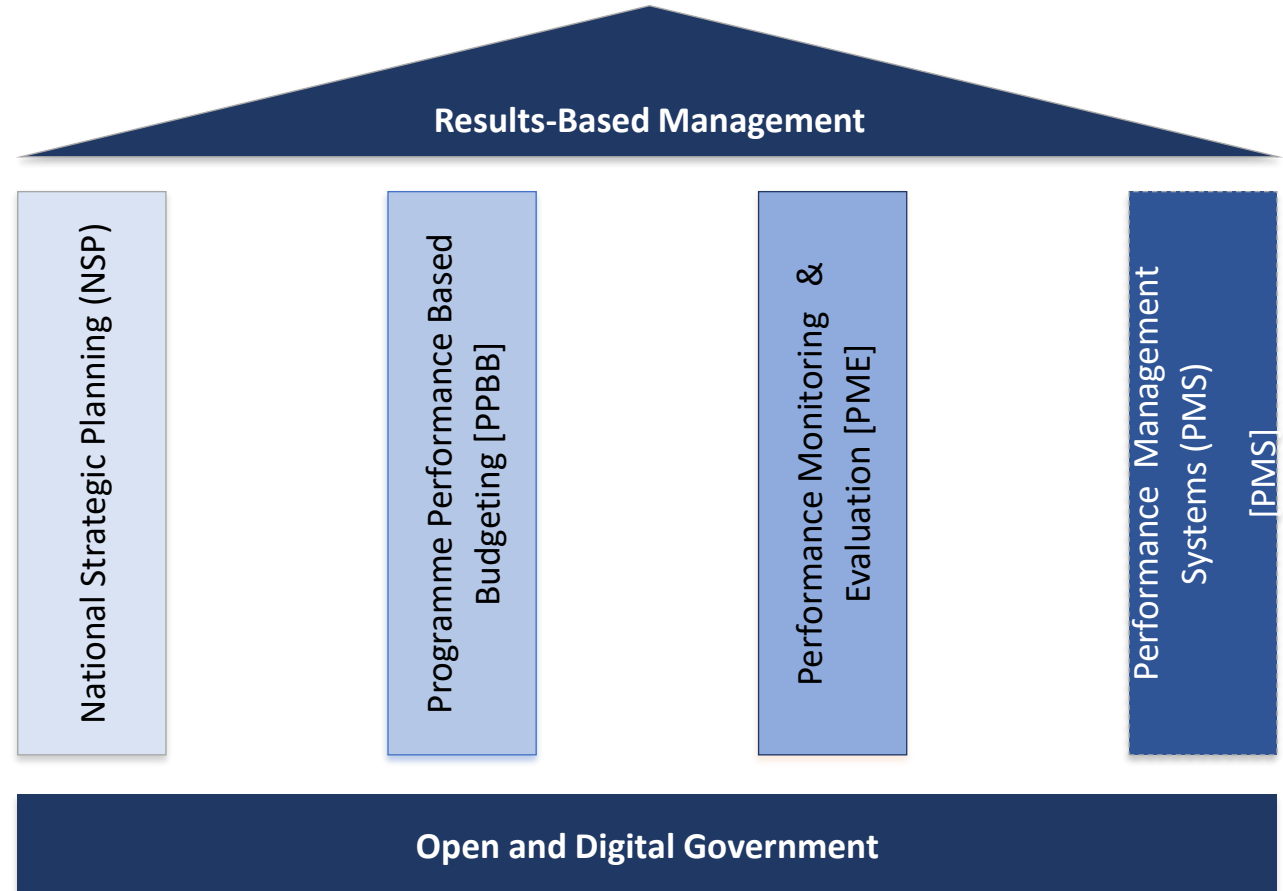


The National Strategic Planning (NSP)

- One of the four pillars of the government's Results-Based Management (RBM) Policy
- The four pillars of RBM aim to
 - foster a **profound shift in the public sector** towards a **participative, performance-driven work culture** focused on continuous improvement, better service delivery and the achievement of national outcomes.



Source: World Bank

ToT Capacity Building to Support Change Management

A component in the Implementation section of The National Strategic Planning

National Strategic Planning Policy summary- The key NSP-related roles and responsibilities of MDAs :

- *...”Implement change management programmes that, over time, will institutionalize the shift from compliance-based work culture to one that is performance-driven and motivated to continually improve service quality”*

National Strategic Planning Guidelines – Implementation section

- *... “Change management aims to transform Seychelles’ work culture from one that is compliance-based to one that will be performance-driven. Capacity strengthening aims to ensure that sufficient human and financial resources, skills development and digital/IT tools equip public service to fulfill its new role.*

Two competing paradigms of National Development Planning

- Organized attempt to select the best available alternatives to achieve specific goals
- Problem can be understood by experts to predict outcomes of public interventions
- Optimal policies can be identified
- Plans pursued in the most technically efficient way
- Top-down approach by **technocrats** to achieve goals in the technical most efficient way

- National development is a development mess
- Differently understood by citizens
- Only partially understood theoretically
- Data patchy, not susceptible to accurate predictions, partial, fuzzy

Planning is the result of negotiations and ongoing deliberation of goals, policies, and actions to reach decisions that are technically desirable and politically feasible.

National Strategic Planning Instruments, Standards & Tools

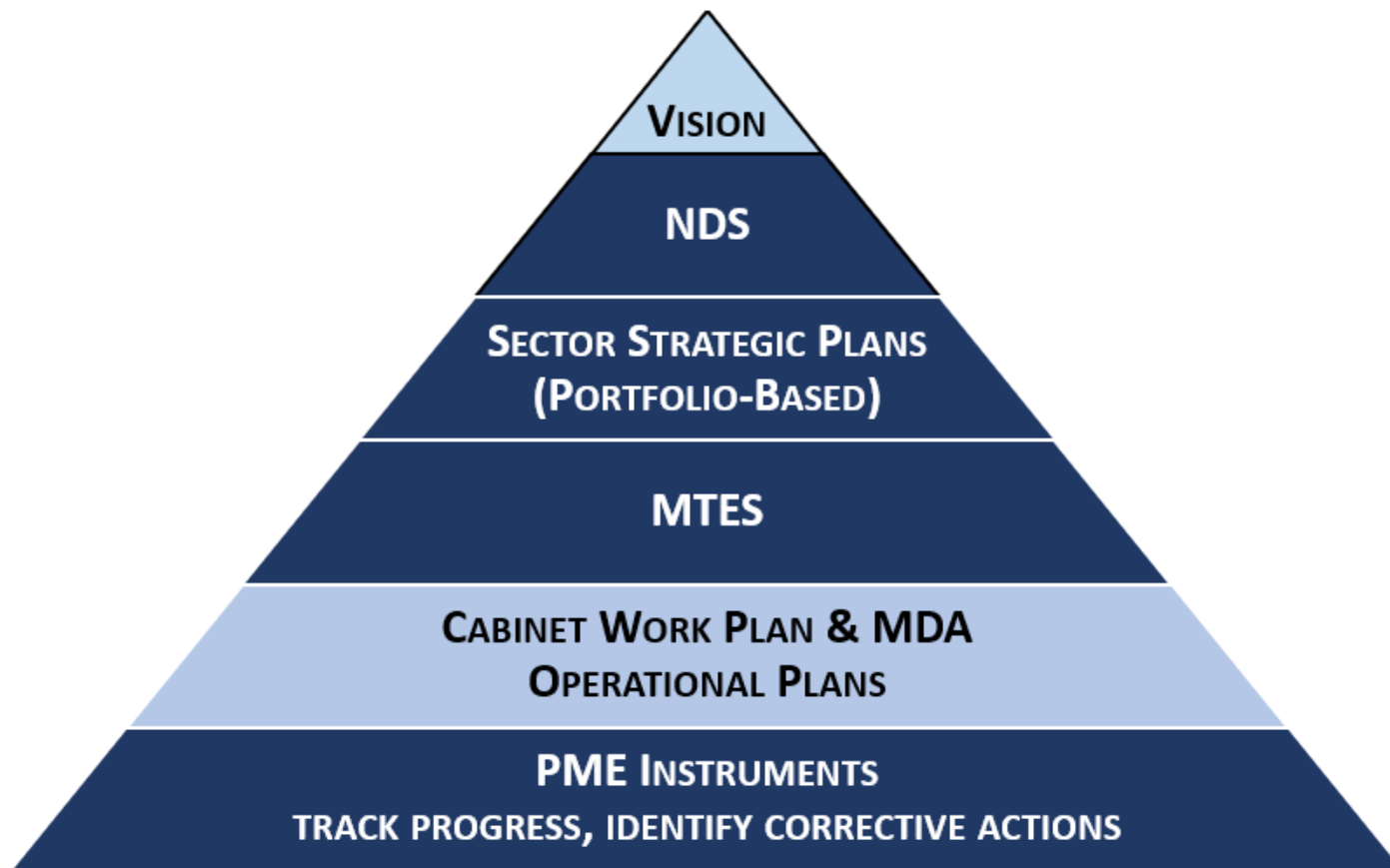


Figure: National Strategic Planning Instruments, Standards and Tools

By the end of the workshop, you should be able to:

1. Explain how systems thinking can be applied to improve strategic planning and foresight, inter-ministerial collaboration and budgeting to increase the impact of NDS implementation

2. Use the causal loop diagram to identify policy interlinkages, monitoring and data requirements and required collaborations between ministries and with other stakeholders to inform mid-term to annual planning, resource allocation and budgeting processes

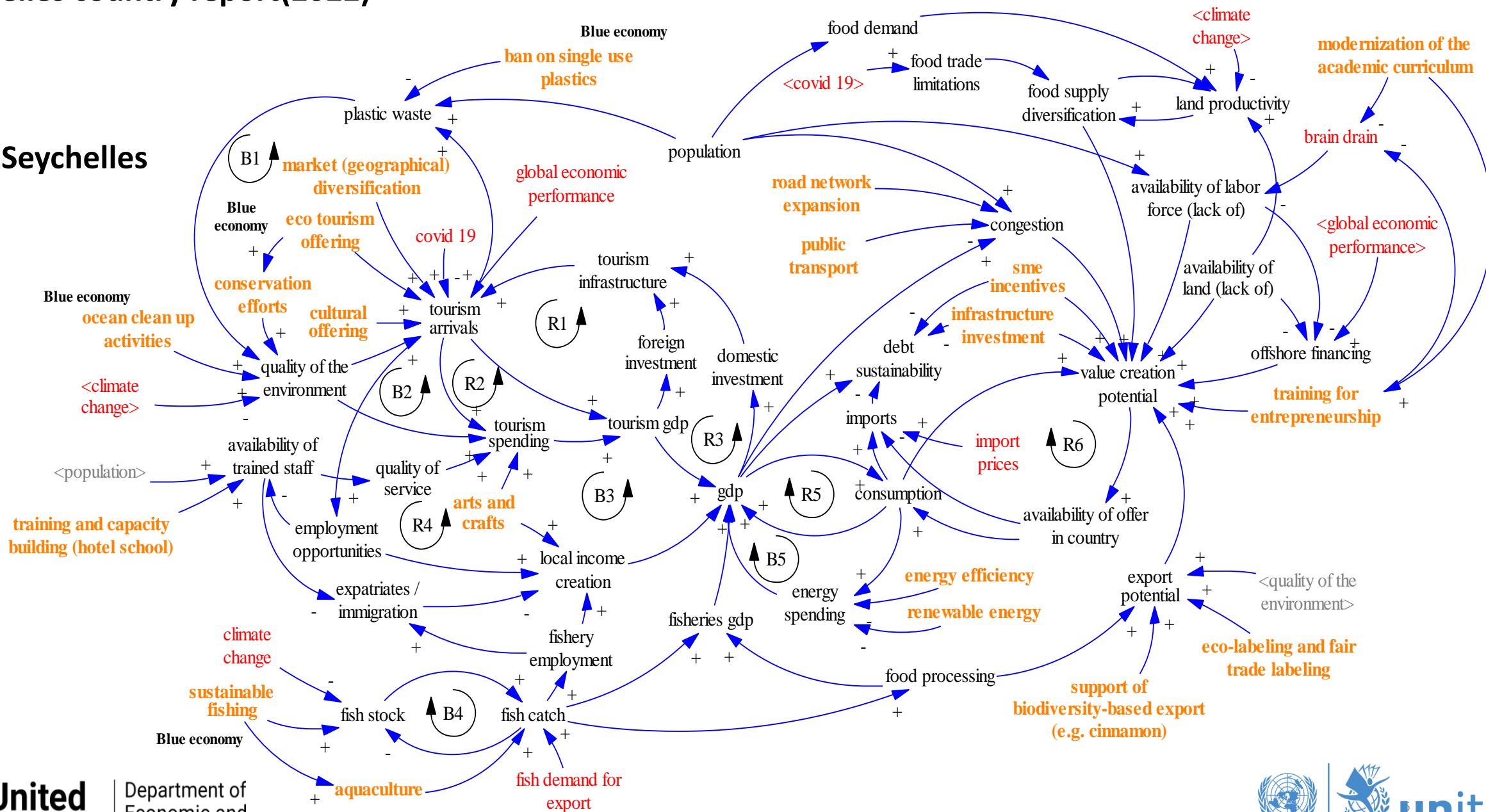
3. Learn how to analyze trends, forecast key achievements, develop a vision and roadmap towards the future to make strategic choices and manage risks to shape the future under conditions of uncertainty.

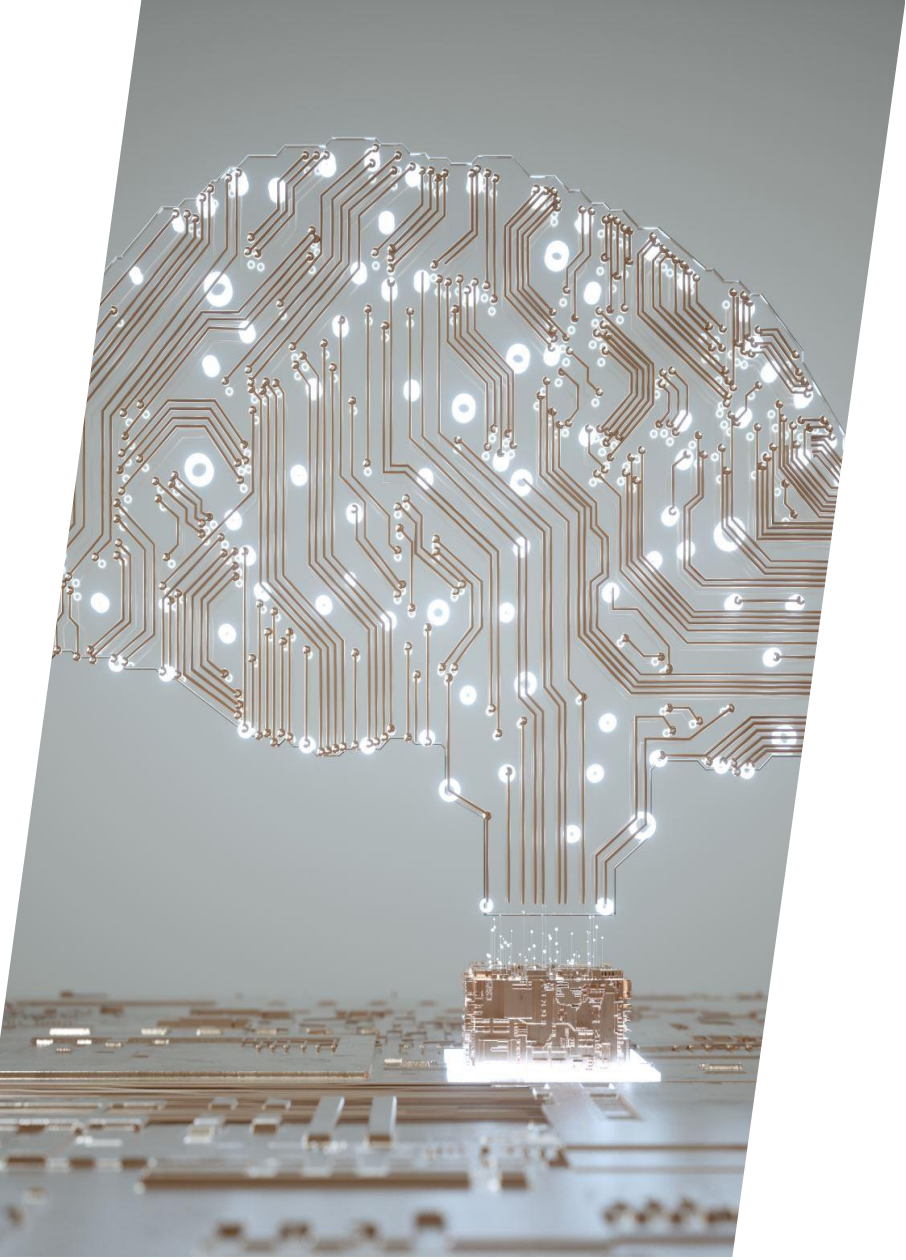
4. Explain how the Integrated National Financing Frameworks (INFFs) approach can support the implementation of Seychelles' National Development Strategy in an integrated and forward-looking manner (i.e., operating within binding constraints, leveraging resources and partnerships to close the funding gap, etc.).

5. Apply and transfer the acquired knowledge and skills to others through training and mentoring others on system-thinking-based approaches to strategic planning and allocation of resources in the context of the preparation of the state budget.

Strategic planning, systems thinking and policy coherence for Sustainable Development: Seychelles country report(2022)

Seychelles

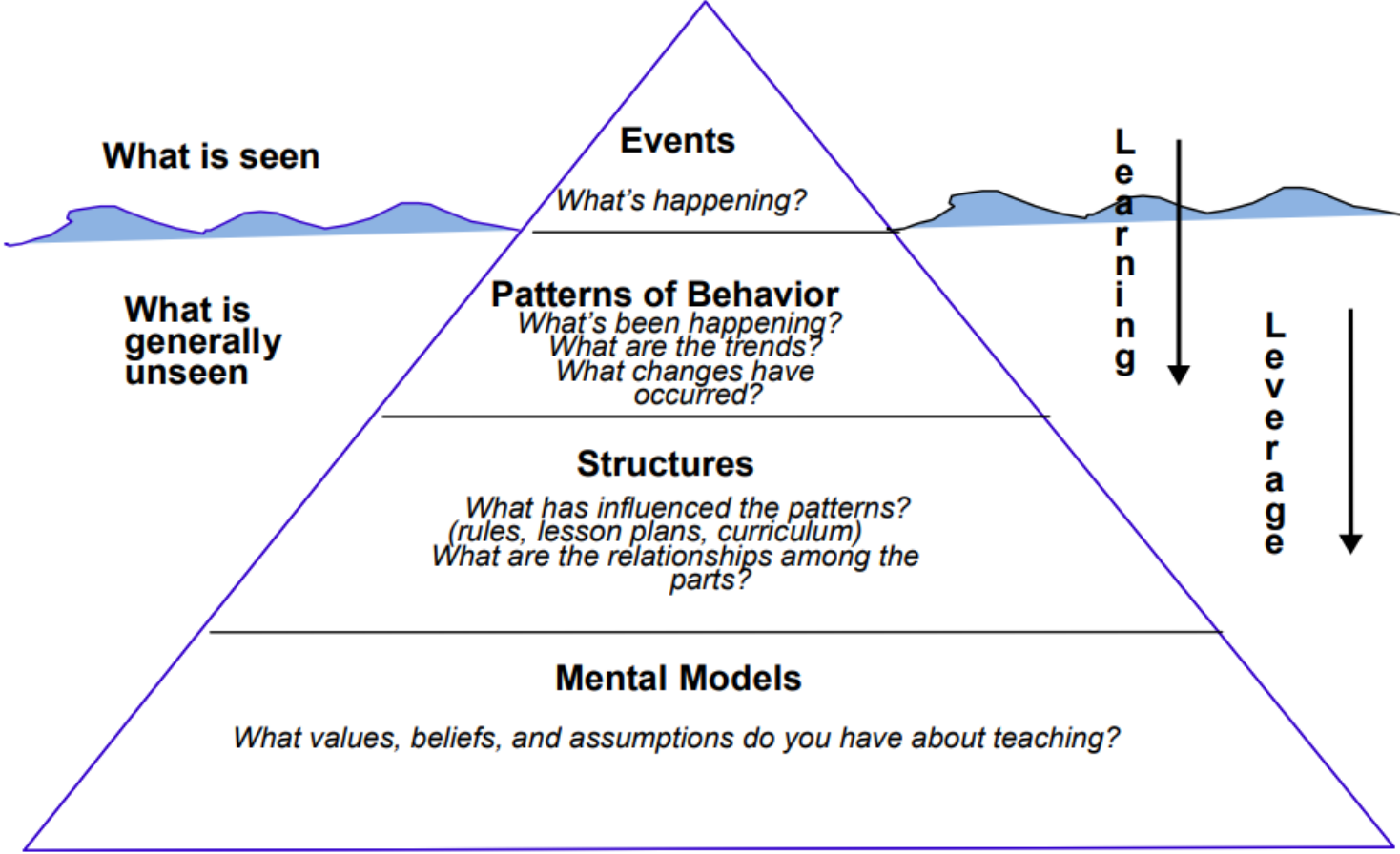




Definition of Systems Thinking

- An approach that views complex phenomena as interconnected systems rather than isolated components.
- A framework for seeing interrelationships, rather than things, for seeing patterns of change rather than static snapshots.

Finding leveraging points-Iceberg Model



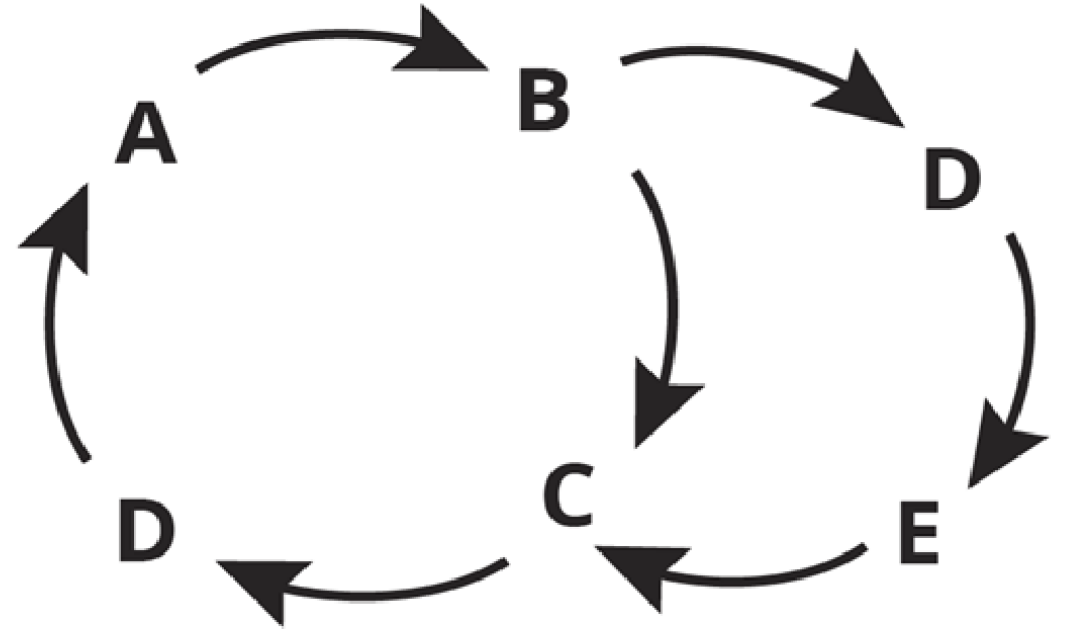
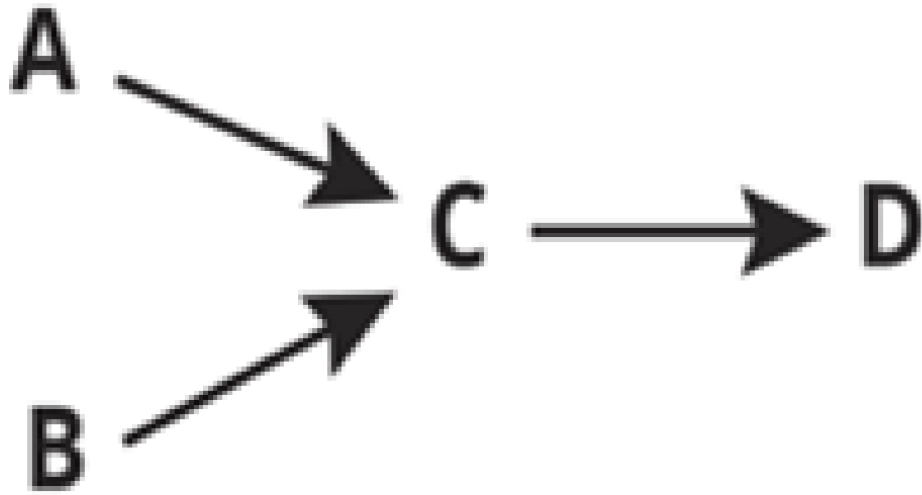
Source: Senge, Peter, The Fifth Discipline, 1996.

From linear to interconnected policies

Linear causal analysis is not sufficient.

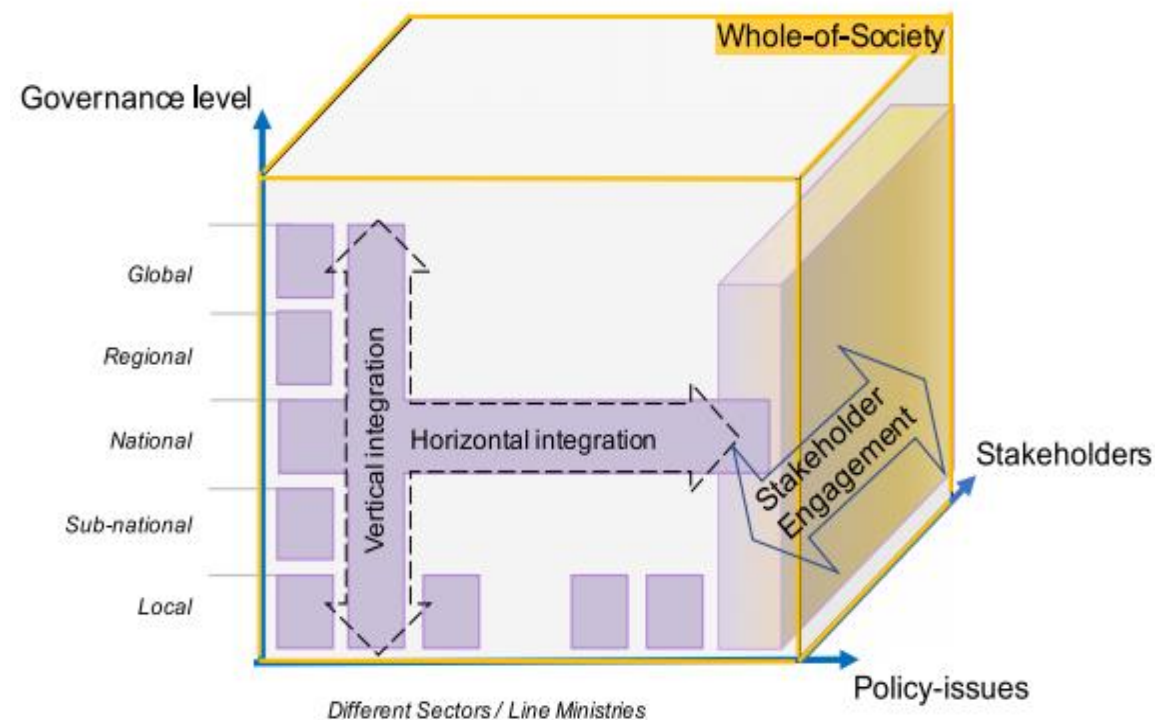
Systems thinking helps grasp the complexity of interactions.

As a result, leverage points in the system can be identified.



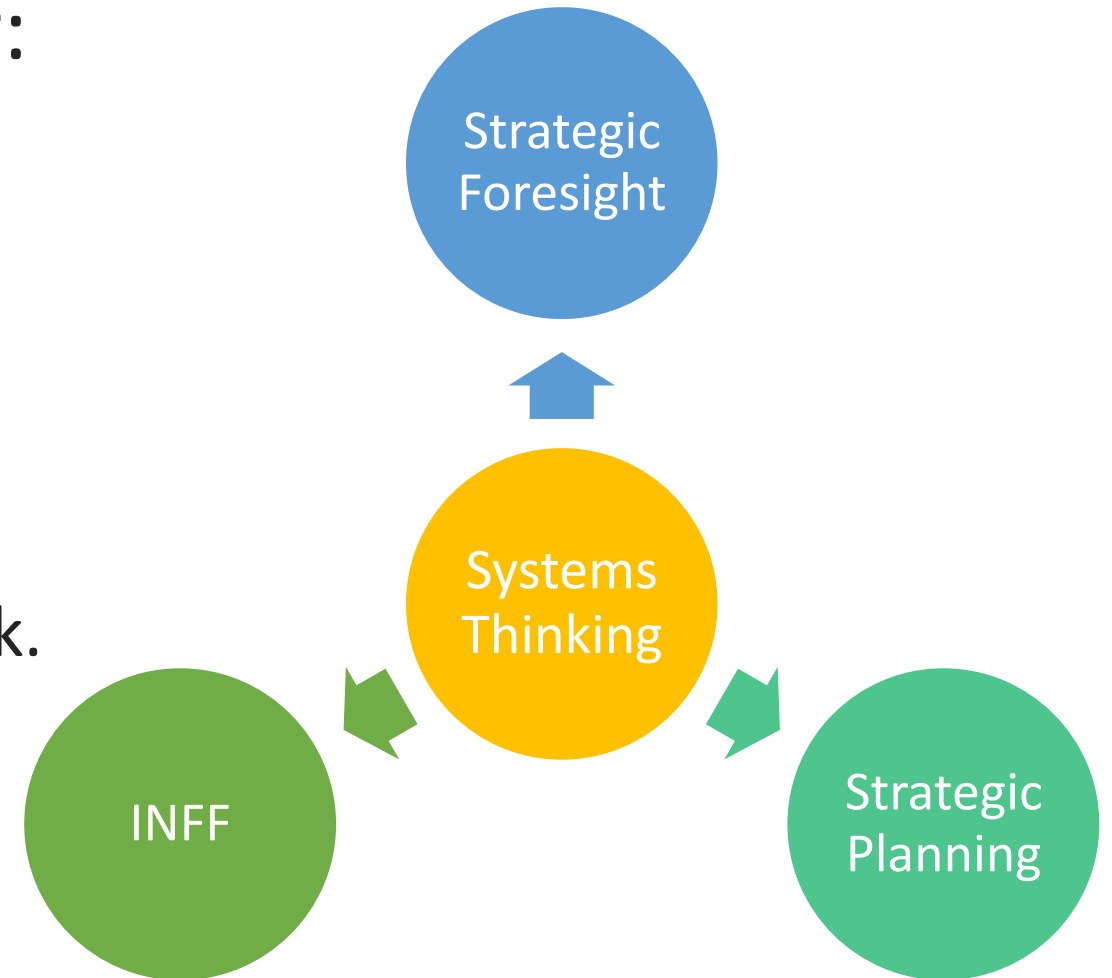
Systems thinking as a trigger for coherent strategic planning

- System thinking provides a basis for developing more coherent policies vertically and horizontally.
- Systematically identify relevant linkages across the sectors and domains and consider those linkages in design of policies;
- Policies need to be consistent across sectors and scales (from local to global);
- Engagement of relevant stakeholders in design, implementation, monitoring and evaluation;
- Adequate resources are provided for implementation at all levels and at all scales



Systems thinking is the basis for:

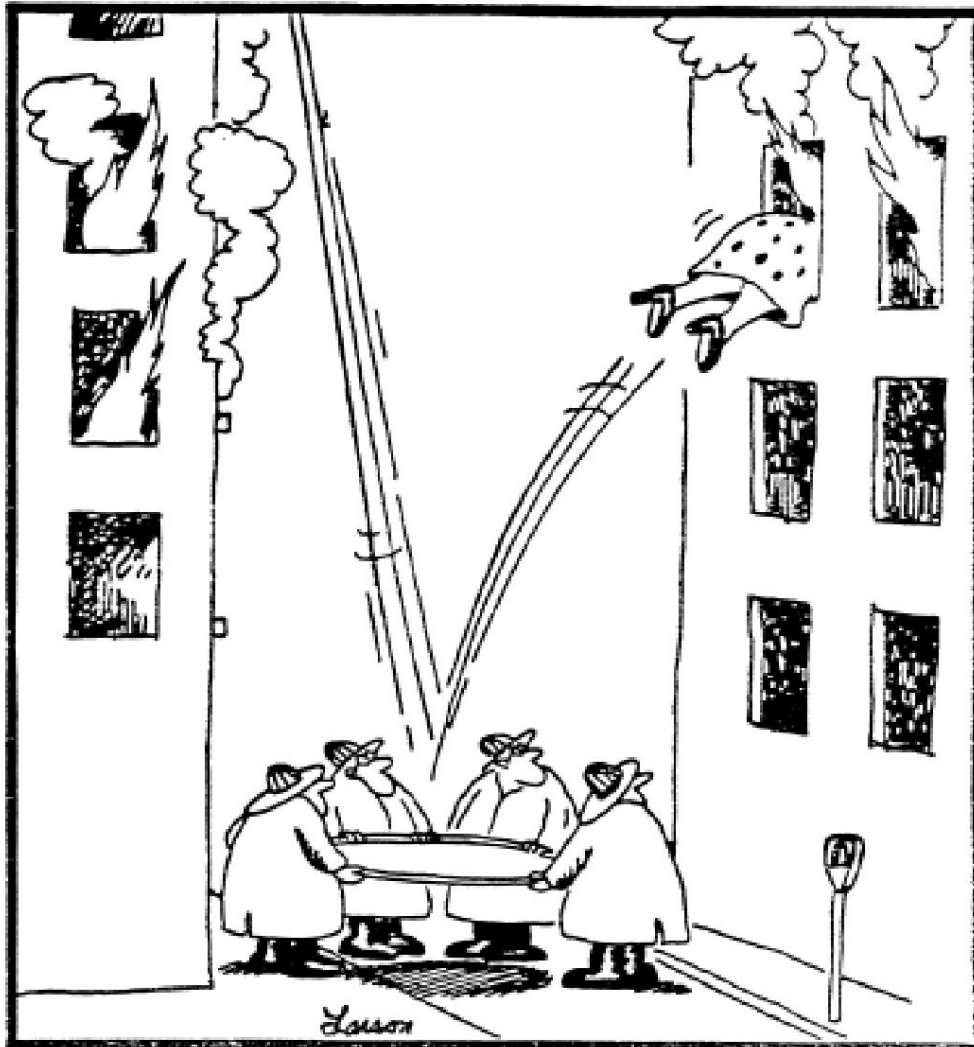
- Strategic foresight
- Strategic planning
- Integrated National Financial Framework.



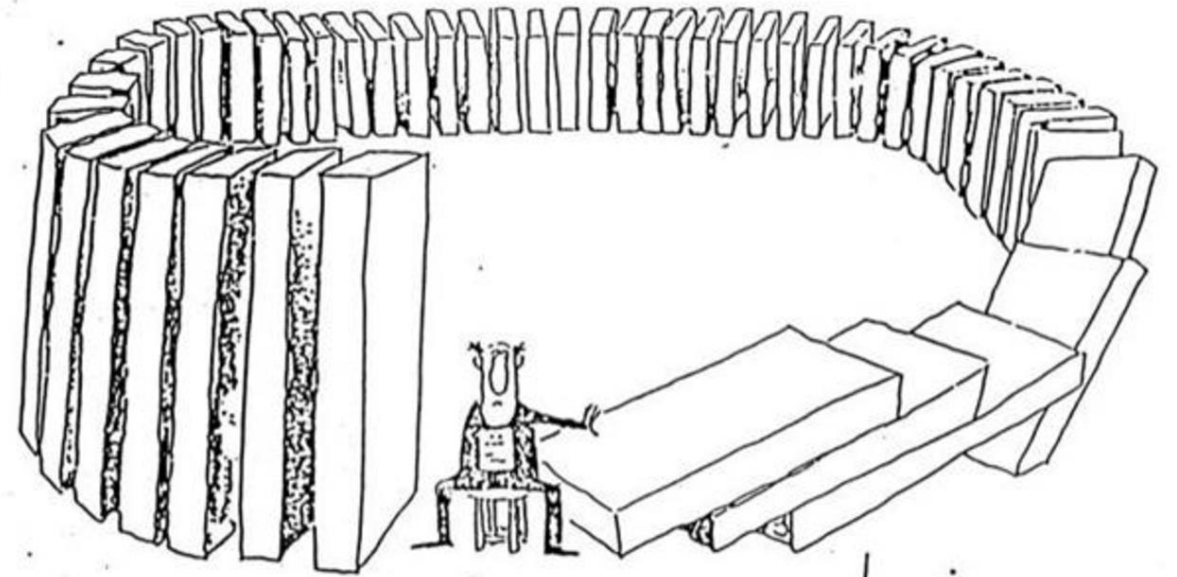
Systems Thinking: a cautionary tale (cats in Borneo)



Link: <https://www.youtube.com/watch?v=17BP9n6g1F0>



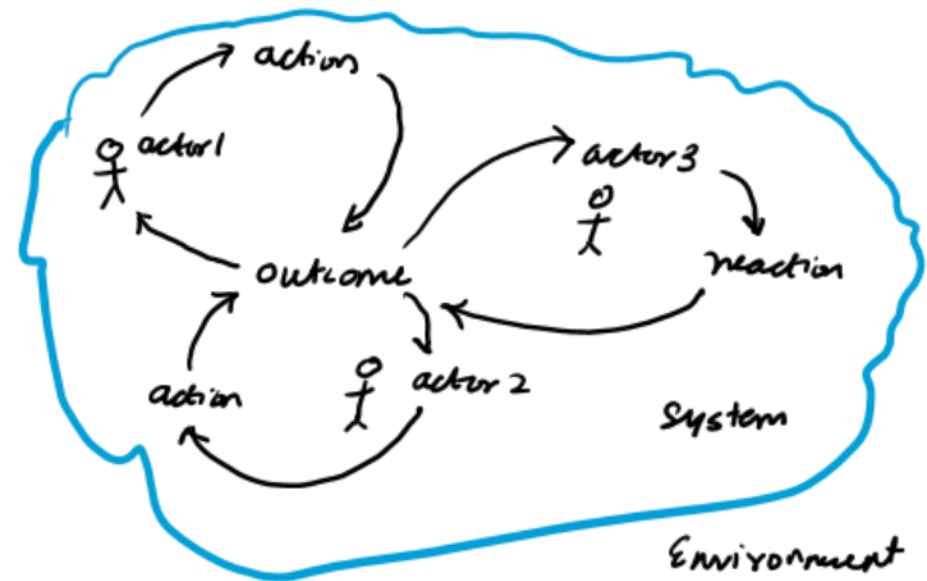
With systems, there are always surprises



Drawing by Levin; © 1976 The New Yorker Magazine, Inc.

What is a System?

- A system is the whole that results from the interactions of actors who come together to serve their purposes
- A system boundary separates the system from its environment
- The system boundary serves to bound the change driven by the interacting actors from the constraints imposed by the environment on their interactions
- The behaviour of the system emerges from the interactions of the actors



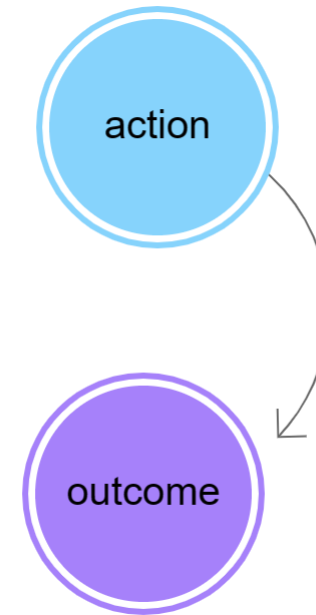
“It is pointless to begin creating a causal loop diagram without having selected a theme or issue that you wish to understand better. Creating causal loop diagrams is not an end unto itself, but part of a process of articulating and communicating deeper insights about complex issues.”

Daniel Kim

Source: Kim, Daniel (1992) *The Systems Thinker*

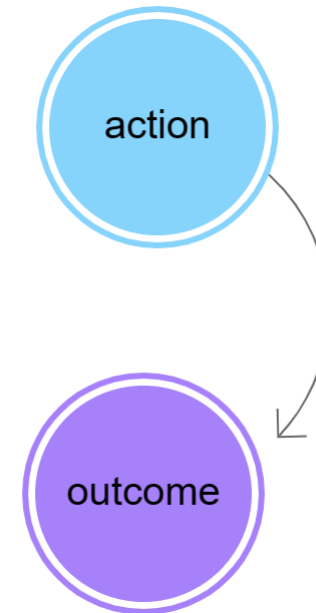
Goals and Actions

- A goal is a desired outcome that results from an action
- A goal cannot be accomplished without an action



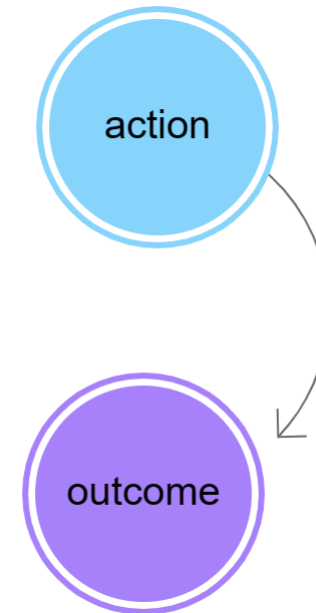
Actions

- Our actions are directed to change the state of something: wealth, health, happiness, dignity, trust, etc.
- Actions usually attempt to accomplish our goals
- The impact of our action on the state is sometimes called outcome



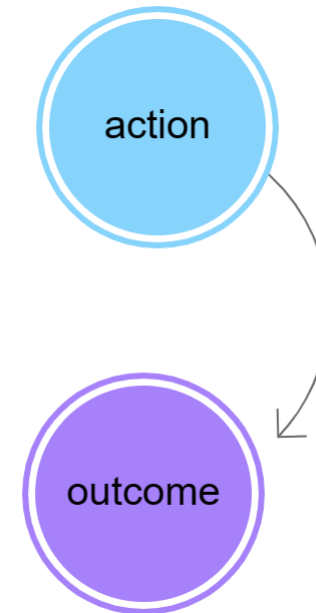
How do You Identify Actions?

- What flows do you change to change the outcome?
- Actions are directed to change the state of something: land under conservation, land under sugar-cane, tourist capacity, waste, etc.



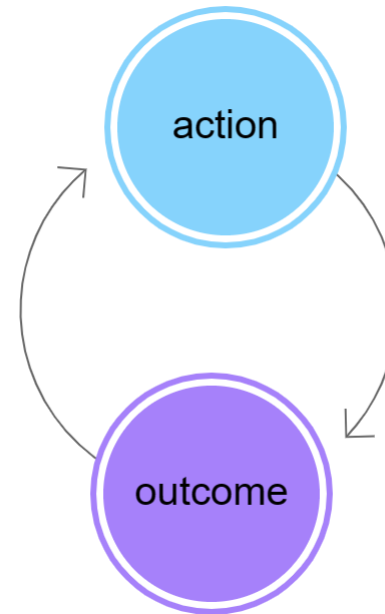
How do You Identify Outcomes?

- What levels do the you desire to change by your actions?
- Many indicators to track the progress of SDG Goals are outcomes
- Many key performance indicators to track the progress of sector plans are outcomes



What are feedback or causal loops?

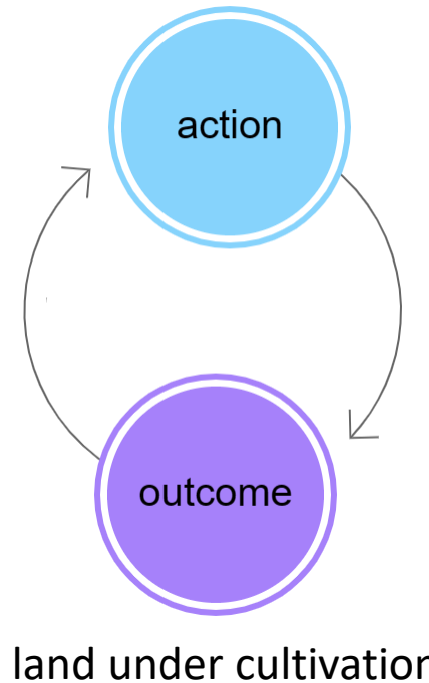
- Causal loop diagrams map the causal relationships between pairs of elements within a system
- Circular causal relations between variables form feedback loops
- The feedback is sometimes also described as a causal loop
- One variable affects a second variable, which in turn affects a third variable, and the third variable then affects the first.



How do you Identify Intended Change?

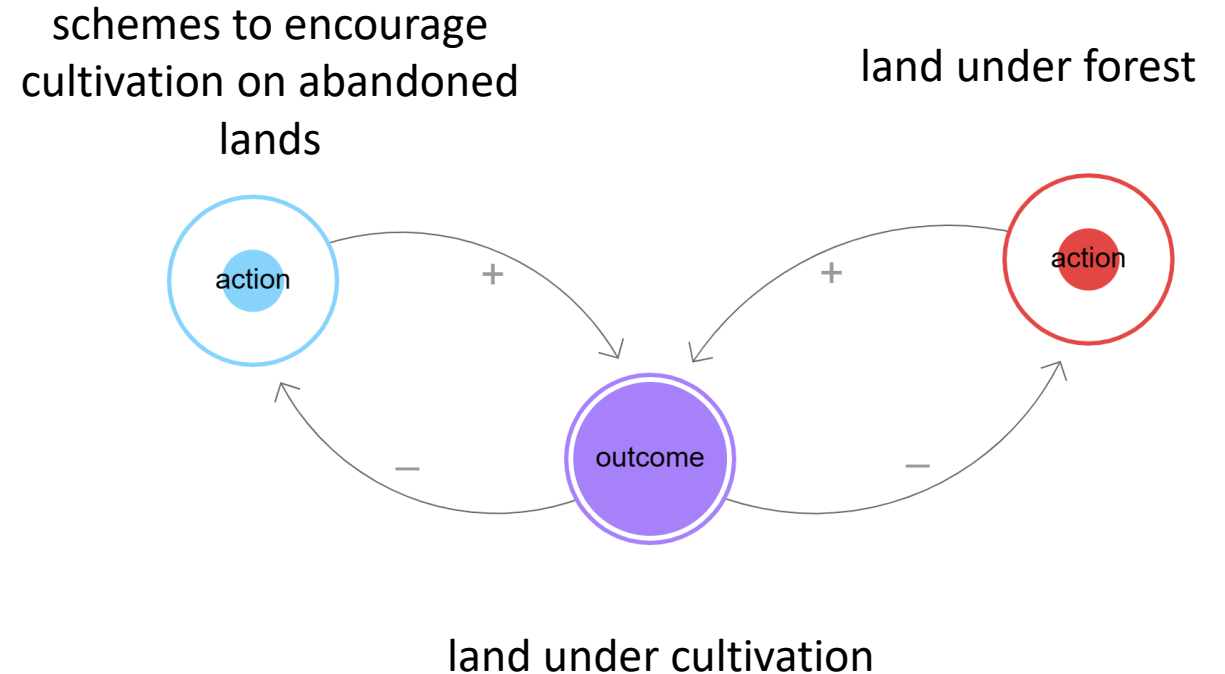
- *Intended change feedback* is a feedback to accomplish an intended outcome
- For instance, feedback to increase land under cultivation is an intended change feedback

schemes to encourage cultivation on abandoned lands



How do You Identify Unintended Change?

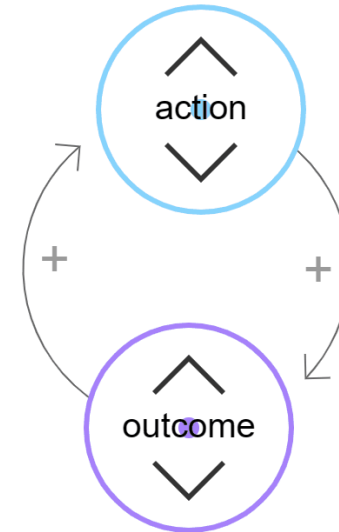
- Feedback is an *unintended* change feedback when someone's reaction in response to your outcome or action alters it to a state unintended by you
- For instance, land under forest decreases as more land gets converted for cultivation



How do you Identify Reinforcing Feedback?

- *Reinforcing feedback* is when the response of actors to an outcome resulting from their action results in *more* of the same outcome

schemes to encourage cultivation on abandoned lands



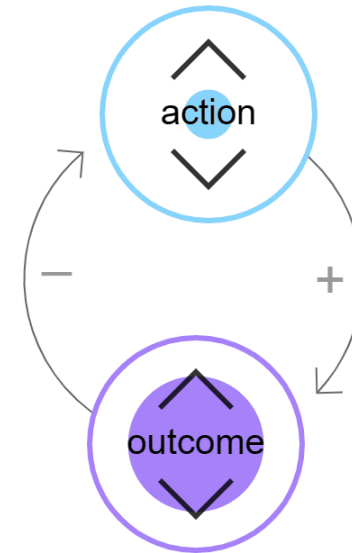
revenue from cultivation

How do you Identify Balancing Feedback?

- *Balancing feedback* is when the response of actors to an outcome resulting from their action results in *less* of the same outcome

- Activity in Groups:
- Break into groups of around 5 persons
- Choose any 2 Priority Areas from NDS and 1 intended outcome for each of them (show slide with NDS priority areas)

schemes to encourage cultivation on abandoned lands



land under cultivation

Breakout Session-Activity in Groups

- 1. Choose 2 Priority Areas from THE NDS (SEE SLIDE) and 1 intended outcome for each of them.
- 2. Identify the action that drives the intended outcome and draw the intended action feedback on your flip chart
- 3. Identify an unintended outcome for each of your intended outcome feedback and update your diagram on the flipchart
- 4. Debrief

Break into groups of around 5 persons

Keep the same group

- 1. Identify the systems that impact each NDS
- 2. In any one of the systems that impact each of your Priority Area, identify the actors and draw their intended action feedbacks on your flipchart
- 3. Identify unintended outcomes for each of your intended outcome feedback and update your diagram on the flipchart
- 4. Debrief

Priority Areas from NDS

1. A modern public service, performance-based, corruption-free, and accountable; with an established and operational public sector college to address human resource gaps and instill a culture of lifelong learning within public sector; and Increased access and efficiency of government services.

2. The Transformative Economic Agenda, aiming to increase productivity, yield and sustainability in dominating sectors – tourism, agriculture, fisheries and financial services -, while unleashing the potential of emerging sectors such as the blue economy, and increasing the circularity of the economy.

3. A healthy Nation, with increased life and healthy life expectancy with decreased key risk factors for health, improved Quality Health Services Nationwide, and a well-performing health system.

4. Promotion of Law and Order, with a significant reduction in crime, improved community trust and confidence in policing, a more efficient and modern legal framework, a reduction in Cyber and Financial crimes, and strengthened border security.

5. A modern education system in line with future needs, by reforming the Education System, promoting inclusion in educational institutions, and fostering Life-Long Learning for employability and productivity.

6. Environmental sustainability & Climate Change resilience, with lowered GHG emissions, Enhanced national disaster risk reduction, preparedness, and recovery capacity, responsible use and management of environmental resources, An effective and sustainable waste management system.

Guiding discussion question

Will this approach change the way you are working across portfolios?

How will this change it?



System maps to enhance collaborations across Government

- to identify and visualize the extent to which different indicators/ sectors, are interconnected with one another
- to create a shared understanding through a participatory approach of how the system works and identify effective entry points for (human) intervention, such as public policies.
- Helps to create a joint storyline and building blocks for a shared theory of change that identifies intervention options that would steer the system in the desired direction
- to formulate strategies that are effective, by anticipating potential side effects, create synergies and reduce trade offs
- to identify the type of collaboration that is required
- to create a shared understanding of what is in it for different stakeholders
 - E.g., by identifying various causes of the outcomes under your Ministry's responsibility shows the need for collaboration and defines responsibilities for all the stakeholders
 - E.g., Identifying consequences of your Ministry's outcomes can help show added advantages of your policies, bring on board additional partners and make the case for shared budgets

NDS Outcomes

2.2: Tourism - A more sustainable, resilient and integrated Tourism model achieved through product enhancement, capacity building, diversification, and market differentiation.

2. Increase qualified and trained local talent in the industry

2.6: Fisheries and Blue Economy: A thriving and sustainable Blue Economy sector supporting increased job creation and improved economic efficiency and revenue generation.

1. Develop Aquiculture

3.1: Increased life and healthy life expectancy with decreased key risk factors for health

3. Promote good mental health and prevent and manage substance abuse disorders.

4.1: A reduction in crime following improved community trust and confidence in policing

5. Work collaboratively with key partners to improve community based health and prevention education and interventions relating to illegal drugs and its consequences

4.2: Criminal Justice reforms for a more efficient and modern legal framework

3. Develop and implement tailored rehabilitation and re-integration programs responsive to the type of addiction

5.1: A reformed education system aligned with the realities of Seychelles today and for the future

5.2: Inclusive educational institutions to cater to all students.

5.3: A culture of life-long learning established to ensure employability and productivity.

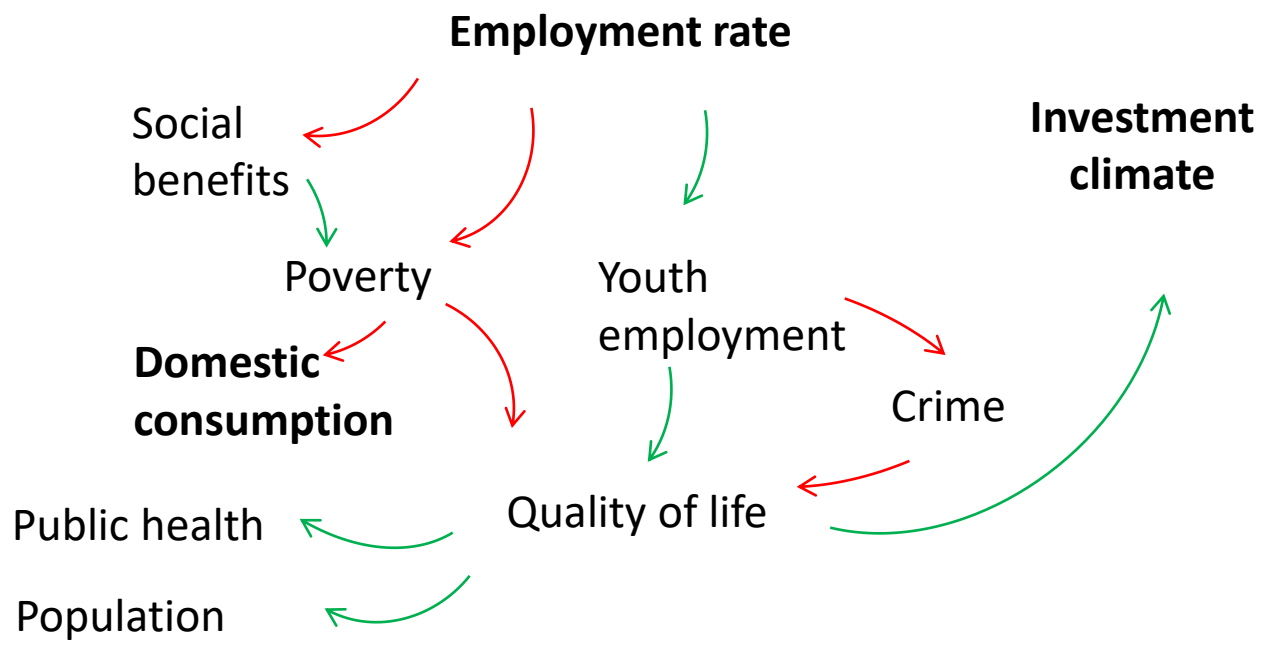
6.4: Sustainable development mainstreamed through the responsible use and management of environmental resources

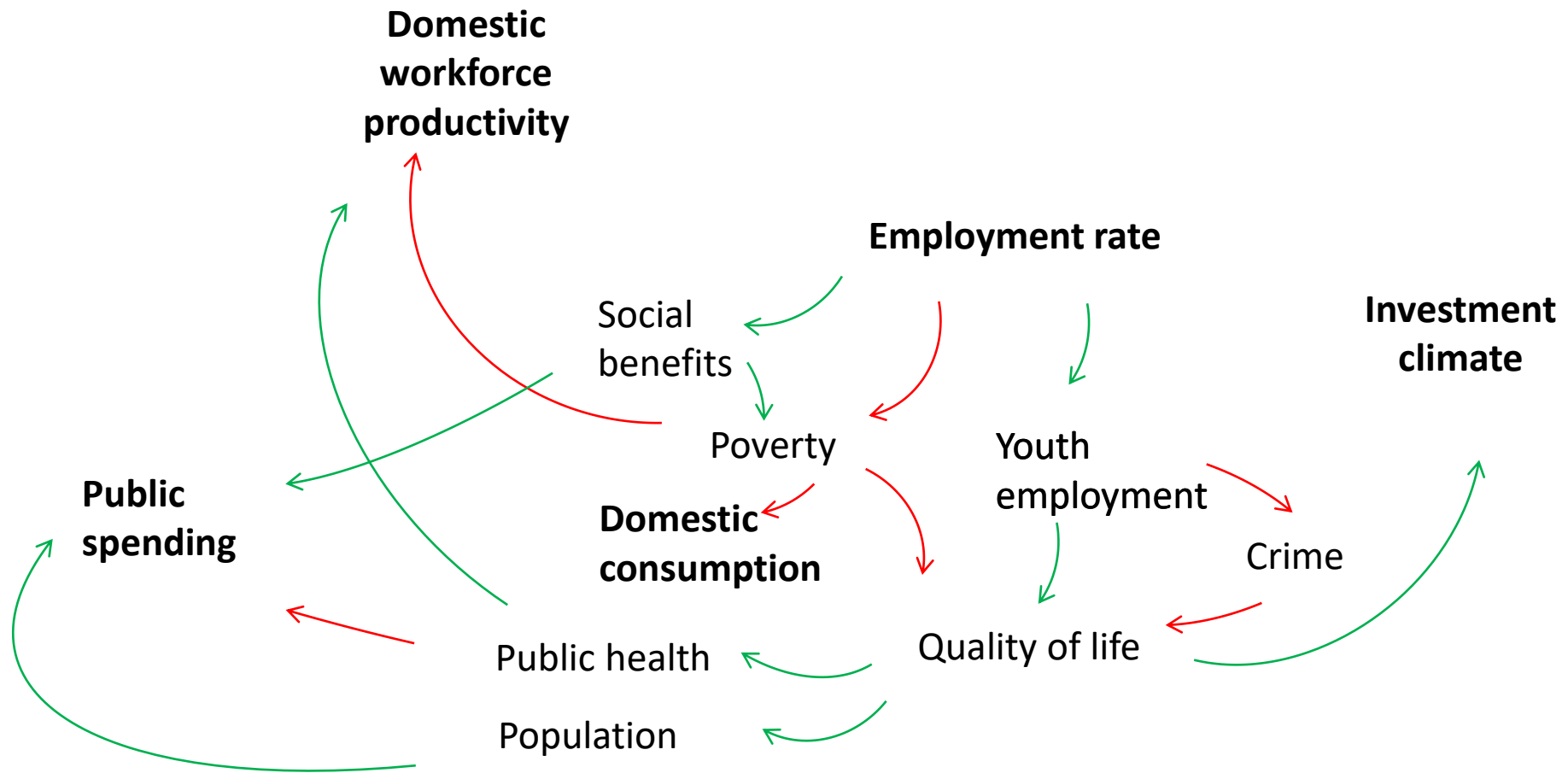
6.5: An effective and sustainable waste management system

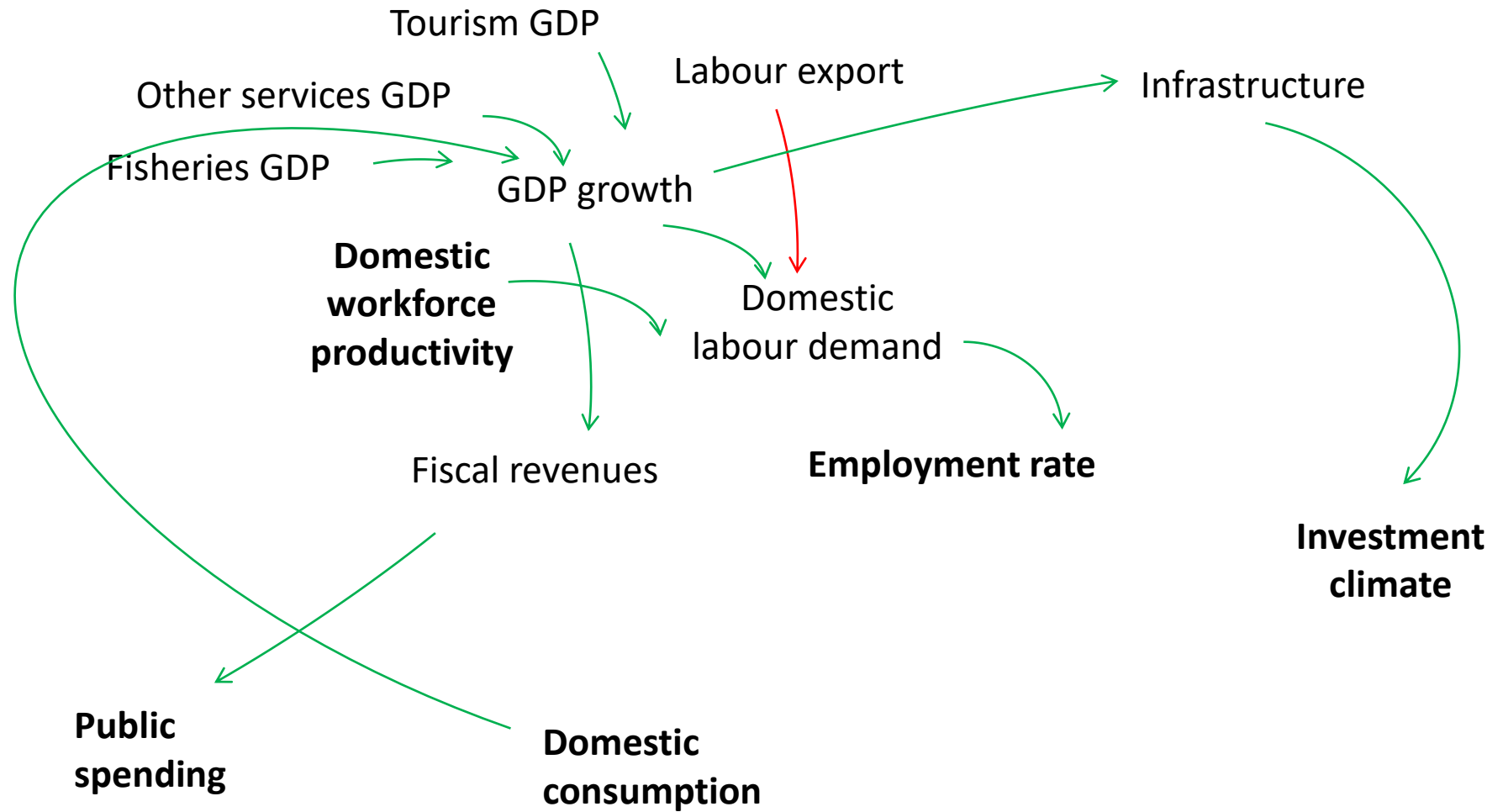
Creating Causal Loop Diagrams

1. **Boundary Issue:** Who are the interacting actors?
2. **Level of Aggregation:** What are the outcomes, information and hypothesis that are important to the interacting actors?
3. **Time Horizon:** What is the time over which the interacting actors are looking to accomplish and maintain the outcomes?
4. **Theme Selection:** What are the outcomes and what are the implications of your choices to accomplish them?
5. **Significant Delays:** What delays exist between action and outcome or information about the outcome and action to correct it?
6. **Behavior Over Time Charts:** What has been the historical data about the outcome?

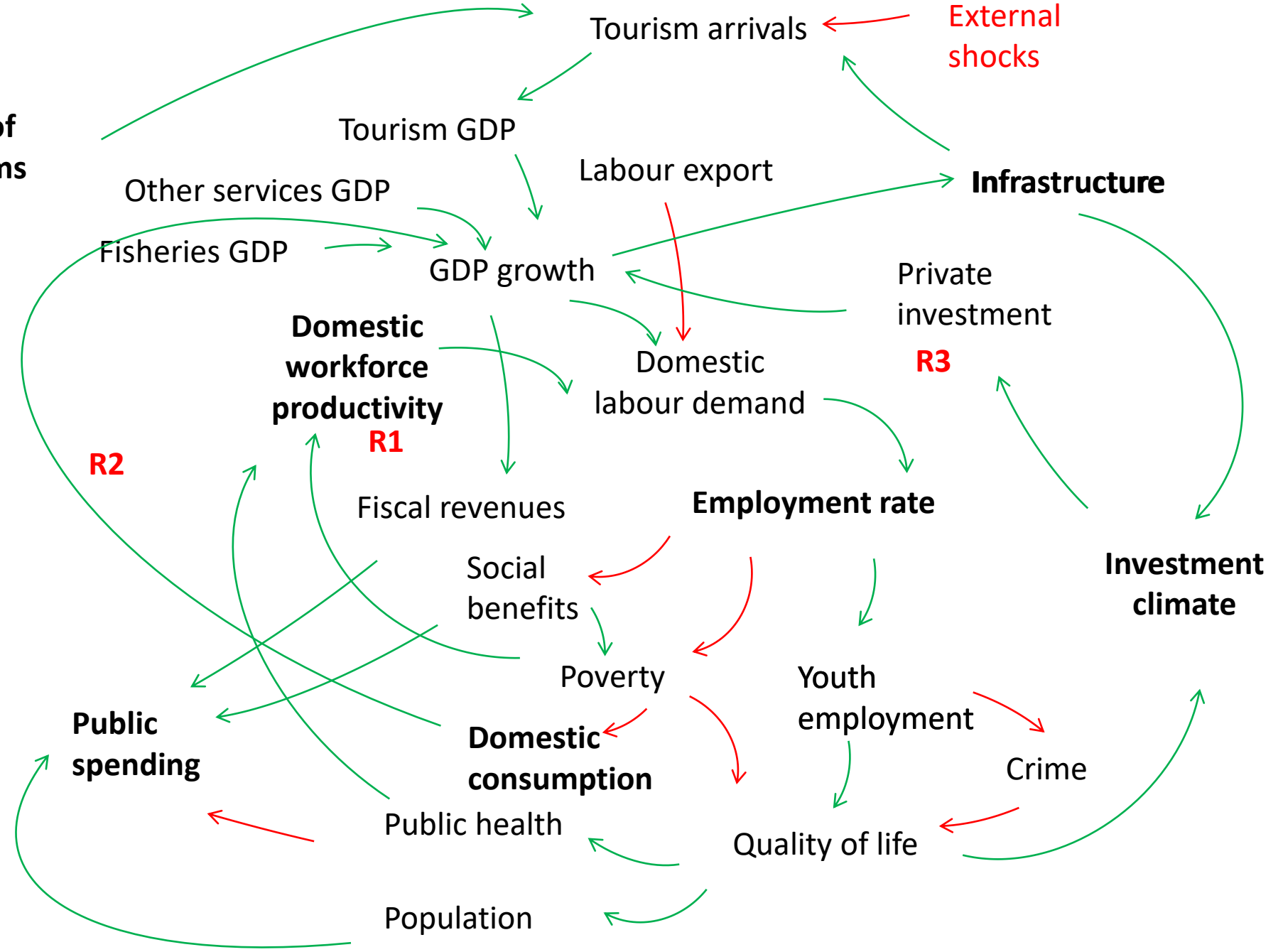
CLD Employment example

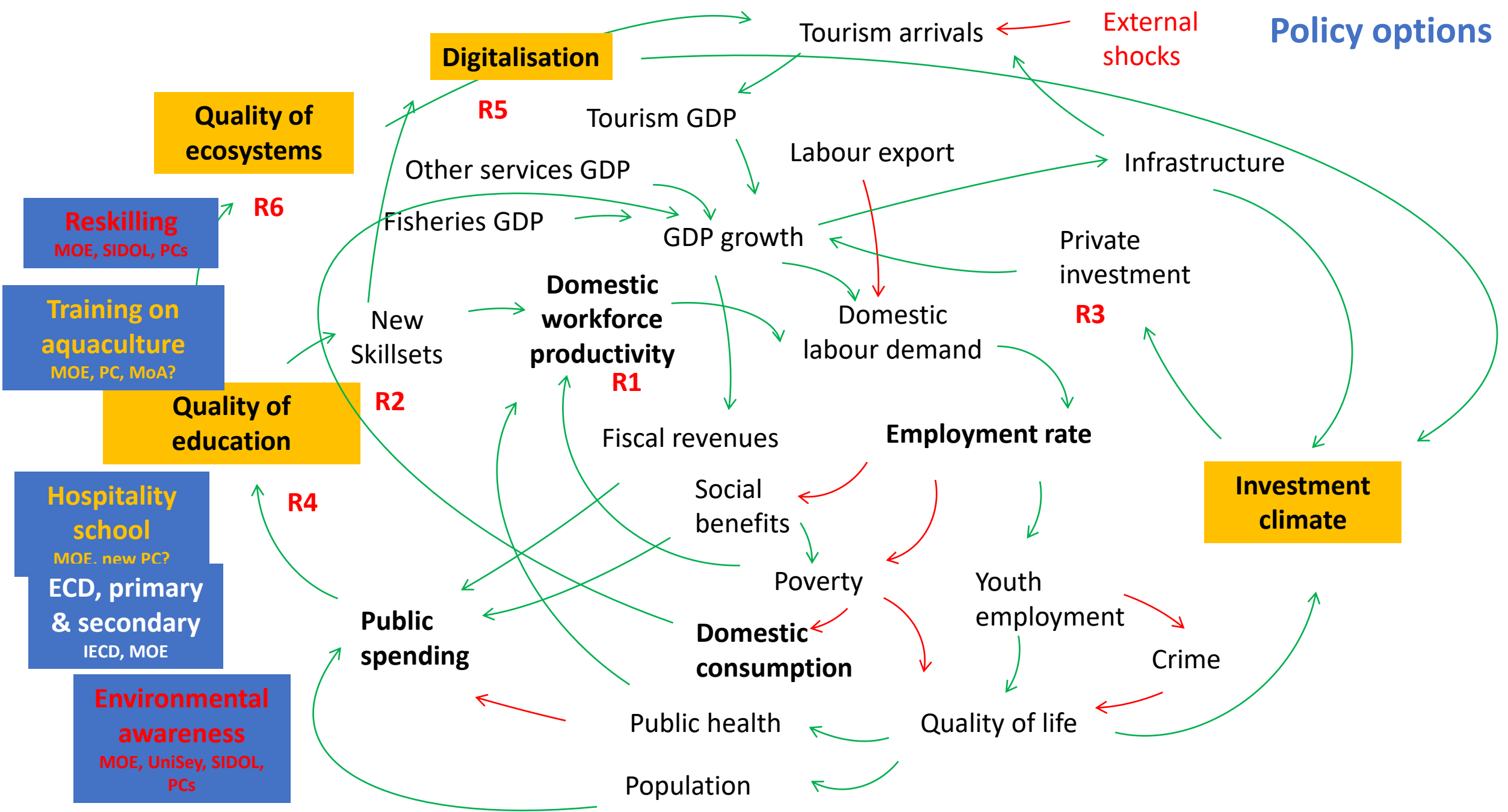






Quality of ecosystems





Next step

Identify outcomes and policy indicators

From outcomes to policies?

- 1.2.1. Proportion of population living below the national poverty line
- 1.3.1. Proportion of population covered by social protection floors/system
- 8.2.1. Annual growth rate of real GDP per employed person
- 8.5.2. Unemployment rate, by sex, age and persons with disabilities
- 8.6.1. Proportion of youth not in education, employment or training
 - 4.3.1: Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex
 - Indicator to measure n/share with relevant skills, including TVET skills, for employment, decent jobs, entrepreneurship, digital skills
- 2.3.1. Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size
- Monitor Small local farmers, innovative farming & other indicators on Small-scale fisheries?
- 3.5.2. Harmful use of alcohol



System map and collaborations across Government

- Example of Youth in NEET as outcome indicator and its causes of outcomes and consequences of outcomes



- Hence, the need for collaboration between Ministries beyond coordination within Technical Working Groups

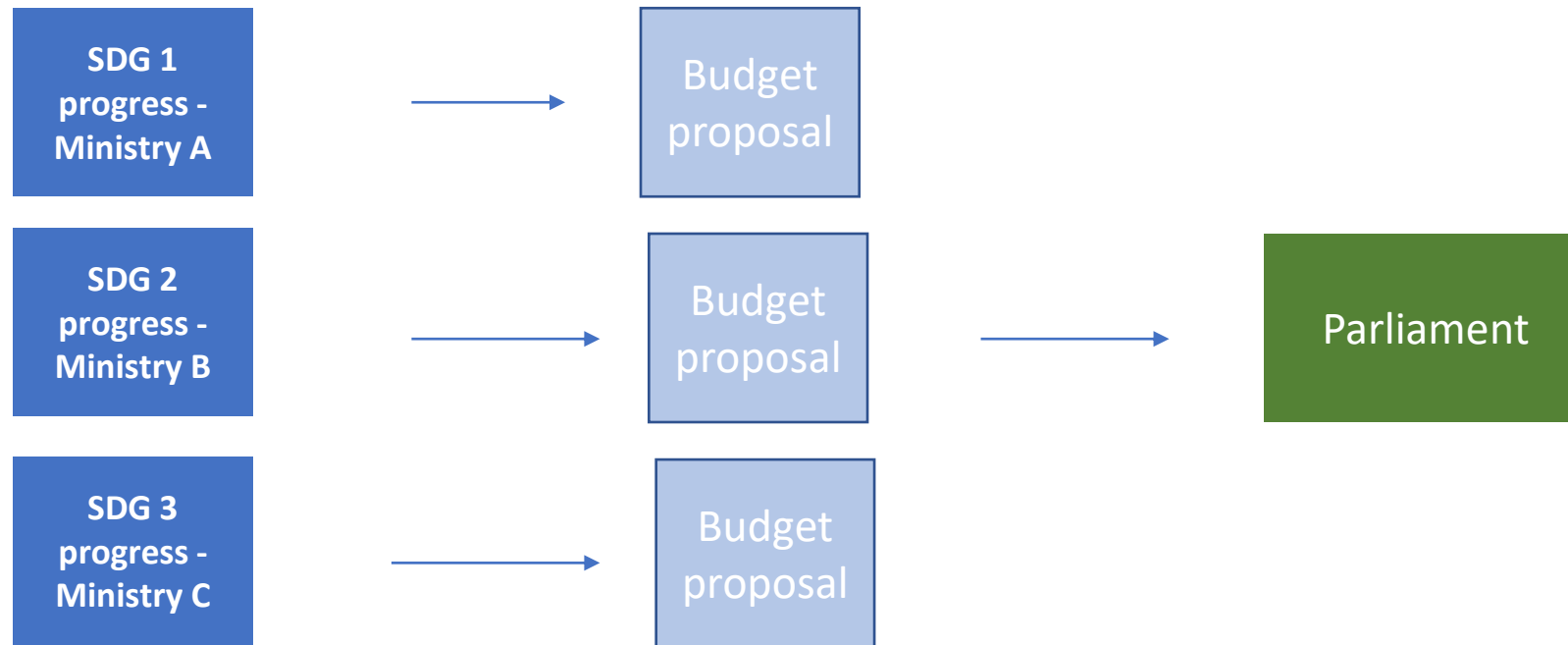
Next step

Identify key stakeholders responsible for those outcomes and policies

Policy Pathways

Identify outcomes and policy indicators

Integrated SDG reporting and budgeting in Norway



EXAMPLE

Each year, the ministries *report* their progress towards the *SDGs* to the *Norwegian* parliament (Storting) in their *budget* proposals.

Finland also reflected SDGs in budget formulation and is exploring a phenomenon-based budgeting as more advanced form of budgeting for SDGs.

Integrated planning, budgeting and performance in Mexico

EXAMPLE



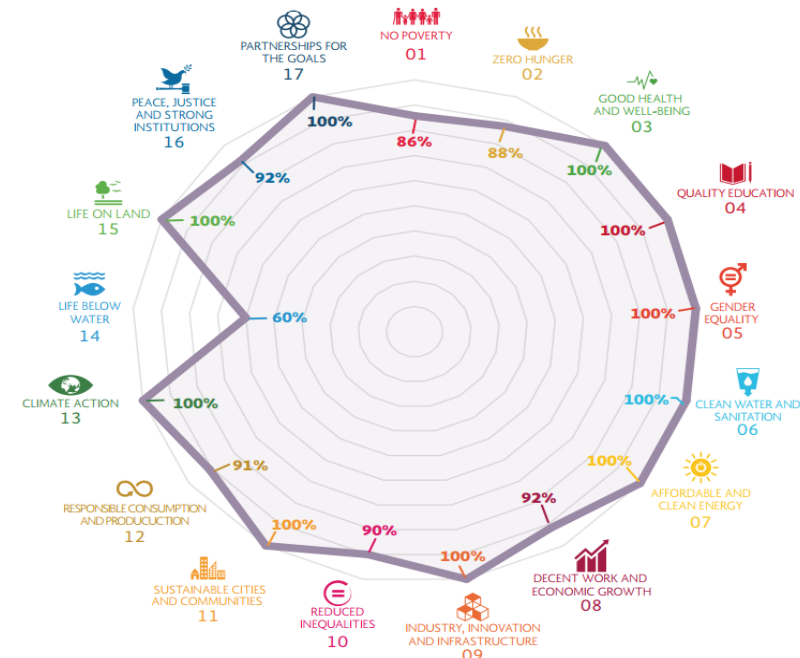
1. National Planning
2. Budgetary Programmatic Structure
3. Performance Evaluation System
4. Accounting Harmonization

1. Linking budget to SDGs

2. Quantifying

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

□ % of SDG goals linked to any Bp



Institutional arrangements for results-based implementation of the NDS

Implementation section NDS

- *“The success of national portfolio- based sector strategic planning requires the establishment of clear, effective and efficient institutional arrangements...”*
- *“Each pillar of RBM requires institutional drivers to embed and standardize them across portfolios ”*
- Some challenges:
 - Longstanding silo mentality
 - Gaps in strategic planning
 - Suboptimal portfolio-based sector strategic planning process
 - Finance-centric decision making
 - Lack of standardized operational structures across portfolios
 - Common core functions of government vary and can provide different levels of service delivery
 - Weak change management culture
 - etc

Guiding questions

Does CDL reflect NDS priorities? Which variables correspond to KPIs?

What are leverage points? Policies and timelines? Need to prioritize?

How does it map against Employment portfolio?

- Converges?
- What areas are not covered in this portfolio? Are they covered in other portfolios?
- What areas are covered in Employment and other portfolios?
- Are there outcome and action indicators in KPIs?

Have relevant Ministries and Stakeholders been involved in the portfolio development?

- Strategies / Strategic Interventions?
- Outcomes?
- Indicators?
- Costing interventions?

Breakout Exercise

- **Step 1:** Group yourselves in teams
- **Step 2:** Identify the systems that impact each sector
- **Step 3:** In any one of the systems that impact your sector, identify the actors

Breakout session: discuss in groups

Step 1: What are key Ministries and other relevant stakeholders for each of the policy interventions?

Step 2 How could you use this information for strengthening collaboration with other Ministries and relevant stakeholders?

Step 3 In what ways could this collaboration with other concerned Ministries be improved (e.g. by pooling of resources, aligning timing of policy actions, align budget cycle with planning cycle, establish inter-ministerial working groups to ensure coherence among policies, impact assessments, etc.)?

Step 4 What processes or mechanisms are missing to foster such collaboration naturally?

Step 5 What other stakeholders do you need to engage with?

Step 6 How could you engage with them? What are the challenges and opportunities ?

Report Back

Each team to present the following in 3 minutes

Evaluation Questionnaire

Thank you for joining the workshop. Your feedback is essential for us to evaluate the workshop, better understand your needs and improve our work.

Kindly scan the QR code or click the survey link in the chatbox to share your feedback.



[Link: https://www.surveymonkey.com/r/ToT-Seychelles](https://www.surveymonkey.com/r/ToT-Seychelles)