

# PROCEEDINGS REPORT

## TRAINING OF TRAINERS WORKSHOP

### “Sustainable Recovery and Resilience towards achieving the Sustainable Development Goals in the Commonwealth of Dominica”

September 20<sup>th</sup>-22<sup>nd</sup>, 2022

Roseau, Dominica (Venue: Prevo Cinemall)



**Workshop Organizers:**

**United Nations Department of Economic and Social Affairs (DESA)**

**Division for Sustainable Development Goals (DSDG)**

**United Nations Office for Sustainable Development (UNOSD)**

**United Nations Economic Commission for Latin America and the Caribbean  
(ECLAC)**

**in partnership with the Government of the Commonwealth of Dominica  
represented by**

**Ministry of Planning, Economic Development, Climate Resilience, Sustainable  
Development and Renewable Energy**

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## **Acronyms and Abbreviations**

CBI	Citizenship by Investment
COVID	Coronavirus Disease
CREAD	Climate Resilience Execution Agency for Dominica
CRRP	Climate Resilience and Recovery Plan
DOMCREP	Dominica Community Resilience Enhancement Project
DRFS	Disaster Risk Financing Strategy
DSDG	Division for Sustainable Development Goals
ECCB	Eastern Caribbean Central Bank
GCF	Green Climate Fund
GDP	Gross Domestic Product
GIS	Geographic Information Systems
Global SnCF	Global Subnational Climate Fund
GoCD	Government of the Commonwealth of Dominica
HDI	Human Development Index
HLPF	High-Level Political Forum
IAP2	International Association for Public Participation
ICZM	Integrated Coastal Zone Management
IOM	International Organization for Migration
M&E	Monitoring and Evaluation
MOOC	Massive Open Online Course
MPEDCRSDRE	Ministry of Planning, Economic Development, Climate Resilience, Sustainable Development and Renewable Energy
MSME	Medium, Small and Micro Enterprises
NDA	National Designated Authority
NDC	Nationally Determined Contributions
NDP	National Development Plan
NRDS	National Resilience Development Strategy

ODM	Office of Disaster Management
PAHO	Pan-American Health Organization
PS	Permanent Secretary
PSIP	Public Sector Investment Programme
RBM	Results-based Management
RCO	Resident Coordinators Office
SDGs	Sustainable Development Goals
SIDS	Small Island Development States
TA	Technical Assistance
ToT	Training of Trainers
TWG	Technical Working Group
UNDESA	United Nations Department of Economic and Social Affairs
UN-ECLAC	United Nations Economic Commission for Latin America and the Caribbean
UNGA	United Nations General Assembly
UNITAR	United Nations Institute for Training and Research
UNOSD	United Nations Office for Sustainable Development
UNOSD	United Nations Office for Sustainable Development
VNR	Voluntary National Review
VRRF	Vulnerability, Risk, and Resilience Fund
WFP	World Food Programme

## **I. Background and Context**

### **A. Workshop Background**

The 2030 Agenda for Sustainable Development and the accompanying Sustainable Development Goals (SDGs) embody the strategic vision and aspirations of all countries for the future of development. Its implementation will require comprehensive actions at the global, regional, and national levels, as indicated in General Assembly Resolution 70/1 on Transforming our World: the 2030 Agenda for Sustainable Development. With the 2030 Agenda for Sustainable Development and the SDGs, a new emphasis is placed on how policy coherence and better integrated planning mechanisms can help countries strengthen their planning processes, develop holistic development frameworks reflecting global, regional and special commitments, such as the SAMOA Pathway for SIDS, and achieve their national development objectives in a more effective, efficient, equitable and sustainable way, ensuring that ‘no one is left behind’.

Considering the COVID-19 pandemic where the world faced an unprecedented fast-changing scenario for which developing countries and Small Island Developing States (SIDS) have limited capacity, the relevance of strong, integrated policies and policy coherence is reinforced. The COVID-19 pandemic, which started out as a severe and acute public health emergency, has since become a socioeconomic crisis of immense proportion that has had significant impacts on social and economic systems, threatening many of the development gains made across countries. The primary cost of the pandemic has been the loss of many lives although the secondary effects of the pandemic on the economy, livelihoods and sustainable development prospects are more alarming. In a context of global contraction, Latin America and the Caribbean subregion have been hardest hit by the crisis stemming from COVID-19.

At the start of the COVID-19 pandemic, Dominica was still rebuilding and recovering from Hurricane Maria in 2017, a category 5 hurricane that had significant impacts on the socioeconomic fabric of the country. Hurricane Maria resulted in losses amounting to 225 per cent of Dominica’s Gross Domestic Product (GDP) and was preceded by Hurricane Erika two years earlier in 2015 which cost the country 96 per cent of its GDP.

Dominica clearly highlights the multi-hazard environment that Caribbean countries and many other SIDS outside of the Caribbean exist in. Dominica is extremely vulnerable to natural disasters and climate change. During 1997-2017, it was the country with the highest GDP losses to climate-related natural disasters and ranked in the top 10 per cent among 182 countries for climate-related fatalities.

Notwithstanding, Dominica's Human Development Index (HDI) value for 2019 was 0.742—which put the country in the high human development category—positioning it at 94 out of 189 countries and territories. Between 2000 and 2019, Dominica's HDI value increased from 0.703 to 0.742, an increase of 5.5 percent. Despite this relatively high HDI value, 28.8 per cent of Dominica’s population could be classified as poor, with 3.1 percent of this considered indigent.<sup>1</sup>

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<sup>1</sup> <https://prais.unced.int/sites/default/files/2018-08/Dominica%20CPA%202009%20Main%20Report%20Final.pdf>

In addition to those considered poor, a further 11.5 percent of the population can be considered vulnerable due to downturns in the economy and other exogenous shocks such as natural disasters.

Prior to the COVID-19 crisis, GDP growth was forecast at 5.47 per cent for 2020, according to the Eastern Caribbean Central Bank (ECCB). However, the pandemic reduced the gains that were expected to strengthen Dominica's economic position in the near term. GDP is estimated to have contracted by 11 per cent in 2020 and showed a modest recovery of 3.7 per cent in 2021. This was partly due to the sharp reduction in tourism and related sectors. While the tourism sector is less important to growth in Dominica compared to several other Caribbean countries, tourism remains Dominica's largest foreign exchange earning activity and the sector is responsible for 56 per cent of all export earnings.<sup>2</sup> The downturn in the tourism sector will likely lead to a reduction in foreign exchange earnings.<sup>3</sup> Furthermore, about 70 per cent of persons employed in the accommodation and food services are female, highlighting a disproportionate impact of the falloff in tourism on females.

During the pandemic, efforts to recover from the impacts of Hurricane Maria led to strong growth in the construction sector, due to the large public investment programme in housing and infrastructure resilient to natural disasters, financed with record-high Citizenship by Investment (CBI) revenue of 30 per cent of GDP<sup>4</sup>. The high CBI revenue contributed to a reduction in the fiscal balance for 2020, despite declines in tax revenue and increases in spending. Public debt, however, increased to 106 per cent of GDP in 2020 due mainly to higher official borrowing. Also, the current account deficit widened to close to 30 per cent of GDP due largely to the loss of tourism exports and increase in imports related public investment and the increase in commodity prices.

Following the devastation as a result of back-to-back major storms in 2015 and 2017, Dominica announced its intention to become the first disaster resilient nation in the world and prepared and is implementing its National Resilience Development Strategy (NRDS), a comprehensive plan including policies, costs, and financing to build resilience against future natural disasters. The NRDS along with the Climate Resilience and Recovery Plan (CRRP) 2020 – 2030 are two good entry points for enabling integrated planning to support sustained recovery in Dominica and provides an excellent foundation for advancing the integrated recovery approach and leverage points for transformative change with the context of COVID-19 recovery.

These critical issues related to vulnerability, resilience and sustainability in the national recovery efforts of Dominica were centrally profiled in the country's 2022 Voluntary National Review (VNR). The document was presented at the High-Level Political Forum (HLPF) at the United Nations in New York in July 2022. It was well received by participants and Dominica was hailed as a model example of a SIDS that is effectively planning and implementing policies and programs

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<sup>2</sup> Moore, Winston. 2021. Commonwealth of Dominica: COVID-19 Heat Report: Human and Economic Assessment of Impact. UNDP, UNICEF, UN Women Eastern Caribbean

<sup>3</sup> <https://www2.unwomen.org/-/media/field%20office%20caribbean/attachments/publications/2020/human%20and%20economic%20assessment%20of%20impact%20-%20commonwealth%20of%20dominica.pdf?la=en&vs=2852>

<sup>4</sup> <https://www.imf.org/en/News/Articles/2021/12/03/mcs-120321-dominica-staff-concluding-statement-of-the-2021-article-iv-mission>



aimed at building back better from past and ongoing crises while leaving no one behind in the quest for local achievement of its contributions to the 2030 Agenda for Sustainable Development.

Based on this preceding context, the Government of the Commonwealth of Dominica (GOCD) has identified the need for technical personnel involved in national recovery efforts for past natural disasters and the COVID-19 pandemic to be capacitated in state-of-the-art knowledge areas and technical skills needed to effectively lead and undertake ongoing and planned programming activities. In particular, the need for improved integrated planning capacities to assist in implementing high level policies and project interventions for socio-economic recovery in the context of localized SDG achievement and enhancing the knowledge and understanding of the Green Recovery approaches towards the SDGs were identified as critical gaps to close. As such, the GOCD had made a request to the United Nations Department for Economic and Social Affairs (UNDESA) and the Economic Commission for Latin America and the Caribbean (ECLAC) that a related Training of Trainers capacitation program be designed and executed in order to close these gaps. This training program delivered through this workshop is the intervention that has been developed to do this.

## **B. Workshop Aims**

**Objective:** The Training of Trainers program represents Phase IV of the UNDESA and ECLAC cooperation with Dominica that aims to strengthen the integrated recovery planning and decision-making capacities of the national stakeholders in **DOMINICA** involved in mitigating the impacts of the COVID-19 pandemic and building back better towards achieving the 2030 Agenda and its Sustainable Development Goals. Specifically, the program encompasses the offering of national training on site in Dominica (see accompanying curriculum). The initiative is a cooperation undertaking by ECLAC, UNDESA and United Nations Office for Sustainable Development (UNOSD) in partnership with the GOCD. The target audience for this facilitated training program are senior policy makers from the planning ministry, key line ministries, civil society organizations, academia, and private sector representatives.

### **Target Audience:**

Possible training programme participants include representatives from a wide range of Government ministries, executive agencies, civil society organizations, development cooperation partners, academia, youth groups, indigenous peoples and private sector entities engaged in the national implementation of the NRDS, CRRP and other COVID-19 recovery plans; the 2030 Agenda for Sustainable Development and the SDGs; and the development of the country's first Voluntary National Review on the SDGs.

### **Strategy UNDESA and ECLAC Cooperation (Target Group/ main activities/ approach/methodology)**

The ToT Workshop is an implementation of Phase 4 of UNDESA and ECLAC cooperation in Dominica and includes:

#### **Phase 1:**

- **Provision of advisory support to the COMMONWEALTH OF DOMINICA** with a focus on researching the COVID-19 pandemic, its impacts and evaluating the progress in recovery planning measures and methodologies in the Caribbean Region in general and in **DOMINICA**. The technical support was provided through regional and national experts.

## **Phase 2:**

- Organization of a **virtual national consultation/webinar in DOMINICA**, that took place in March 2022, and which was aimed at discussing the progress in formulating and implementing integrated recovery plans and strategies that are intended to accelerate the implementation of the country national development plan “National Resilience Development Strategy (NRDS): Dominica 2030 as well as the sustainable development goals. This consultation was aligned to the country’s preparation of its first Voluntary National Review (VNR) that was presented at the UN High-Level Political Forum in July 2022

## **Phase 3:**

- **Provision of technical advisory support** (Regional Consultant) including:
  - (a) proposing of **country-specific policy recommendations and programmatic measures and actions aimed at Green Recovery**, both economic and social in DOMINICA.
  - (b) developing a **training curriculum for a 2-Day Training of Trainer Workshop** targeting the national stakeholders in DOMINICA to include the following components:
    - methodological framework for impact analyses and forecasts of future natural and economic shocks;
    - introduction to Green Recovery and Green Deals approaches and
    - integrated recovery planning and policy coherence towards the SDGs.

This phase was undertaken between May-July 2022.

## **Phase 4:**

**Delivery of Training of Trainer Workshop-** *“Sustainable Recovery and Resilience towards achieving the Sustainable Development Goals in the Commonwealth of Dominica”*. The 3-day training will target Government, Civil Society Organization, Academia, Youth, the Kalinagos (Dominica’s Indigenous People) and Private Sector representatives. The delivery of the training which will be in-person was delivered on September 20<sup>th</sup>-22<sup>nd</sup>, 2022.

## II. Synthesis of Workshop Proceedings

This proceedings report provides a synthesis of the three-day workshop including presentation reviews, summaries of participant discussions and recaps of main outcomes of individual sessions as well as recommended next steps.

### A. Day 1 proceedings:

#### Morning session

The three-day workshop commenced as planned (see Annex 1-formally approved initial program agenda) on Tuesday, September 20<sup>th</sup> at the designated venue. The mission team tasked with executing the workshop included Dr. Amson Sibanda (Chief of the National Strategies and Capacity Building Branch, Division for Sustainable Development Goals, United Nations Department for Economic and Social Affairs-UNDESA); Mr. Sami Areikat (Sustainable Development Officer, National Strategies and Capacity Building Branch, Division for Sustainable Development Goals, United Nations Department for Economic and Social Affairs-UNDESA); Dr. Abdullahi Abdulkadri (Coordinator of the Statistics and Social Development Unit-Economic Commission for Latin America and the Caribbean-ECLAC) and Mr. Shaun Finnetty (Regional Consultant). The workshop facilitation team consisted of Mr. Areikat (Lead Facilitator) and Shaun Finnetty (Co-Facilitator).

Welcoming remarks were provided by several key individuals. First, Mr. Didier Trebucq, the UN Resident Coordinator for Barbados and the Eastern Caribbean, delivered his opening remarks virtually on behalf of the UN system. Second, Dr. Gerard Jean-Jacques, the Chief Development Planner in the Ministry of Planning, Economic Development, Climate Resilience, Sustainable Development and Renewable Energy (MPEDCRSDRE) provided opening remarks on behalf of the Government of the Commonwealth of Dominica (GoCD). Third, Dr. Amson Sibanda offered introductory remarks on behalf of UNDESA. Finally, Dr. Abdullahi Abdulkadry provided opening remarks on behalf of ECLAC. All speakers noted the topical importance of the workshop's central themes: integrated sustainable recovery for Dominica in light of the impacts of natural disasters and the COVID-19 pandemic and in the context of aligning national development planning with the ongoing efforts to achieve the Sustainable Development Goals (SDGs).

Next, participants that attended the opening day of the workshop were given the opportunity to introduce themselves. Additionally, these sixteen (16) individuals, representing state, civil society and private sector bodies, offered their expectations for the workshop in terms of desired delivery approach, content, results and outcomes of the workshop (see Box 1 below).

#### Box 1: Participant Expectations

- Look at various types of shocks and what can be done through “rapid responses”;
- Work effectively and collaboratively from beginning to end-planning to implementation;
- Learn to establish disaster risk management strategies for students at the Dominica State College and other schools;
- Learn how the Dominica-China Friendship Hospital can recover quickly after a disaster;

- Learn about how far Dominica has come with its COVID-19 pandemic recovery-what can the Red Cross do?;
- Strengthen disaster management methodology for Ministry of Agriculture;
- Keen on finding out more about methodology for future shocks-how to do own integrated planning locally;
- Learn more about specific Dominican experience and context with regard to managing shocks;
- Learn and listen to participants to be able to provide capacity building advisory support through partners such as UNDESA and ECLAC;
- Make the linkages between UN system and other Dominican partners and wider citizenry;
- How can the International Organization for Migration (IOM) support the GoCD with evidence-based policy development and implementation;
- Workshop results and outcomes should strengthen disaster management policy development in Dominica;
- Gain a better understanding as to how human resources in Dominica are affected during disasters and how to strategize for strengthened human resource (HR) policies and
- Get improved understanding of resilience, SDGs and connection to HR policies.

A short interactive discussion on the workshop's rationale, purpose and orientation was then undertaken to underscore what the aims and guiding principles for the meeting intervention were. It was noted that the workshop was designed as a 'training of trainers' event based on the premise that participants would be able to take the knowledge gained from the workshop and pass on to other colleagues that did not attend the workshop but who could benefit from the information and knowledge provided. Additionally, the facilitators and organizers stressed that while the workshop program had an initial structure to it (reflected in the agenda), every effort would be made to be flexible and responsive to cover and discuss what participants considered important and relevant for themselves and Dominica. Hence, programming adjustments could be made to meet participant expectations and needs. It was reiterated that it was important that the mission team and all participants get a clear consensual view of the current development context in Dominica.

Next, Dr. Gerard Jean-Jacques gave a presentation that provided evaluative and analytical insights as the Chief Development Planner in the GoCD on the social and economic impact of COVID-19 in Dominica and an overview of policy actions and interventions (immediate and over time) taken by the GoCD to reduce the overall socio-economic impacts of the pandemic (see Box 2 below for key points).

#### Box 2: Key insights on COVID pandemic impacts in Dominica and GoCD response

- There was an initial emotive response by citizens to the onset of the COVID-19 pandemic in Dominica;
- There were two notable types of pandemic impacts that were immediately evident: social and economic effects;

- Social capital increased across the country as a result of the pandemic and citizen-driven practices (e.g. mask wearing and social distancing) emerged and gained traction well before related state policies were developed and implemented. Notably, this was spontaneous and not prompted;
- Dominicans have historically distrusted public institutions however this changed with the onset of the COVID-19 pandemic. This positive trend emerged across the political spectrum as there was increased trust, belief and value assigned to pandemic-related information and data provided by the GoCD;
- There has been a positive phased national economic recovery underway which is most notable in the construction, ports/shipping and tourism sectors in particular;
- The GoCD has re-engaged with implementing capital-intensive projects while also ensuring that social programs (e.g. livelihood support and social protection for vulnerable) continue to be funded and accessible to citizens;
- Technical assistance and financial support have been provided to the Public Sector Investment Programme (PSIP) to ensure its development responsiveness and
- Dominicans are “socially programmed” culturally to prepare for and respond to disasters and crises.

The presentation elicited several questions and strong reactions from participants that were mainly related to the health and agricultural sectors but also commonly centred on the cross-cutting issues of data collection and analysis and effective stakeholder consultations. In terms of health, it was confirmed that the national COVID-19 vaccine immunization rate is 41% while the national vaccination target is 70%. This indicates a significant gap between actual and intended vaccination coverage in Dominica. With regards to agriculture, it was noted that many Dominicans returned to farming as a livelihood during the pandemic. However, it was revealed that there is not sufficient data on farmers involved in informal farming activities as existing data sets only capture formal agricultural activities and farmers. In terms of the need for improving stakeholder consultation processes, it was opined that disabled Dominicans and their advocates are not adequately consulted in national policy and planning initiatives resulting in situations where the needs of this constituency are not sufficiently addressed in development projects (e.g. social housing being built with no wheelchair accessible ramps).

***Key summarized points:***

- ***Participants’ expectations for the ToT workshop centred on learning more about specific shocks such as disasters and other crises can be better managed not only at the country level but within their own professional organizational contexts and respective physical facilities;***
- ***There was participant interest in establishing and building partnerships between and among local Dominican public, private and civil society entities as well as international development partners with regard to learning and applying shock and disaster management methodologies that are informed by broader sustainable development thinking and guided by the SDGs;***

- *The COVID-19 pandemic generated socio-economic impacts in Dominica that initially produced societal responses that were shaped by previous experiences with shocks such as natural disasters and guided by traditional social and cultural norms that leveraged existing social capital to establish and enforce informal policies (e.g. social distancing) aimed at virus containment even before official formal government policies and laws were enacted;*
- *Participant feedback centred on the cross-cutting issues of data collection and analysis and stakeholder consultations;*
- *Participant feedback suggested that data collection exercises and analytical frameworks for key national development issues in Dominica need to be improved and*
- *Participant feedback suggested that national consultation processes in Dominica should be enhanced through deeper and broader involvement of key stakeholder constituencies.*

#### Afternoon session

Next, Dr. Abdullahi Abdulkadri, Chief of the Statistics and Social Development Unit at ECLAC, gave a presentation on the promotion of evidence-based decision making in Dominica's sustainable recovery efforts (see Box 3 below for key points). Dr. Abdulkadri contextualized his presentation for the workshop's core themes and to address the participants' ongoing contributions by incorporating the emergent nature of the pandemic and the social and governmental responses to it as critical factors that need to be factored into evidence-based policy (see Annex 2 for full presentation).

#### Box 3: Evidence-based decision making in Dominica's sustainable recovery efforts

- The COVID-19 pandemic is not finished yet and so we need to be adaptive in our planning and decision-making approaches moving forward;
- There are increased levels of risk emerging globally, regionally and nationally. Therefore, planning and decision-making should be based on evidence and be integrated in nature;
- Based on the technical cooperation experiences of ECLAC, it is clear that gaps still exist in planning frameworks and decision-making processes in Dominica and throughout the Caribbean;
- The experience with the COVID-19 pandemic in Dominica has showed that the initial societal response to the crisis was that social norms which guided citizens' behavioural responses emerged from strong cultural values in a bottom up approach;
- Important to consider that the situation can be the other way around where social norms are institutionalized through laws enacted by the state. However, this requires the building of the trust of the citizenry in state institutions;
- Understanding these dynamics requires the understanding and embracing of evidence-based policy and practice. This became increasingly institutionalized during the pandemic as there was the enhanced relevance and valuing of data overall resulting in a notable positive outcome of the crisis;
- Evidence-based planning is critical for implementing existing development plans and policies in Dominica;

- Classification matrix of national development plans (NDPs) provided shows four (4) possible types of NDPs that can be differentiated based on several variables including their power orientation (top-down or bottom-up), their level of rationality, the strength of their evidence base and the extent of social embeddedness and
- Incorporating results-based management (RBM) into planning, monitoring and evaluation (M&E) practices and SDG recovery activities (reflected in the intervention life cycle approach) is very important. It should be noted that results monitoring is deficient in the Caribbean region and
- The institutionalization of strong data collection approaches and robust analytical processes are needed in Dominica and the Caribbean.

This presentation also evoked incisive queries and strong reactions from participants. Recurring themes and issues mentioned included the low level of public awareness and understanding of the SDGs in Dominica; perceived misalignment between what is reported in official plans and reports (e.g. Voluntary National Review (VNR) for Dominica) and what are the actual situations and instances “on the ground”; development indicators in current plans not being suitable and corresponding targets not being realistic; inadequate capacities of key technical personnel in important roles; insufficient follow-up by important line ministries to ensure that critical data and information are gathered from the proper GoCD technical units and officers and the lack (sometimes absence) of timely and effective responses from GoCD technical units and personnel to requests from the MPEDCRSDRE for necessary participation and inputs in consultative processes and events.

Finally, since the workshop attendance for Day 1 was approximately half of what was expected in terms of projected participation, the organizers decided to modify the agenda for the remainder of Day 1 and the remaining two days of the program so that the substantive components of the workshop would be covered during the last two days. This was done based on the prompting of the mission team and the MPEDCRSDRE for increased participation for the remainder of the workshop and the assumption that there would be improved attendance for Days 2 and 3.

The last presentation of Day 1 was undertaken by Shaun Finnetty (Regional Consultant) (see Annex 3). Aiming to complement the themes and issues raised by the previous two presentations and the dominant concerns of participants, this abridged<sup>5</sup> presentation focused on what important value proposition the SDG framework brought to systems-based thinking for risk management in Dominica. The integrated and indivisible nature of the SDG framework and its aim to strengthen the implementation of development policies and interventions through synergistic connections and partnerships was noted. The varying dimensions and perspectives of systems and their interrelatedness were discussed in the context of how best to convey this concept to others in a “training of trainers” context. The interconnections between and among seemingly disparate development goals and objectives such as environmental conservation, gender equality and ensuring the marginalized are accounted for (“leave no one behind”) were reiterated as key messages of the SDGs. It was underscored that this holistic global framework provided an

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<sup>5</sup> Due to time constraints and the revised agenda for the day, the presentation was shortened to primarily cover the usefulness of the SDG framework for domestic risk management planning in Dominica.

excellent template for philosophically and technically aligning international policy commitments with national development plans for Dominica and offered the opportunity to do so in creative and customized ways that were unique for the country. Finally, drawing from the typological framework for categorizing NDPs in developing countries (introduced in the previous Abdulqadri presentation), the issue of what characterizes top-down or bottom-up development planning was interactively discussed. Influencing factors and regional trends in the Caribbean include that (i) political manifestos which are often developed through stakeholder consultation are expected to be transitioned to be NDPs by political parties that assume power once elected and (ii) varying sectoral constituencies with their key development issues and commitments that are enshrined in respective international conventions and the connected agendas of local constituent organizations and actors also serve as influential advocates in terms of prioritized policies in NDPs. Generated questions and discussion items from the presentation focused primarily whether it was technically, socially and ethically acceptable for politically driven plans to emerge as the main NDP of a country in light of the fact that existing plans may need updating and political manifestos can provide new ideas, leadership and motivation to have important development actions achieved.

***Key summarized points:***

- *The COVID-19 pandemic is not completely over and there are still likely some emergent risks that need to be considered and so adaptive planning, monitoring, evaluation and decision-making approaches need to be employed in the future;*
- *There are increased levels of risk emerging globally, regionally and nationally and these are often happening simultaneously creating complex and compounded effects that are mostly negative. Hence, national development planning approaches need to be evidence-based and integrated in nature;*
- *The integrated and indivisible nature of the SDG framework and its aim to strengthen the implementation of development policies and interventions through synergistic connections and partnerships makes it a useful national policy guidance framework for SIDS like Dominica;*
- *Identifying and analyzing the interconnectedness and relatedness of seemingly dissimilar development issues and themes are key core tenets of SDG influenced policy formulation;*
- *National development planning approaches can be differentiated by their power orientation (top-down or bottom-up), their level of rationality, the strength of their evidence base and the extent of social embeddedness;*
- *There are influences from domestic political constituencies and international policy actors which shape the technical approaches and final policy content of national development plans in small Caribbean states and*
- *Participant feedback suggested a low level of public awareness and understanding of the SDGs in Dominica; perceived misalignment between what is reported in official reports and what are the actual circumstances; development indicators in current plans not being suitable and corresponding targets not being realistic; inadequate technical capacities of key government personnel and ineffective stakeholder consultation*



*processes and need to effectively reconcile the different sources of powerful stakeholder influences on the development of NDPs in the country.*

## **B. Day 2 proceedings:**

The revised agenda for Day 2 of the workshop is below.

- Methodology on risk assessment and costing of impacts of disasters in Dominica (Shaun Finnetty)
- Integrated planning elements (Sami Areikat)
- Supporting medium, small and micro enterprises (MSMEs) in recovery efforts (Amson Sibanda)

### Afternoon

- National development plans (NDPs) in Dominica-Roadmaps to achievement (Permanent Secretary, Gloria Joseph-MPEDCRSDRE/GoCD)
  - National Resilience Development Strategy (NRDS) (2030)
  - Climate Resilience and Recovery Plan (CRRP) (2030)
  - Disaster Risk Financing Strategy (DRFS) (2022)
- Green recovery in Dominica through GCF financing (Michael Savarin, GCF National Program Coordinator- MPEDCRSDRE/GoCD)

### Morning session

The first presentation of Day 2 was done by Shaun Finnetty (Regional Consultant) (see Annex 4). It mainly focused on presenting and discussing a basic impact costing analysis methodology that is included in the technical paper, “Risky by nature: A broad examination and costing analysis of COVID-19 impacts on Dominica and a proposed methodological framework for undertaking prospective impact and forecasting analyses of future economic shocks” which was developed by the presenter as part of the project. The costing analysis broadly aims to comprehensively identify the diverse array of pandemic impacts on the country and to analyze the extent of their costs. It specifically identifies and aggregates the range of pandemic impacts (both direct and indirect) and their associated costs which together reflect the scope of the pandemic’s expected effects on Dominica.

The two core analytical lenses for the methodology, ‘uncertainty’ and ‘quantification potential’, were introduced and explained. Uncertainty was described as the default extent of ambiguity and change involved in definitively delineating specific impacts and associated costs in a pandemic due the emergent nature of the crisis. A key methodological assumption is that uncertainty has lessened over the course of the pandemic as science and experience provide improved insights and knowledge about the disease and its impacts. There is also an inverse relationship between the lenses in that if uncertainty regarding the delineation of impacts is low, then the quantification potential of their impact is expected to be higher and vice versa.

It was discussed how they could be used to gain a better understanding of the inherent incertitude and complexity involved in distinguishing impacts and calculating their costs particularly for

protracted disasters and crises such as the COVID-19 pandemic. Overall, the presenter suggested it provides a comprehensive framework for estimating the quantum of resources that has been expended or lost due to these pandemic impacts and which offers a broad approximation of the financial resources and replacement costs for an integrated sustainable recovery for a country like Dominica.

The presentation also noted that it was important to realize and accommodate for the compounded effects of simultaneous disasters and crises when engaging in cost analyses during this era of emergent risks. For example, Dominica was still recovering from the effects of a hurricane when the pandemic started and now faces economic risks from a global economic slowdown partially due to the Russia-Ukraine conflict. The potential crises that could cause shocks faced by Dominica include natural disasters, a global recession and resulting inflationary pressures on critical commodities (energy and food prices), disruption to global supply chains, regional and international conflicts and future health crises such as epidemics and pandemics.

The primary cost categories of the COVID-19 pandemic were identified as human, economic and trade, employment (including social) and environmental. It was noted that the significant domestic shock of the pandemic in Dominica would include both direct costs (linked to morbidity, health care and uncertainty) and indirect costs (issues including decreased labour, productive capacity and overall economic productivity that are related to regulatory, containment and mitigation measures directed at disease spread reduction).

Several analytical takeaways were underscored by the presenter. First, the pandemic is still ongoing and so it is difficult to estimate what will be the final impacts and costs will be; therefore, an adaptive approach moving forward is required. Second, the impact timeframe will likely be long-term but exactly how long needs to be figured out for Dominica. Third, analytical approaches may infer that certain types of impacts take precedence and should be weighted as proportionally more important and so this will need to be discussed and decided on. For instance, are human lives and health effects more important than livelihoods and economic impacts? Fourth, the importance of cost analysis needs to be compared and balanced with the value of evaluating what worked and what didn't work in terms of pandemic interventions. Finally, the presenter reiterated that pandemic impact research has shown that value judgements rather than science and economic analyses end up being more critically important.

The presenter and the workshop participants then engaged in an analytical exercise in the plenary grouping which involved examining two particular types of pandemic impacts (health-morbidity and social-learning loss) in terms of defining and costing them using the two analytical lenses of uncertainty and quantification potential. The ensuing discussion revealed that while morbidity, defined as unwellness, is relatively easy to technically delineate but was difficult to quantify and cost because of multiple variables such as underreporting of sickness, low viral testing rates in some populations and the uncertainty as to whether being unwell in particular instances was solely due to the COVID-19 virus. Similarly, the issue of educational learning loss had elements of which were easier to define such as its technical description and it could be measured by cognitive diagnostic tests, it was somewhat more difficult to measure longer term impacts such as possible linked earning losses of students over their lifetime. These examples were compared to other

impacts and costs such as economic investments in vaccines and personal protective equipment which had more easily identifiable procurement costs and likely effects could be measured in terms of lessened hospitalization costs and increased hours of productivity etc. Final issues and questions discussed included whether it was worth the effort to quantify the cost of protracted crises such as the pandemic and how customized should measure indicators be in order to reflect the particular contexts of a country like Dominica and what methodologically could be added to the methodology in order to quantify the overall impact costs?

Next, the second presentation by Sami Areikat (UNDESA) titled, “Introduction to integrated sustainability planning approach” (see Annex 5). A holistic approach to policy coherence: key building blocks” offered direction in terms of using several guiding frameworks and tools for enabling national policy coherence and ultimately towards transformational change through achieving the SDGs in Dominica. Key objectives included providing technical guidance on mapping, analyzing and effectively engaging key stakeholders in the national priority-setting process; applying elements of systems thinking to assess and map intersectoral interactions, and identify nationally relevant leverage points; applying back-casting and scenario planning approaches to identify strategic policy options for recovery and providing examples of tools and methods used for integrated planning and policy coherence. The presenter advised participants that systems thinking is something we basically do in our daily lives and not to be overly intimidated by the theoretical framework. Importantly, it was underscored that implementing an integrated sustainability planning framework would allow Dominica to align its national development plans and strategies with four overarching international policy agreements signed in 2015 including the 2030 Agenda for Sustainable Development, the Paris Climate Agreement, the Sendai Framework for Disaster Risk Reduction and the Addis Ababa Action Agenda on Financing for Sustainable Development.

It was importantly noted in the presentation that sustainable development is not yet operationalized as an integrated development approach within most countries despite being a globally accepted paradigm emerging from the United Nations Conference on Environment and Development (UNCED) in 1992. The presentation stated that while the original three core pillars of sustainable development (the economic, environmental and social spheres) suggest equivalent weight, dominant national development approaches have historically emphasized economic growth while the environment and social spheres have been lesser pillars. Furthermore, national policies and interventions within the various spheres have been implemented in separate silo approaches with limited horizontal coordination. Another critical gap is that there is inadequate vertical alignment among global, regional, national and local policies and plans with the status quo being mostly ad hoc programming. Therefore, the presentation urged the need to identify how best to synchronize and nurture synergies among and between this scale policy levels, both bottom-up and top-down. Additionally, inevitable conflicts and trade-offs across core pillars, scalar policy levels and intervention types should be identified and effectively managed. It was critically noted that determining feedback loops, leverage points and emergent properties within the interactions among the core pillars of sustainable development and the SDGs are centrally important when undertaking integrated sustainable planning.

The presentation reiterated that integrated recovery planning for Small Island Developing States (SIDS) such as Dominica is important as disasters can halt or reverse progress toward national goals and the SDGs. However, disasters also create opportunities as they also trigger economic stimulus for recovery which can be used for resilience building and transformative change. Overall, recovery from shocks, like sustainable development, is best characterized as a complex process which requires adaptive systems and implementation approaches. The integrated recovery planning approach was described as one that is best understood as a stepwise approach and set of tools for stakeholder groups to co-create policy solutions for sustainable development. It offers a participatory process for understanding interlinkages within a development system; identifying leverage points for transformative change; creating coherent strategies, plans and policies for building back better during disaster recovery and enhancing long-term resilience.

The stepwise approach of integrated recovery planning includes five phased components: (1) stakeholder mobilization; (2) systems thinking and analysis using SDG framework; (3) identification of strategic policy options (e.g. through using the backcasting technique); (4) identifying, considering and choosing transformative policy pathways (e.g. through using scenario analysis) and (5) supporting the coherent and adaptive implementation of transformative policy pathways. Definitionally, the approach views policy pathways that are transformative as those which address leverage points that can be identified on a systems map. In turn, coherent and strategic pathways are those that are sensible when joined and which generate minimal trade-offs that can be examined in a policy options matrix (allows mapping of impact versus achievement positionalities). Finally, robust and adaptive pathways are those that can perform across a range of plausible scenarios which can be ascertained through robustness testing techniques.

The presenter then informed workshop participants of the existence of the massive open online course (MOOC) titled, “Integrated Recovery Planning and Policy Coherence Towards the Sustainable Development Goals”, which was developed by UNDESA and the United Nations Institute for Training and Research (UNITAR). This MOOC would provide more detailed instruction and more in-depth guidance to improve knowledge and skills in integrated recovery planning. Participants were urged by the presenter to enroll in the course and there was a commitment made to technically facilitating the group’s enrollment and participation.

The final presentation of Day 2’s morning session of the workshop, delivered by Dr. Amson Sibanda (UNDESA), was titled, “Overview of MSMEs Role and Contributions to Sustainable Recovery” (see Annex 6). The presenter initially reviewed UNDESA’s capacity building programming in “MSME Resilience” in the context of the current wider policy framing for this important intervention area at the United Nations. In particular, the U.N. General Assembly (UNGA) resolution to support national MSME policy and strategy formulation, the U.N. Secretary General’s report, ‘Shared responsibility, global solidarity: Responding to the socio-economic impacts of the COVID-19 pandemic’ which identified supporting MSMEs as a priority area in addressing the negative socio-economic effects of the pandemic and the classification of assistance to MSMEs and informal workers as a key pillar in the UN Framework for the Immediate Socioeconomic Response to the COVID-19 crisis were specifically singled out.

Overall, the important contributions of MSMEs to national economic growth, poverty eradication, empowerment of women and youth, decent job creation and food security through increased productivity, innovation and employment were highlighted in the presentation. Related MSME projects currently being implemented in several Asian and African countries through the UN Peace and Development Fund and UN Development Account were introduced for reference purposes. It was suggested that the design rationales and constituent components for these interventions which primarily focus on appropriate policy formulation and sector capacity development could inform the design of future MSME programming interventions in Dominica. Since MSMEs in Dominica have been heavily impacted by natural disasters, the COVID-19 pandemic and rising inflationary pressures, the presenter underscored that boosting the resilience and revitalization of MSMEs in Dominica should be a top priority. In particular, it was strongly suggested that timely disaggregated data and analytical tools for assessing and enhancing the performance of MSMEs should be developed while simultaneously mobilizing support for the sector in terms of increased capabilities, access to finance, and improving enterprise viability and formalization.

The presentation noted that there are heightened expectations for a green recovery to the COVID-19 crisis as countries continue to grapple with the public health responses and mitigation measures to ease the economic challenges and social dislocations caused by the pandemic, as well as how best to promote sustainable recovery and growth in the longer term. Relatedly, MSMEs transitioning to providing green jobs is recognized as a crucial part of any established green recovery framework and resilience policy as this provides improved opportunities for long-term environmental protection, economic development and social inclusion. Definitionally speaking, green jobs are decent jobs that contribute to preserving or restoring the environment whether in traditional sectors (e.g. manufacturing and construction) or in emerging green sectors (e.g. renewable energy and energy efficiency). In turn, green MSMEs can be defined as enterprises functioning in a capacity where no negative impact is made on the environment, the community, or the economy and ones which can improve their environmental performance by adopting the 3Rs (Reduce-Reuse-Recycle) approach.

The central message of the presentation was that policy matters for resilience and sustainable recovery and in any related intervention area including MSME support. As such, it was suggested that there is always a need for greater sensitization and engagement with national employer organizations and other key economic stakeholders who should be partnering with national governments to realize the potential of green enterprises and the green economy. This reflects the importance of developing a strong culture of national resilience building and the continued development of sustainable green businesses, including MSMEs. In particular, the presentation asserted that governments should take the lead in knowledge sharing and policy formulation to establish appropriate frameworks and to promote engagement with business and civil society on green initiatives. This would assist in increasing the coherence among legislation, policies, and programmes supporting MSMEs and for green economy development.

Moving forward, the presentation posited that the Ministry of Trade, Commerce, Entrepreneurship, Innovation, Business and Export Development in Dominica should continue to play a pivotal role in ensuring an enabling environment that strengthens and promotes resilient enterprises, including

MSMEs. Complementarily, it was deemed imperative that the Climate Resilience Execution Agency for Dominica (CREAD), as very important executive agency in the country, specifically support and strengthen the resilience of the MSME sector which contributes significantly to the country's GDP. These public sector efforts were viewed as critically important to achieving the growth and formalization of the MSME sector within the context of the Climate Resilience and Recovery Plan (CRRP) which has a minimum target of 5% sustained, sustainable and inclusive economic growth by 2030 set as one of its goals.

**Key summarized points:**

- *'Uncertainty' and 'quantification potential' are two analytical lenses that can be used to help examine the impacts of the COVID-19 pandemic and to identify the extent of their negative effects as well as to undertake a basic costing analysis of these impacts;*
- *There is an inverse relationship between the lenses in that if uncertainty regarding the delineation of impacts is low, then the quantification potential of their impact in monetary terms is expected to be higher and vice versa;*
- *There is inherent incertitude and complexity involved in distinguishing impacts and calculating their costs particularly for protracted disasters and crises such as the COVID-19 pandemic;*
- *It is important to realize and accommodate for the compounded effects of simultaneous disasters and crises when engaging in cost analyses during this era of emergent risks;*
- *Primary cost categories of the COVID-19 pandemic are human, economic and trade, employment (including social) and environmental. The significant domestic shock of the pandemic in Dominica would include both direct costs and indirect costs;*
- *There is a need to balance the value of cost analyses of pandemic impacts against the need to evaluate what was effective or not in terms of pandemic interventions;*
- *Economic analyses of the pandemic's impacts need to be balanced and integrated with socio-cultural, environmental and political analyses of the pandemic's effects on Dominica. This will inevitably involve value judgments as to what is important to measure and why.*
- *Implementing an integrated sustainability planning framework would allow Dominica to align its national development plans and strategies with overarching international policy agreements;*
- *Sustainable development is not yet an integrated development approach in practice despite being a globally accepted paradigm;*
- *The three core pillars of sustainable development (the economic, environmental and social spheres) suggest equivalent weight, however national development approaches have historically emphasized economic growth while the environment and social spheres have been lesser pillars and their respective policies and interventions have been implemented with limited horizontal coordination;*
- *Inevitable conflicts and trade-offs across core pillars, scalar policy levels and intervention types should be identified and effectively managed.*

- *Integrated recovery planning for Dominica is important as while disasters can stop or reverse development progress, they can also create opportunities by triggering economic stimulus for recovery which can be used for building resilience;*
- *The integrated recovery planning approach is a stepwise participatory process for stakeholder groups to co-create policy solutions for sustainable development;*
- *MSMEs contribute to national economic growth, poverty eradication, empowerment of women and youth, decent job creation and food security through increased productivity, innovation and employment in many developing countries including Dominica;*
- *The support of MSMEs is a priority area for the UN system in addressing the negative socio-economic effects of the pandemic;*
- *Several MSME projects are currently being implemented in several Asian and African countries and supported by the UN Peace and Development Fund and UN Development Account. Intervention design focuses on appropriate policy formulation and sector capacity development and could inform the design of future MSME interventions in Dominica;*
- *The revitalization of MSMEs in Dominica should be a top policy priority with timely disaggregated data, business performance analysis, capacity development, access to finance, and improving enterprise viability and formalization deemed the most important intervention areas;*
- *MSMEs transitioning to providing green jobs should be a crucial part of any established green recovery framework and resilience policy for Dominica and*
- *Good policy is critical for effective MSME support. Key economic stakeholders should be partnering with the GoCD to realize the potential of green enterprises and the green economy with the state taking the lead in knowledge sharing and policy formulation. Key state entities would include the Ministry of Trade, Commerce, Entrepreneurship, Innovation, Business and Export Development and the Climate Resilience Execution Agency for Dominica (CREAD).*

#### Afternoon session:

The first presentation of the afternoon session of Day 2 of the workshop was delivered by Permanent Secretary (PS), Mrs. Gloria Joseph, of the Ministry of Planning, Economic Development, Climate Resilience, Sustainable Development and Renewable Energy (MPEDCRSDRE) of the Government of the Commonwealth of Dominica (GoCD). It focused on reviewing the country's three main national development plans and strategies namely the National Resilience Development Strategy (NRDS) (2030), the Climate Resilience and Recovery Plan (CRRP) (2030) and the Disaster Risk Financing Strategy (DRFS) (2022). The informative presentation was delivered in an energetic and positive manner by PS Joseph with the intention to meaningfully engage workshop participants.

First, the NRDS 2030 was reviewed (see Annex 7). PS Joseph explained the symbolic imagery and overarching ideals on the cover page of the NRDS document which included a winding highway with spaced streetlights leading into the distance and the "5 Ps" framework comprising of "People, Partnership, Peace, Planet and Prosperity". In terms of a *raison d'être* and vision, the

strategy was described as “a broad framework which provides the roadmap and guidelines for taking the country to where it ought to be by 2030” and which makes allowance for adjustments to accommodate new realities as they emerge. The NRDS also allows for the integration of climate resilience and disaster risk management into the national planning framework to achieve the desired growth and development outcomes of Dominica.

The seven guiding principles of the NRDS were identified as “having a stable and progressive society”, “ensuring continuity of public policy through bipartisan support”, “good governance”, “macro-economic stability”, “environmental sustainability”, “social “and institutional responsibility” and “considering the strategy’s implementation as a journey”. The conceptual framework for the strategy was visualized in the presentation as being comprised of three core components (including “the SDGs”, “Risk Mitigation and Managing Climate Change Impacts” and “Building Resilience”) which funnelled into the Agenda 2030 framework. The three core pillars of sustainable development (economic development, environmental protection and social development) serve as the core strategic frameworks for the NRDS while various sector specific frameworks including particular policies and interventions are intended to embody the strategies and effectively interact in an aligned manner during implementation. In turn, the key strategic objectives of the NRDS listed were food security and self-sufficiency through climate resilient agriculture and fisheries sectors; enhancement of natural ecosystem resilience and sustainable use of natural resources; enhancement of infrastructural resilience; promotion of sustainable human settlements; provision of adequate social protection systems that are able to be shock responsive at all societal levels; implementation of a comprehensive national risk management framework and financing facility; pursuing a low carbon development pathway through greening of the economy and facilitating economic empowerment and innovation through climate financing.

Several strategic growth poles for driving NRDS achievement were mentioned in the presentation including the expansion of renewable energy investments to increase revenue generation through a unique business model while simultaneously enhancing national pride about these investments; promoting creative industries and productive enterprises as catalysts for economic development; supporting social and economic development through sound, disaster resistant, and smart infrastructure and building and implementing effective and appropriate human services systems in order to enrich the quality of life and living standards of all Dominicans. The presentation noted several prioritized actions that were deemed necessary in order to successfully achieve these development priorities (see Box 4).

Box 4: Prioritized Actions for NRDS Achievement
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| <ul style="list-style-type: none"><li>• Greater engagement with the private sector in creating and coordinating national development strategies; enhancing innovation in intervention programming and ensuring coordinated planning and harmonized design and implementation;</li><li>• Building a strong data collection and data sharing culture as well as institutionalizing regular impact evaluations for interventions;</li><li>• Developing a creative workforce and enhancing productivity;</li></ul> |
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- Ensuring that there are relevant action plans, reforms, policies and legislation that support NRDS implementation; promulgation of an inclusive and human-sensitive environment across Dominica including supporting attitudinal changes societally;
- Technological advancement;
- Enhanced research capabilities;
- Continuous capacity building both in terms of improved individual competencies and more effective institutional arrangements;
- Increase strategic community engagement to educate stakeholders about the importance of certain key development interventions;
- Adopting a proactive rather than a reactive approach to resource allocation which stresses efficiency and effectiveness and utilizing an adaptive approach to address changing development circumstances and in particular, focusing on resolving key local concerns;
- Engaging and collaborating with regional and international partners;
- Prioritizing industrial development, economic competitiveness and expanded trade in areas of market demand;
- Targeting public investments and development efforts in areas that will improve the country's competitive position, and in specific programs or activities that are likely to bring desired results;
- Increasing and leveraging political will and
- Optimized individual and institutional leadership.

Second, the Climate Resilience & Recovery Plan (CRRP) (2020-2030) was reviewed (see Annex 8). It was noted that the CRRP is designed to translate Dominica's vision of becoming the world's first climate resilient nation into specific activities that can be shared with key stakeholders, all of whom have a critical part to play in helping the country achieve its bold aspiration. The plan is constituted by its "1-3-6-15-20" guiding framework. The "1" represents the bold vision of becoming the world's first climate resilient nation essentially serving as the setting of an example for sustainable development and climate resilience for the globe.

The "3" primarily represents the GoCD's three overarching aspirations in becoming climate resilient: (i) to increase the overall socio-economic development trajectory of the country; (ii) to reduce the impact of damage following a natural disaster or shock and (iii) to reduce the time for recovery from any such shock. Additionally, the presentation also secondarily identified three base pillars for resilience namely climate resilience systems, prudent disaster risk management and effective disaster response and recovery. Furthermore, the CRRP also incorporates three supporting pillars for "hardwiring resilience" including "the enhanced collective consciousness of Dominicans", "protected and sustainably leveraged natural and other unique assets" and "strengthened institutional systems".

The "6" represents the six key results areas of the CRRP including "Strong Communities", "Robust Economy", "Well Planned and Durable Infrastructure", "Enhanced Collective Consciousness", "Strengthened Institutional Systems" and "Protected and Sustainably Leveraged Natural and other Unique Assets". The presentation identified ten climate resilient initiatives that were flagged as "immediate do's" and which were comprised of mix of policy and plan initiatives, formation of

new policy-specific entities with particular important mandates and the creation of specific social protection offerings (e.g. social insurance products). In terms of the “15” and “20”, the CRRP incorporates an integrated performance measurement framework of 15 targets and 20 associated indicators (including quantitative and temporal thresholds) across three measurement categories: “individual/community”, “economy/services” and “infrastructure”.

While the presentation notes that the majority of the initial state investments in the CRRP’s implementation has been funded through the country’s existing Citizen by Investment (CBI) programme, it also states that the extra approximated cost of the plan’s implementation is XCD\$ 5.2 billion-6.2 billion for its remaining duration. In terms of potential funding sources for CRRP implementation beyond continuing CBI support, the plan identifies projected financial assistance from international development cooperation actors (traditional multilateral and bilateral donors and international financial institutions such as development banks) (XCD\$2-3 billion), private investors (XCD\$300-500 million) and philanthropists (XCD\$30-50 million). It was noted that the CRRP contains two key implementation support frameworks including a robust communication strategy to generate optimal stakeholder support for the plan and an outcome-based measurement and evaluation framework that is aligned to the SDGs.

The third and final plan/strategy featured in the presentation was the GoCD’s Disaster Risk Financing Strategy (DRFS) (2022) (see Annex 9). The presenter stated that the DRFS should be considered as the CRRP’s financing strategy. This strategy indicates that the cost for Dominica to become the world’s first climate resilient nation over a twenty-year timeframe will be XCD\$7.6 billion dollars (five times the current Gross Domestic Product (GDP) level).

The primary objective of the DRFS is to strengthen the ability of the GoCD to assess, reduce and manage fiscal risk associated with disasters. The development goals and strategic priorities contained within the strategy have been developed through consideration of national priorities and a multi-year quantitative and qualitative analysis of gaps in (i) the Government’s current approach to financing disaster risk; (ii) public financial management (PFM) systems; and (iii) the domestic insurance market. Overall, the presentation stressed that the DRFS was aligned to existing national development plans. It was underscored that the strategy should be considered flexible and therefore, based on emergent risks, corresponding analyses and financing options, changes could be made as deemed necessary.

The DRFS has three overarching resilience goals that will enable Dominica to manage the fiscal impact of disasters and to build resilience. These include (1) the GoCD is financially resilient to disasters (supported by the recently established the Vulnerability, Risk, and Resilience Fund-VRRF) and therefore is able to support long-term rehabilitation and reconstruction needs and to minimize interruptions in ongoing development and disaster risk reduction plans; (2) Dominica has a cost-effective disaster risk financing strategy that facilitates immediate liquidity to prioritized sectors and institutions in case of an emergency and makes use of risk transfer instruments for higher layers of risk and (3) there is a reduction in the impact of disasters in Dominica by focusing on developing innovative disaster risk financing instruments for the most vulnerable people and businesses, necessary for protecting development gains and livelihoods at the individual, community, and national level. Four strategic priority areas were developed to achieve these

resilience goals. These include (i) strengthening data collection and management to encourage evidence-based decision making on prioritization of post disaster expenditures, resilience activities and optimization of financial instruments; (ii) strengthening public financial management related to disasters to foster the legal and administrative environment permissible to sound practices in disaster risk financing; (iii) improving fiscal protection and financing of post-disaster emergency response and recovery needs through financial instruments including risk retention and risk transfer instruments, optimized to cover low-risk, middle-risk and high-risk levels and (iv) increasing collaboration with private sector to improve availability and affordability of catastrophe risk insurance products for the government, households, and businesses, with specific attention to vulnerable sectors of society. Several key activities falling under each of these priority areas have been further developed into critically important actionable items for implementation during the first four years of the strategy.

In terms of DRSF implementation governance and management, a multi-sectoral Technical Working Group (TWG) will be formed to finalize and guide the implementation of the strategy while in terms of management and implementation, the Ministry of Finance and Investment; the Ministry of National Security and Home Affairs (under which the Office of Disaster Management (ODM) falls) and the Climate Resilience Execution Agency for Dominica (CREAD), are the central actors. Finally, it was indicated that capacity building is a key and cross-cutting component of the strategy and will be addressed across all strategic priorities.

Overall, PS Joseph stressed that while these national development plans and strategies were diligently crafted by key local technicians, bureaucrats and politicians and have provided effective domestic guidance while also being notable reference examples for other regional countries, she reiterated that there was much left to do and that the plans would always have to be adaptive to respond to emergent risks. Discussion items and questions generated by the presentation centered on the extent of alignment between the content and aims of the plans and strategies and what was actually happening “on the ground” and the challenging issue of whether the dual economic growth and sustainable development-climate resilience strategies were not sometimes as cross-purposes (e.g. scarce arable land or ecologically sensitive landscapes being cleared for commercial development). The presentation was closed with a call to action by PS Joseph, commendations on the valuable questions and insights and a verbal commitment from the GoCD to deepen and widen future consultative processes on national development initiatives.

The last presentation of Day 2 of the workshop was done by Mr. Michael Savarin, the National Program Coordinator for the Green Climate Fund (GCF) Focal Point, headquartered within the MPEDCRSDRE. The presenter utilized the GCF-Dominica web page ([greenclimate.fund/countries/dominica](https://greenclimate.fund/countries/dominica)) to review the GCF country portfolio and to discuss the overall status of the portfolio, provide updates on current projects and to indicate prospective interventions and activities. The site’s dashboard feature shows that the GCF Dominica country portfolio is currently comprised of four ongoing projects (all multi-country/regional) valued at USD\$26.7 million. Additionally, Dominica has benefited from 5 GCF Readiness initiatives with USD\$4.7 million in Readiness support approved and USD\$1.1 million in same disbursed to date.

The presenter then specifically used the existing GCF Dominica Country Programme document (March 2020-2027) ([dominica-country-programme.pdf \(greenclimate.fund\)](#)) to review the state of environmental conservation and climate change related projects and associated funding in Dominica pre-GCF and then to review in detail the current GCF country portfolio. First, the presenter discussed past climate change financed programmes and projects pre-GCF (1997-2021) most of which were funded by the Global Environment Facility (GEF). It was noted that the existing GCF Dominica country portfolio and other pipeline projects can complement and build on the outcomes and impacts of these previous climate change financed interventions (see Table 4, p. 28 of Country Programme). It was also confirmed that the MPEDCRSDRE is currently the GCF National Designated Authority (NDA) in Dominica and as such is the entity that serve as the interface between the country and the (GCF). The NDA is also responsible for the management and leveraging of GCF funding flows to facilitate other development cooperation co-financing assistance and private sector co-investments.

The presentation identified that Dominica is currently within the first GCF country programme and corresponding funding and implementation phase (GCF1) (2021-2023). The GCF1 portfolio includes both regional and domestic interventions. Ongoing regional programmes and projects include “The integrated physical adaptation and community resilience through an enhanced direct access pilot in the public, private, and civil society sectors of three Eastern Caribbean small island developing states” and “the Sustainable Energy Facility for the Eastern Caribbean” (p. 30). Additionally, the GCF1 pipeline priority projects at the national level include the “Dominica Community Resilience Enhancement Project (DOMCREP)”; “the Developing Climate Resilient Integrated Coastal Management (ICZM) in Dominica Project”; “Towards an integrated approach to climate resilience in Dominica, using the education, health and agricultural sectors as a foundation”, “National E Mobility Project in Dominica”, “Downstream geothermal development and Green Industrial Eco Park”, “Climate Resilient Housing: Mobilizing financial instruments for transition to national resilience of private dwelling housing stock” and “Establishment of National Financing Vehicle”. Multi-national pipeline projects for GCF1 include “Technical Assistance (TS) for the Global Subnational Climate Fund through the IUCN” and “Global Sub-national Climate Fund (SnCF Global)” (ibid.).

The presenter also noted, as per the Country Programme, that Dominica’s GCF portfolio also includes multiple projects in GCF2 which an execution timeframe of 2023-2027. Overall, both GCF1 and GCF2 contain both national and multi-country interventions that are adaptation, mitigation and cross-cutting climate change projects. This is viewed as the most appropriate pathway as the country is undertaking an integrated response to climate change which considers a limited differentiation between adaptation and mitigation measures in its identified Nationally Determined Contributions (NDC) due to Dominica’s current developmental context and high level of vulnerability. Overall, the GCF is the country’s main source of climate finance currently and is expected to continue to be the primary funding window for the foreseeable future.

Final issues and questions discussed included specific concerns about the suitability and appropriate robustness of scientific methodologies being used for offshore geothermal studies and the seemingly contradictory national policy of centralized energy generation when there is

evidence and policy research support for decentralized renewable energy generation and distribution.

***Key summarized points:***

- *NRDS is a broad strategic framework which aims to guide Dominica's national development strategies and choices up to 2030 while allowing for modifications based on emerging new realities but focusing clearly on the major challenges of climate resilience and disaster risk management and ensuring responsive policies and interventions are built into the country's national planning framework;*
- *The guiding principles of the NRDS are "having a stable and progressive society", "ensuring continuity of public policy through bipartisan support", "good governance", "macro-economic stability", "environmental sustainability", "social "and institutional responsibility" and "considering the strategy's implementation as a journey" while its three core components are "the SDGs", "Risk Mitigation and Managing Climate Change Impacts" and "Building Resilience" which are aligned with Agenda 2030 and wider sustainable development principles;*
- *The CRRP is designed to translate Dominica's vision of becoming the world's first climate resilient nation into an operational plan that can be shared with key stakeholders for collaborative action. The plan's "1-3-6-15-20" guiding framework comprises its overall vision, overarching aspirations, base and supporting pillars, key result areas, prioritized initiatives and a performance measurement framework;*
- *The estimated cost of the plan's implementation is XCD\$ 5.2 billion-6.2 billion for its remaining duration with the main current funding source being the CBI support and projected co-financers being international development agencies, private investors and philanthropists;*
- *The DRFS is the CRRP's financing strategy and its primary objective is to strengthen the ability of the GoCD to assess, reduce and manage fiscal risk associated with disasters;*
- *The cost for Dominica to become the world's first climate resilient nation over a twenty-year timeframe will be XCD\$7.6 billion dollars (five times the current Gross Domestic Product (GDP) level);*
- *The DRFS has three overarching resilience goals including building the financial resilience of the GoCD to disasters, having a cost-effective disaster risk financing strategy and achieving disaster impact reduction for Dominican communities through effective and innovative risk financing. Governance and capacity building deemed critical to the success of the DRFS;*
- *The DRFS is aligned to existing national development plans and is flexible and adaptive based on emergent risks, corresponding analyses and financing options;*
- *The current country portfolio for the GCF, Dominica's main source of climate financing, is comprised of four ongoing regional projects valued at USD\$26.7 million. The country also has five (5) GCF Readiness projects approved worth USD\$4.7 million;*
- *The MPEDCRSDRE is currently the GCF National Designated Authority (NDA) for Dominica;*

- *Dominica has initiated its first GCF country programme and is currently within the initial funding and implementation phase (GCF1) (2021-2023) while the pending second phase, GCF2, has an execution timeframe of 2023-2027;*
- *Both GCF1 and GCF2 comprise regional and domestic interventions that are adaptation, mitigation and cross-cutting initiatives and*
- *Participant feedback centered around the alignment between plans and strategies and what was actually happening “on the ground” and reconciling the compatibility of dual high economic growth and sustainable development/climate resilience policies and strategies that seemed to be at cross-purposes.*

### **C. Day 3 proceedings:**

The revised agenda for Day 3 of the workshop is below.

#### ***Day 3-Revised agenda***

- Mobilizing stakeholders for sustainable recovery
- Institutional mechanisms to advance Dominica’s vision
- Overview of the Voluntary National Review (VNR) for Dominica

#### **Morning session**

The first presentation of Day 3 of the workshop was delivered by Mr. Sami Areikat (UNDESA) and was titled “Mobilizing Stakeholders for Sustainable Recovery” (see Annex 10). The presentation reiterated the importance of participation within the 2030 Agenda as reflected in its preamble. It was noted that several SDGs (Goals 5, 6, 11, 16 and 17) had specific participation-related targets within them.

Stakeholder mobilization was identified as a key first step in the sustainable recovery planning approach. The presenter stated that the topical objective of the presentation and corresponding training module is to provide guidance on how to map, analyze and engage effectively with key stakeholders in the national priority-setting process. Stakeholder mobilization was described in the presentation as a deliberate course of action with several key phased steps.

The initial phase of bringing stakeholders together includes acknowledging and valuing the plurality of stakeholder “voices” which articulate and reflect their aspirations, knowledge and expertise. It also involves sharing knowledge, building a common sense of ownership among stakeholders and collaboratively apportioning available resources. This requires up-front understanding in terms of which are the major groups and which are other relevant stakeholders in any thematic area of the national priority-setting process. Finally, the step requires the identification of trade-offs and engaging in conflict management among stakeholder groups and reducing resistance to change through the building of partnerships and synergies.

The presentation then introduced the typological stakeholder engagement framework promulgated by the International Association for Public Participation (IAP2) as a useful model for structuring the engagement of stakeholder groups in the implementation and review of the 2030 Agenda. The framework consists of four main stakeholder engagement levels including (i) informing, (ii)

consulting, (iii) involving and (iv) collaborating. It was noted that a fifth level, “empowerment” is also being proposed by IAP2 for inclusion and further adaptation.

The second phase in the process, stakeholder mapping, consists of two subsidiary steps including first, stakeholder identification and second, charting the positionality of stakeholders in terms of their interest and power/influence regarding the focal issue. Accurately and appropriately identifying key stakeholder groupings is critically important. The presentation posited that when properly identifying stakeholders, the analyst should undertake the following activities in sequence. First, an initial list of stakeholders should be generated; second, the broad engagement of stakeholders should be sought; third, a wider and deeper probing of which stakeholders should ideally participate in the consultative process should be undertaken and fourth, the initial draft list of stakeholders should be brainstormed and finalized.

The presenter underscored that understanding the power relations within any issue is a critical part of stakeholder mapping. Power is defined here as the degree of control over material, human, intellectual and financial resources exercised by different sections of the society. It is understood to be manifested in four different ways: ‘power over’, ‘power with’, ‘power to’ and ‘power within’.

It was explained that stakeholder positioning analysis is usually done via charting where stakeholders fall on a power-interest matrix. This graphical representation plots the status of an individual stakeholder or stakeholder grouping within four possible matrix quadrants and indicates a particular course of action with these stakeholders based on their mapped profile.

Stakeholders mapped within the first quadrant-“low interest-low power”-would entail minimal future involvement initially but could involve advocacy to develop capacities for future substantive involvement in the focal issue. Stakeholders positioned within the second quadrant-“high interest-low power”-would be best engaged by empowering them through capacity development which strengthens them as potential allies involved in the focal issue. Stakeholders falling within the third quadrant-“low interest-high power”-would best be involved through advocacy efforts intended to keep them supportive and well-meaning towards the focal issue. Stakeholders located within the fourth quadrant-“high interest-high power”-require the most active advocacy and lobbying efforts in order to engage them and guide their actions as major actors with regards to the focal issue.

The presenter introduced a workbook (Microsoft Excel spreadsheet format) that could be used by participants to undertake the scoring of identified stakeholder groupings regarding their power/influence and interest linked to the achievement of particular SDGs. A specific example based on a past workshop held in Costa Rica was reviewed and explained for illustrative purposes. Afterward, the MS Excel spreadsheet tool was shared with the workshop participants for their future use in Dominica.

Discussion items and questions generated by the presentation centered on the effectiveness of national consultation processes. First, concerns were raised in terms of civil society organizations being adequately engaged to provide input regarding issues and plans that are directly impacting their constituencies. Secondly, individual specialized technical personnel within the GoCD noted that they are often not involved in consultative processes that directly involve their work.

Additionally, participants noted their interest in receiving further training in establishing and building strategic partnerships and designing and undertaking stakeholder engagement processes.

The second presentation of Day 3 of the workshop, titled “Institutional mechanisms to advance Dominica’s vision to be World’s First Climate Resilient Country” was delivered by Dr. Abdulkadri (ECLAC) (see Annex 11). The presenter started the presentation by differentiating between the two sayings, “everybody’s business is nobody’s business” and “nobody’s business is everybody’s business”. The former refers to the inherent implementation challenges arising when many persons are responsible for getting something done as often nobody does it because everyone thinks someone else will take it on. In contrast, a reversal of the saying speaks to scenarios when a task or responsibility is assigned to no in particular, opportunities are presented for many to become involved to do their part in getting things done. Dr. Abdulkadri likened these dual circumstances to what countries such as Dominica face in getting state actors and citizens to collaboratively mobilize and act on difficult collective action problems such as weakened institutions and the need for institutional strengthening that are at the heart of successfully implementing national plans and strategies such as the NRDS and CRRP.

The presentation noted that “Strengthened Institutional Systems” is listed as the fifth “Result Area” within Dominica’s CRRP (2020-2030). In the climate resilience and recovery planning context, it is defined as the ability to effectively and efficiently deliver on Government’s comprehensive socio-economic development mandate, and to continue to operate during and in the aftermath of a disaster. The approach’s main elements of focus include (i) data and decision-making protocols; (ii) policies, strategies, procedures and skills and (iii) resilience-linked budget-setting and performance management.

Important features of institutional mechanisms were identified. First, high-level political support to mobilize and coordinate public institutions and policies needs to exist. Second, the involvement of key line ministries/departments (and stakeholders outside of the public sector) with sufficient political clout as well as some degree of control over financial resources to actualize the mandate must be present. Third, an emphasis on coherence, integration, coordination and multi-sectoral involvement is required. Fourth, sufficient technical backstopping for the political directorate will need to occur.

Dr. Abdulkadri introduced a relevant recent ECLAC publication titled, “A review of the status of institutional mechanisms for sustainable development planning in the Caribbean” (Camarinhas and Trumbic, 2022). Several recommendations from the study were noted for reference and discussion purposes at the workshop. The first is to move toward integrated systems to enhance diagnosis, foresight and risk-informed planning and improve action-oriented results-based management. The second involves the promotion of a larger degree of vertical decentralization and horizontal integration. The third recommendation is to establish partnerships for the achievement of SDGs at the national level. The fourth is to enhance research, innovation and capacity development for sustainable development planning agencies and Geographic Information Systems (GIS) units by ensuring political support, and the adequate technical, coordination, and budgetary resources. The final recommendation is to continue to strengthen peer exchange, learning and subregional cooperation and to realize that the format of this arrangement will differ from country to country.



The presentation underscored the importance of creating policy coherence, both in terms of horizontal and vertical alignment, across national development planning processes including sub-processes such as integrated recovery and climate resilience planning. Definitionally, horizontal policy coherence consisted of (i) promoting integrated policy analysis to ensure policies and programmes are aligned with national goals; (ii) ensuring there are better institutional mechanisms and collaboration across sectoral lines and (iii) undertaking integrated economic modelling for greater articulation and useful impact analysis. In turn, vertical policy coherence realizing the essentiality of coordinating across levels of government and acknowledging that strong and effective institutional coordinating mechanisms are needed to foster partnerships and enhance programme implementation at different levels. Challenges to achieving policy coherence included (i) insufficient synergy, communication and coordination between the different ministries, agencies and other sectors that deal with sustainable development and/or climate resilience; (ii) overlapping mandates and responsibilities for implementation of national priorities; (iii) addressing trade-offs; (iv) lack of/insufficient data; (v) insufficient dissemination of data and data sharing, (vi) financial management and (vii) inadequate human resources.

### Afternoon session

The third and final presentation of Day 3 of the workshop, titled “Overview of the Voluntary National Review (VNR) 2022 for Dominica” was delivered by Mrs. Amonia Paul-Rolle (MPEDCRSDRE) (see Annex 12).

The presenter noted that the background to the decision for Dominica to produce its first VNR is that the country faces a multi-hazard environment resulting in an inherently systemic vulnerability profile. However, it was stated that the Dominican state has prioritized resilience and sustainability as core national development policy goals reflected in the stated bold vision of becoming the world’s first climate resilient country. In terms of the process of developing the VNR, it was noted that the MPEDCRSDRE was the focal point however a multisectoral VNR Committee was established to coordinate and guide all related strategies and activities. A broad and deep consultative approach was undertaken to elicit input from a wide range of key stakeholder groupings. It was noted that the VNR development process received significant support from Dominica’s international development cooperation partners.

The content profile of the VNR was described as having a dual structure. First, the report identified and examined the impacts of the COVID-19 pandemic on Dominica and how the country pivoted in terms of policies and strategies to address the crisis. Second, the document explained how the SDGs were integrated into Dominica’s national development planning framework.

The presenter then recapped the indicators, targets, and corresponding country progress data trends for SDGs 1, 2, 3, 4, 5 and 7 reported in the Dominica VNR 2022 as a “snapshot of achievements”. For SDG 1 (“No Poverty”), three (3) targets were rated as “target met or likely to be met by 2030/substantial progress” while four (4) targets were scored as “fair progress but acceleration is needed”. In terms of SDG 2 (“Zero Hunger”), two (2) targets were ranked as “target met or likely to be met by 2030/substantial progress” while three (3) targets were graded as “fair progress but acceleration is needed”. With regard to SDG 3 (“Good Health and Wellbeing”), two (2) targets

were appraised as “target met or likely to be met by 2030/substantial progress”, six (6) targets were classified as “fair progress but acceleration is needed” and two (2) targets were measured as “limited or no progress”.

For SDG 4 (“Quality Education”), four (4) targets were ranked as “target met or likely to be met by 2030/substantial progress” while three (3) targets were graded as “fair progress but acceleration is needed”. In terms of SDG 5 (“Gender Equality”), three (3) targets were scored as “target met or likely to be met by 2030/substantial progress”, three (3) targets were ranked as “fair progress but acceleration is needed” and one (1) target was appraised as “limited or no progress”. With regard to SDG 7 (“Affordable and Clean Energy”), two (2) targets were rated as “target met or likely to be met by 2030/substantial progress” and one (1) target was graded as “fair progress but acceleration is needed”. Overall, this reflected that results data for 16 targets reflected significant progress towards SDG achievement, related data for 20 targets indicated mediocre yet satisfactory progress and associated data for three (3) targets showed inadequate and minimal progress.

The presenter stated that post VNR activities will be important for leveraging the advocacy and policy mobilization potential of this initial VNR exercise. In particular, the value of doing post VNR consultations with a diverse array of stakeholders to increase public awareness and sensitization regarding the document and its results was underscored. Most importantly, continuing to address the development gaps identified in the VNR through effective policy and interventions was deemed crucial for expanding and deepening constituency support for future VNR exercises in Dominica.

Final issues and questions discussed included commendations to the GoCD for undertaking the VNR exercise and taking steps to institutionalize VNRs as national policy documents for the country; the raising of concerns regarding the consultative processes engaged in for developing the VNR and the occasional data gaps and omissions regarding particular indicators and targets and the identification of the erroneous use of national symbols and related images on the VNR report cover.

***Key summarized points:***

- ***Participation is important goal of 2030 Agenda as several SDGs (Goals 5, 6, 11, 16 and 17) have specific participation-related targets;***
- ***Stakeholder mobilization is a key first step in the sustainable recovery planning approach and is a deliberate course of action with several key phased steps including bringing stakeholders together while valuing the diversity of “voices”, sharing knowledge and resources, building stakeholder ownership, identifying trade-offs and engaging in conflict management;***
- ***A useful stakeholder engagement framework consists of four main stakeholder engagement levels including (i) informing, (ii) consulting, (iii) involving, (iv) collaborating and (v) empowerment (International Association for Public Participation-IAP2);***

- *The next phase, stakeholder mapping, consists of two subsidiary steps including first, stakeholder identification and second, charting the positionality of stakeholders in terms of their interest and power/influence regarding the issue of concern;*
- *Stakeholder mapping involves plotting where stakeholders fall within a power-interest matrix containing four quadrants and indicates a particular course of action with these stakeholders based on their mapped profile;*
- *Strategically balancing individual responsibility and collective action is difficult but critically important for SIDS such as Dominica to be able to effectively have state actors and citizens work together on solving difficult collective action problems such as strengthening weakened institutions for overall societal benefit;*
- *Institutional strengthening is a key result area within the CRRP (2020-2030) and is defined in that plan's context as the ability to effectively and efficiently deliver on GoCD's comprehensive socio-economic development mandate, and to continue to operate during and in the aftermath of a disaster. Key elements include data and decision-making, policies, strategies, procedures and skills and resilience-linked budget-setting and performance management.*
- *Critical institutional mechanisms need to underpin national development plans including high-level political support to mobilize and coordinate public institutions and policies, the involvement of key state entities with sufficient political clout and control over financial resources, an emphasis on coherence and integration across the public sector and sufficient technical backstopping for the political directorate;*
- *Establishing policy coherence, both in terms of horizontal and vertical alignment, across national development planning processes including sub-processes such as integrated recovery and climate resilience planning is extremely important;*
- *The GoCD decided to do Dominica's first VNR in 2021 as the country faces a multi-hazard environment resulting in a systemically vulnerable development profile;*
- *The VNR was developed in a highly consultative manner;*
- *The VNR firstly identified and examined the national impacts of the COVID-19 pandemic and how the country pivoted in terms of policies and strategies to address the crisis and secondly, the report explained how the SDGs were integrated into Dominica's national development planning framework and*
- *Participant feedback included the raising of concerns regarding the consultative processes engaged in for developing the VNR, the existing data gaps and omissions regarding particular indicators and targets and the erroneous use of inaccurate images for national symbols on the VNR report cover.*

### **III. Participant Evaluations and Feedback**

A total of 29 participants from Dominica attended at least one day of the three-day workshop (see Annex 13 for the participant register). On Day 1 of the workshop, 16 participants attended. Days 2 and 3 had a notable increase in participation from Day 1. Many of these new participants had attended another workshop that had been simultaneously scheduled on September 20<sup>th</sup> (Day 1).

A workshop evaluation form was electronically administered post-event via Google Forms and sent to all 29 attendees who were given three (3) days to complete the questionnaire. At the end of the submission deadline, two email reminders were sent out and an additional seven (7) days were given to complete the survey. A total of eleven (11) responses were eventually received reflecting a 38% response rate. The feedback data indicate the following:

- The vast majority (91%) of respondents thought the workshop objectives were clearly defined;
- All respondents thought the workshop objectives were clearly met;
- The vast majority (91%) of respondents thought the facilitators were well-prepared;
- All respondents thought the facilitators were knowledgeable and able to answer any question;
- The majority of respondents thought the facilitators were engaging however 27% of respondents either strongly disagreed or were neutral in terms of their responses;
- Most respondents thought the content of presentations was organized and easy to follow; however, 18% of respondents either strongly disagreed or were neutral in terms of their responses;
- All respondents thought the content of presentations was relevant;
- All respondents thought that participation and interactions were encouraged;
- The majority (82%) of respondents thought that adequate time was provided for questions and discussions; however, 18% of respondents either disagreed or were neutral in terms of their responses;
- The majority (64%) of respondents thought the technical reference materials distributed were pertinent and useful; however, 36% of respondents either disagreed or were neutral in terms of their responses;
- Most respondents (82%) thought they'd be able to apply the knowledge learned during the workshop in their professional roles; however, 18% of respondents either disagreed or were neutral in terms of their responses;
- Most respondents (64%) thought the workshop program length was appropriate; however, 46% of respondents were neutral in terms of their responses;
- The vast majority (91%) of respondents thought that the pace of the workshop program was appropriate to the content and attendees;
- Most respondents (73%) thought that the meeting room and facilities were adequate and comfortable; however, almost 27% of respondents felt neutral about this issue;
- All respondents thought the training program met their expectations and
- Overall, 64% of workshop participants rated the training program as "Good" while 36% rated it as "Excellent".

### Other Issues:

<i>Most useful workshop segment</i>	<i>Least useful workshop segment</i>	<i>Other topics for future training events</i>	<i>Additional comments</i>
“The magnitude of knowledge in the room and being able to apply the knowledge to real life situations”.	“All aspects were relevant”	“Green education for building green economies”	“More workshops like this should be conducted on a regular basis. And a wider spectrum of individuals should be invited”.
“The SDGs in Dominica's performance”	“Not applicable”	“Result Based Management approaches in the public service”	“Accessible venue, dietary information on confirmation /participation form. Start your programme on time, late comers will grasp that you value time, this will enable them to make a concerted effort to be early. An icebreaker, prayer is always encouraged. Give specific duration for snack and lunch. I understood the time changes which threw you off, although I saw you attempted to rectify it the 2nd day. I think my 3 days were well spent very informative, knowledge gained, skills enhanced. Satisfied with the honesty of responses. Openness of facilitators, personnel from Ministry of Planning etc.”.
“The list of stakeholder groups that should be considered when doing community outreach/projects”.	“I missed a bit so the day I attended was useful”	“Governance, Institution strengthening and Management. Capacity building, not	“Kindly share documents with me. I have not received them. Would be good

		sure if these are possible”.	for my reading and reference”
“All, I learned something new whether I am familiar with the topic or not	“None”	“The inclusion of the migrant population into the frameworks for development”.	“Thank you for such an educational workshop! Learned a lot.”
SDG and VNR information and discussion”	“Not applicable”	“ESG and SDG reporting”	
“2022 Voluntary National Review - this session brought heated discussions concerning the development of Dominica”.	“None”	“Just more training on SDGs”	
“The opportunity provided for interaction and feedback for participants”	“I can’t say that there was any”	“Accessing funding”	
“Interaction: knowledge shared”	“Not applicable”		
“Day 1 was useful in setting the context”	“Not applicable”		
“Q&A”	“Not applicable”		
“Presentations and participants’ contributions”	“None”		

#### **IV. Summaries of Main Workshop Outcomes and Recommendations for “Next Steps”**

##### ***A. Main Outcomes***

- Dominica possesses extensive collective coping knowledge and competencies from previous societal experience with physical and economic shocks generated from periodic natural disasters (hurricanes). Future potential national resilience and recovery policies, technical practices and interventions could involve leveraging and building on these existing informal frameworks and practices that are underpinned by traditional socio-cultural capital, values and norms to complement the development and implementation of formal resilience policies and strategies;
- There are emergent and increased levels of risk globally, regionally and nationally and these are often happening simultaneously creating complex and compounded effects that

are mostly negative. These dynamics need to be addressed in a highly vulnerable country like Dominica in the future by engaging in national development planning, monitoring, evaluation and decision-making approaches that are adaptive, evidence-based and integrated in nature;

- Basic impact costing analyses appear to be a policy support activity that would be useful if institutionalized in the Dominica public sector. Important related activities include the comprehensive identification of impacts (e.g. human, economic and trade, employment (including social) and environmental), the categorizing of various types of impacts (e.g. direct and indirect) and then using ‘uncertainty’ and ‘quantification potential’ as two core analytical lenses to assist in computing the extent and costs of impacts from historically faced shocks due to natural disasters and emergent longer-term shocks (e.g. global pandemics and economic crises);
- Economic analyses of impacts of shocks need to be balanced and integrated with socio-cultural, environmental and political analyses of shocks as well and should be prepared to include value judgments as to what is important to measure and why;
- National development planning approaches in many countries which incorporate sustainable development principles have historically emphasized the economic and environment pillars while paying less attention to the social and governance pillars. As a result, there has been inadequate collaborative frameworks and limited horizontal coordination in terms of ongoing consultative mechanisms, integrated analytical approaches, trade-off and conflict management processes and adaptive implementation approaches for respective policies and interventions. Dominica’s vision of being the world’s first climate resilient nation offers the opportunity to develop and implement the technically appropriate and effective policies and planning frameworks at varying policy levels to achieve true sustainable national development for the country;
- Results-based management, including strategic planning, performance measurement, monitoring and evaluation, was identified as a crucially important area for policy formulation, implementation practice and capacity development;
- The revitalization of MSMEs in Dominica should be a top policy priority with timely disaggregated data, business performance analysis, capacity development, access to finance, transitioning to green jobs and improving enterprise viability and formalization deemed the most important intervention areas;
- The building, maintenance and protection of appropriate and effective climate resilient social and economic infrastructure was identified as exceptionally important for Dominica in its future green recovery plan;

- Workshop participant feedback centred on the cross-cutting issues of data collection and analysis and stakeholder consultations; the low level of public awareness and understanding of the SDGs in Dominica; perceived misalignment between what is reported in official reports and what are the actual circumstances; development indicators in current plans not being suitable and corresponding targets not being realistic; inadequate technical capacities of key government personnel; ineffective stakeholder consultation processes; the need to effectively reconcile the different sources of powerful stakeholder influences on the development of NDPs in the country; perceived misalignment between plans and strategies and what was actually happening “on the ground” and reconciling the compatibility of dual high economic growth and sustainable development/climate resilience policies and strategies that seemed to be at cross-purposes and
- Establishing and building partnerships between and among local Dominican public, private and civil society entities as well as international development partners with regard to learning and applying shock and disaster management methodologies that are informed by broader sustainable development thinking and guided by the SDGs was deemed critically important based on interactive workshop discussions.

### ***B. Recommendations for “Next Steps” and the “Way Forward”***

Recommendations for the possible next steps in terms of potential future cooperation areas that UNDESA and ECLAC could assist the GoCD include the following:

- Design of a national integrated Green Recovery and Green Deal development model for Dominica;
- Establishment of results-based management (RBM) framework and implementation approaches and methodologies (including planning and M&E) for the Dominican public sector;
- Development of customized crisis impact costing methodology for Dominica’s development partner community;
- Design and establishment of sophisticated, multi-faceted stakeholder engagement framework for Dominica’s development partner community including ongoing identification, mapping and analysis mechanisms and features;
- Development of sustainable development statistics system and data collection frameworks;
- MSME policy development and capacity building initiatives;
- Strategic partnership building and networking for implementing collaborative sustainable development programs and projects;
- Process design and technical advisory services for implementation of customized and targeted public sector reform program and
- Development of design guidelines for optimizing climate resilient social and economic infrastructure in Dominica’s integrated sustainable recovery program.



## Annexes

### Annex 1: Initially Approved Workshop Program Agenda

Day 1/ 20 September 2022 Modules 1 and 2		
Time	Activity	Responsibilities/ speakers
8:30 a.m.-9 a.m.	Registration	Ministry Staff
9 a.m.-9:15 a.m.	<b>Welcoming Remarks:</b> Government of Dominica Representatives, MCO, ECLAC and UNDESA	Government MCO/CCO ECLAC UNDESA
9:15 a.m.-9:30 a.m.	Introductions and Participant Expectations	Government and UN Facilitators
9:30 a.m.-9:45 a.m.	Rationale, Purpose and Orientation of ToT Workshop	UNDESA and ECLAC Representatives
9:45 a.m.-10 a.m.	Presentation: Assessment of the Social and Economic Impact of COVID-19 in Dominica and overview of immediate actions taken by the Government to reduce the overall socio-economic impacts.	Ministry of Planning, Economic Development, Climate Resilience, Sustainable Development and Renewable Energy (TBC)
10 a.m.-10:15 a.m.	Presentation: Promoting evidence-based decision making in Dominica's sustainable recovery efforts	ECLAC representatives
10:15 a.m.-10:25 a.m.	<b>BREAK</b>	
	<b>Module 1</b>	
10:25 a.m.-10:40 a.m.	<b>Module 1/ Session 1</b> Interactive Presentation: A proposed methodological framework for impact analyses and forecasts of future shocks in Dominica (Part 1-Disaster & Crisis Classification Framework)	Shaun Finnetty (Regional Consultant)
10:40 a.m.-11:10 a.m.	Group Learning Segment: Categorizing and Analyzing Crises (Part 1)	All Participants
11:10 a.m.-11:30 a.m.	<b>Module 1/ Session 2</b> Interactive Presentation: A proposed methodological framework for impact analyses and forecasts of future shocks in Dominica (Part 2-Costing Analysis of COVID-19 Impacts in Dominica)	Shaun Finnetty (Regional Consultant)

11:30 a.m.-12:15 p.m.	Group Learning Segment: Identifying and Examining COVID-19 Impacts and Costs (Part 2)	All Participants
12:15 p.m.-1:15 p.m.	<b>LUNCH</b>	
	<b>Module 2</b>	
1:15 p.m.-2:00 p.m.	<b>Module 2/ Session 1:</b> Interactive Presentation: Introduction to integrated sustainability planning approach. A holistic approach to policy coherence: key building blocks	UNDESA Representatives
2:00 p.m.-2:45 p.m.	Government of Dominica experience with integrated planning in their formulation and implementation of their National Resilience Development Strategy and the Climate Resilience and Recovery Plan (CRRP) (2020 – 2030)	Ministry of Planning, Economic Development, Climate Resilience, Sustainable Development and Renewable Energy (TBC)
2:45 p.m.-3:00 p.m.	<b>BREAK</b>	
3:00 p.m.-3:45 p.m.	Overview of MSME's role and contributions to sustainable recovery	Mr. Amson Sibanda  Facilitated by UNDESA and ECLAC representatives.
3:45 p.m.-4:30 p.m.	<b>Module 1/Session 3-</b> Interactive Presentation: A proposed methodological framework for impact analyses and forecasts of future shocks in Dominica (Part 3- Proposed Resilience and Shock Adaptation Policy Performance Measurement Framework-Traffic Light System)	Shaun Finnetty (Regional Consultant)
4:30 p.m.-5:00 p.m.	Progress Check	All participants
5:00 p.m.	Adjournment of Day 1	

## Annex 2: Promoting evidence-based decision making in Dominica's sustainable recovery efforts

**Promoting evidence-based decision making in Dominica's sustainable recovery efforts**

Abdullahi Abdulkadri  
Coordinator  
Statistics and Social Development Unit  
ECLAC Subregional Headquarters for the Caribbean

Training of Trainers Workshop on Sustainable Recovery and Resilience towards the Sustainable Development Goals in the Commonwealth of Dominica  
Roseau | 20-22 September 2022

2022

**Some Background**

**National Development Planning in the Caribbean**

- Medium-term economic growth strategies have historically been the mainstay of development policy
- Integrated long-term development plans are a new trend in the subregion
- Most countries are currently implementing their first long-term development plan
- An analysis of these plans revealed a common gap in the evidence base
- How can recovery and resilience be made more sustainable?

**Classification of Contemporary NDPs**

TYPE A (26%)	TYPE B (42%)
Largely top-down process Rational blue print <b>Strong evidence base</b> Limited social embeddedness	Largely bottom-up process Communicative Rationality <b>Strong evidence base</b> Socially embedded
TYPE C (12%)	TYPE D (20%)
Largely top-down process Disjointed blue print <b>Weak evidence base</b> Limited social embeddedness	Largely bottom-up process Communicative Rationality <b>Weak evidence base</b> Socially embedded

Source: Chomhury, A. D. D. Hume and L. T. Moore (2016), "The New national development planning and global development goals: Processes and perspectives," *Global Development*, 129 (August), 15-34. Available at: <https://doi.org/10.1016/j.gdev.2016.08.004>

**National Development Planning in the Caribbean**

The question is:  
How can recovery and resilience be made more sustainable?

**Monitoring and Evaluation Approaches**

	Results-oriented	Constructivist	Reflexive
<b>Methods</b>	Log Frames, Logic Charts, Theory of Change	Learning Histories, Responsive Evaluation, Most Significant Change	Reflective Monitoring in Action/Reflective Process Monitoring/Interactive Learning Approach
<b>Objective</b>	Accountability and managing	Learning from each other and modifying processes; Agenda Setting	Learning, change of practices and their setting
<b>Paradigm</b>	Reality exists and can be measured/defined objectively	Reality is constructed through interaction and negotiation	Reality has to be reconstructed/a new reality has to be developed
<b>Focus</b>	Results/predefined objectives or procedures	Meanings and values, based on negotiations	Calling existing practices and institutional settings into question

Source: Barbara van Marlo [online] at: <https://ednet.eur.nl/183022>

**Using M&E to make Sustainable Recovery and Resilience Planning Evidence-based**

**M&E Approaches**

- Results-oriented
- Constructivist
- Reflexive

**Which approach is best?**

- A combination of all three is perhaps needed for optimal result
- Different approaches will be applicable at different stages of the recovery planning and implementation continuum

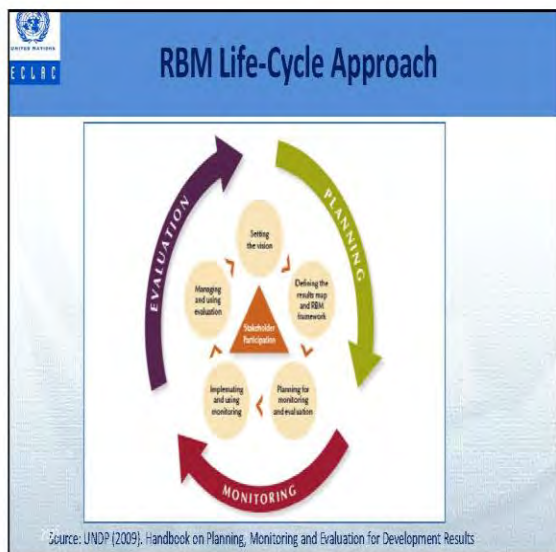
**Incorporating Results-Based Management\***  
[\*Ref: UNDG (2011). Results-Based Management Handbook]

**What is a result?**

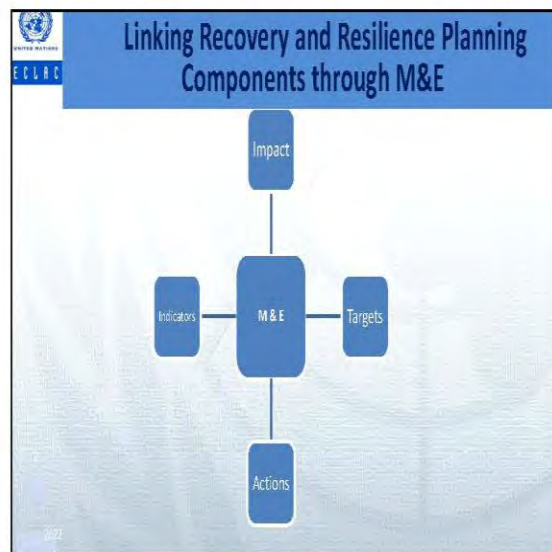
- A describable or measurable change that is derived from a cause-and-effect relationship.
- This change can be categorized as: outputs, outcomes or **impact**
- Change can be intended or unintended, positive and/or negative.
- RBM is expected to aid positive change

**How is the result derived?**

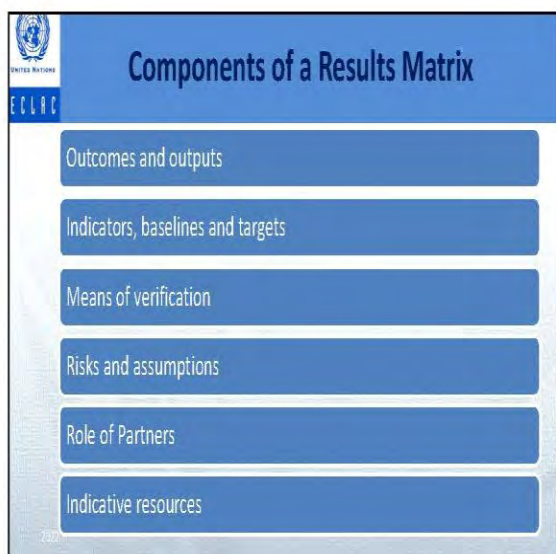
- Change results from specific interventions/actions



9



11



10



12



## Annex 3: Introduction to integrated sustainability planning approach



**TRAINING OF TRAINERS' WORKSHOP**  
**"SUSTAINABLE RECOVERY AND  
 RESILIENCE TOWARDS THE SUSTAINABLE  
 DEVELOPMENT GOALS IN THE  
 COMMONWEALTH OF DOMINICA"**  
**LOCATION: ROSEAU, COMMONWEALTH  
 OF DOMINICA**

**DATES: SEPTEMBER 20-22, 2022**

### Module 2/ Learning Objectives



1. Define key building blocks of an integrated recovery planning and policy coherence exercise towards transformational change in the SDGs
2. Map, analyze and engage effectively with key stakeholders in the national priority-setting process
3. Apply elements of systems thinking to assess and map intersectoral interactions, and identify nationally relevant leverage points
4. Apply back-casting and scenario planning approaches to identify strategic policy options for recovery
5. Provide examples of tools and methods used for integrated planning and policy coherence



**MODULE 2/SESSION 1:**  
**INTERACTIVE PRESENTATION:**  
**INTRODUCTION TO INTEGRATED  
 SUSTAINABILITY PLANNING APPROACH. A  
 HOLISTIC APPROACH TO POLICY COHERENCE:**  
**KEY BUILDING BLOCKS**

### Proposed Strategies and Initiatives

New Approaches for Increasing Concessional Financing	Budgetary Support and Debt Relief	Use of New and Innovative Financing Instruments and New Financing Modalities
Fiscal Reprogramming	Creating Shock Responsive Social Protection Systems	Transforming Education Models and the Education Sector
Enhancing Digital Preparedness	Transforming Current Economic Models	Rethinking Agriculture and Food Security
Focusing on Sustainable Tourism	Rethinking the Role of Women and Women's Economic Empowerment in Sustainable Development... Building Back Fairer and Equal	Investing in Comprehensive Disaster Risk Management, Disaster Risk Financing and Financial Protection

## An Integrated Recovery Planning and Policy Coherence exercise

can help Member States in creating coherence strategies, plans and policies that deliver on national priorities and the four international framework agreements signed in 2015 including:

- 2030 Agenda for Sustainable Development
- Paris Climate Agreement
- Sendai Framework for Disaster Risk Reduction
- Addis Ababa Action Agenda on Financing for Sustainable Development

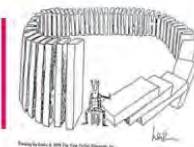


## Integrated Recovery Planning and Policy Coherence Towards the SDGs

### Why is it important?

Recovery is complex

...sustainable development is vision for a complex, adaptive system



## Integrated Recovery Planning and Policy Coherence Towards the SDGs

### Why is it important?

Disaster can halt or reverse progress toward national goals and the SDGs

Disaster triggers economic stimulus to recover

Stimulus can be used for resilience building and transformative change

## SD is not yet Integrated

30 years of SD "pillar"

• More like silos



Result: environment and social have been lesser pillars...

## JORDINATION

- Pre-SD institutions
- Walled-up domains

*How to move towards post-sectoral, systemic institutions?*



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

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

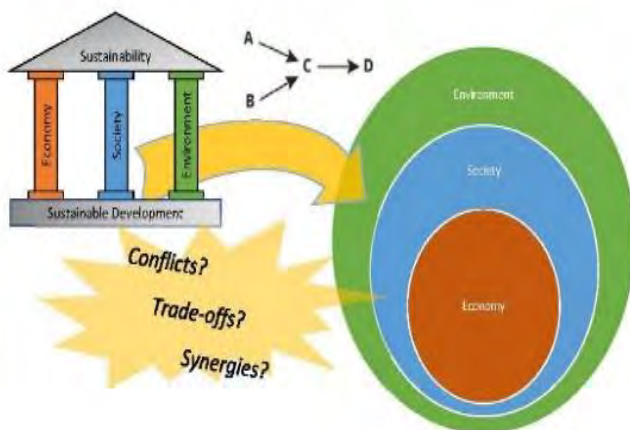
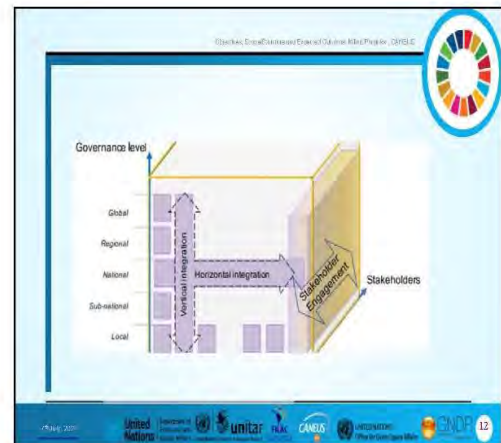


## • Agriculture and Food Security

- Water Security

## • Biofuels

- Replaces fossil fuels
- But displaces food crops







## Integrated Recovery Planning and Policy Coherence Towards the SDGs

A stepwise approach  
and set of tools for  
**co-creating** and  
policy solutions for  
sustainable  
development.

It is participatory process for:

- Understanding **interlinkages** within a development system
- Identifying **leverage points** for **transformative change**
- Creating **coherent** strategies, plans and policies for **building back better** during disaster recovery,
- Enhancing **long-term resilience**

7th July, 2021



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FILAC  
Institute for Law and  
Development



CANEUS  
Office for Outer Space Affairs



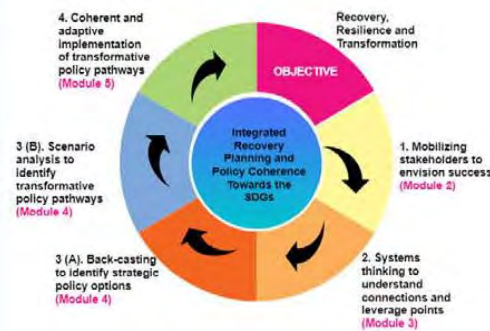
GNDP  
Global Network of  
Disaster Prevention



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## The approach and course structure

Click on a section to view more information.



STEPWISE APPROACH - Participatory, Qualitative, Quantitative

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Development



CANEUS  
Office for Outer Space Affairs



GNDP  
Global Network of  
Disaster Prevention



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Objectives, Target Structure and Expected Outcomes, Inland Fisheries, CAMELS

Identify policy pathways that are:

- Transformative address the leverage points
- Coherent and strategic make sense when combined, with minimum trade-offs
- Robust and adaptive can perform across a range of plausible scenarios

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Objectives, Target Structure and Expected Outcomes, Inland Fisheries, CAMELS

Workgroup dialog  
Leverage points & system map

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Objectives, Target Structure and Expected Outcomes, Inland Fisheries, CAMELS

Coherent and strategic

Policy options matrix

Policy Objective #3  
Sustainable Recovery and Protecting the Planet

Potential Impact	1 Very High	2 High	3 Moderate	4 Low	5 Very Low
1 Very High	Very low overall potential for impact and achievability	Low overall potential for impact and achievability	Moderate overall potential for impact and achievability	High overall potential for impact and achievability	Very high overall potential for impact and achievability
2 High	Very low overall potential for impact and achievability	Low overall potential for impact and achievability	Moderate overall potential for impact and achievability	High overall potential for impact and achievability	Very high overall potential for impact and achievability
3 Moderate	Very low overall potential for impact and achievability	Low overall potential for impact and achievability	Moderate overall potential for impact and achievability	High overall potential for impact and achievability	Very high overall potential for impact and achievability
4 Low	Very low overall potential for impact and achievability	Low overall potential for impact and achievability	Moderate overall potential for impact and achievability	High overall potential for impact and achievability	Very high overall potential for impact and achievability
5 Very Low	Very low overall potential for impact and achievability	Low overall potential for impact and achievability	Moderate overall potential for impact and achievability	High overall potential for impact and achievability	Very high overall potential for impact and achievability

Impact/Achievability Matrix

Achievability

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Objectives, Target Structure and Expected Outcomes, Inland Fisheries, CAMELS

Robust

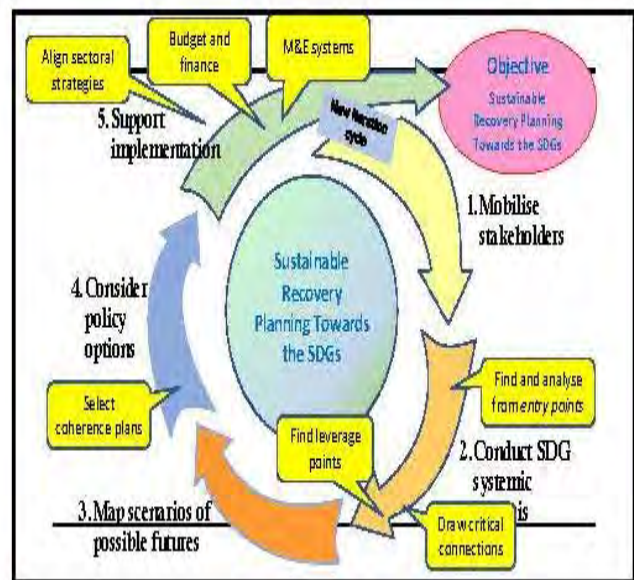
Robustness testing

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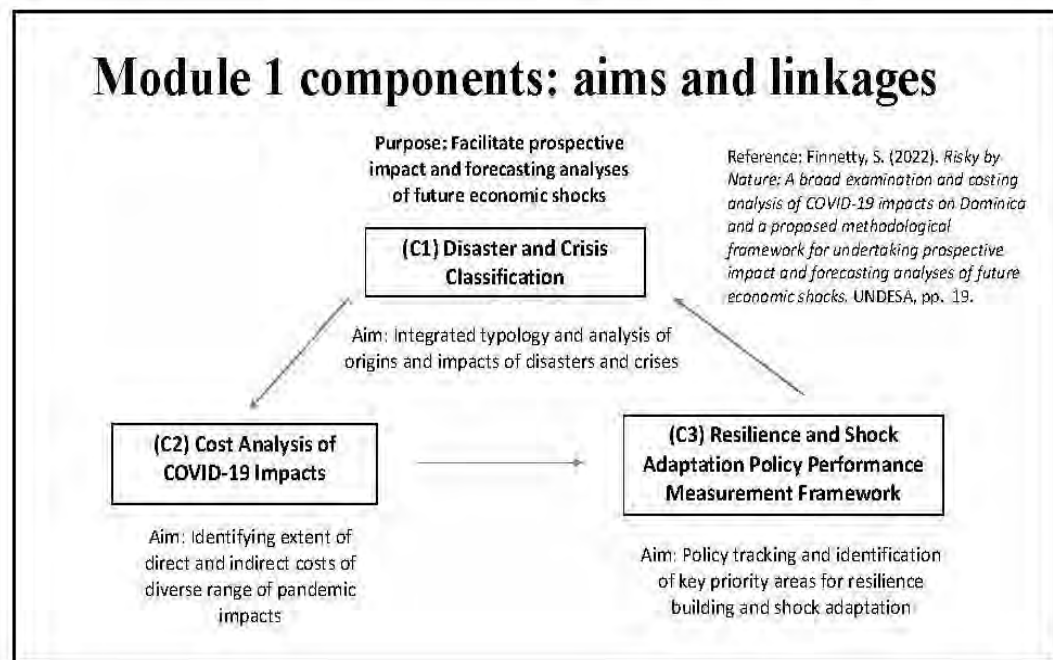
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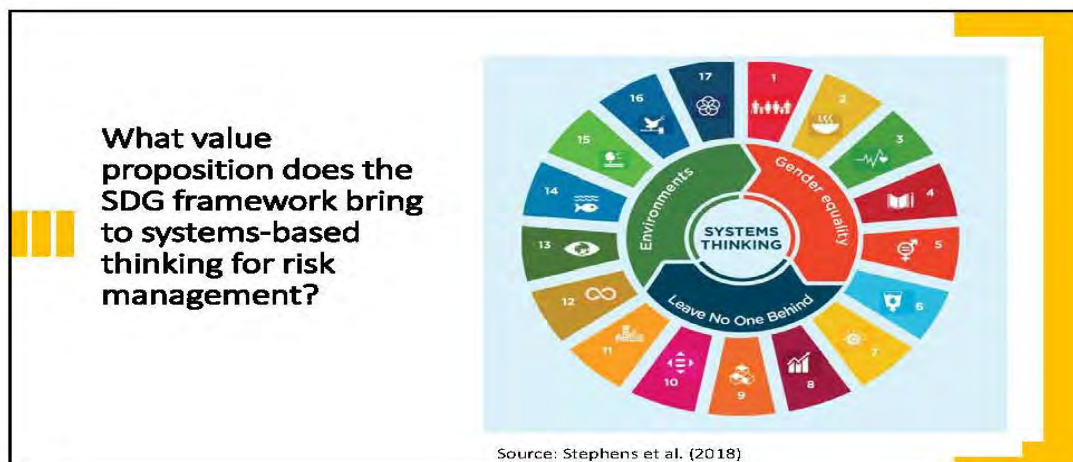
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1



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## SDGs provide an integrated systems thinking frame...



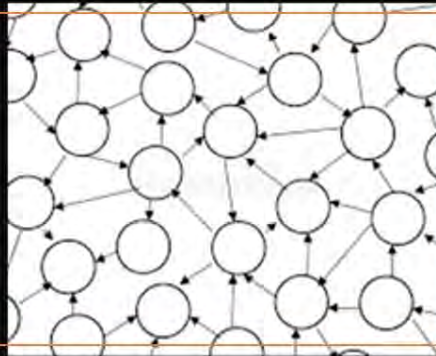
Ref: Crossman et al. (2018)



Source:  
UNESCAP

3

**Interconnectivity  
rather than siloed  
thinking-the main  
message**



4

**Other ways of thinking  
about interconnections**



5

## Annex 5: Basic costing analysis methodology for COVID-19 impacts

### Component 2: Costing Analysis of COVID-19 Impacts in Dominica

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#### Contextual background and aims of costing analysis

- The costing analysis exercise is included in the working draft of the technical paper (Finnetty, 2022) for the technical cooperation assignment (UNDESA-Government of Dominica) and **aims to comprehensively identify the diverse array of pandemic impacts on the country and to analyze the extent of their costs;**
- The working technical paper builds off Alexander (2021) which identified the **critical macro-economic and social impacts of the COVID-19 pandemic on Dominica and provided a comparison of the socio-economic circumstances of the country before and after the pandemic started;**
- **Costing analysis identifies and disaggregates the broad range of pandemic impacts (direct and indirect) and their associated costs in two matrices which in combination reflect the scope of the pandemic's expected substantial negative effects and the limited positive effects on Dominica;**
- **The extent of uncertainty and the quantification potential of these disaggregated impacts can be identified and analyzed. This process reflects the ambiguity, complicatedness and complexities involved in identifying and calculating costs in an ongoing crisis/disaster...and**
- **The costing analysis provides a comprehensive framework for estimating the quantum of resources that has been expended or lost due to these pandemic impacts. They provide a broad approximation of the financial resources and replacement costs for an integrated sustainable recovery.**



## Uncertainty and quantification potential

- **Uncertainty and quantification potential** are two key elements of the analytical approach;
- **Uncertainty** is considered a default parameter and analytical lens for the overall approach. **Uncertainty** here refers to the extent of ambiguity and changeableness of what constitutes a particular cost type in the context of the pandemic;
- **Important working assumption** is that **uncertainty** has lessened over the course of the pandemic as science and experience provide improved insights and knowledge about the disease and its impacts;
- This has **implications** for the **potentiality** to **quantify** a particular cost type (e.g. if **uncertainty** is low, then **quantification potential** is expected to be **higher**) and
- The **ratings of quantification potential** provided are based on a combination of evaluative factors including **technical viability**, **likelihood of data availability** and **temporality variables** which would affect data quality.

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## Categorizing pandemic impacts and costs

- Barai and Dhar (2021) identify the **primary cost categories** of the COVID-19 pandemic as **human, economic and trade, employment (including social) and environmental**.
- The significant **domestic shock** of the pandemic in a developing country like **Dominica** would include **direct costs** (linked to morbidity, health care and uncertainty) and **indirect costs** (issues including decreased labour, productive capacity and overall economic productivity that are related to regulatory, containment and mitigation measures directed at disease spread reduction) (Loayza, 2020, p. 1).

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## Key analytical takeaways and guiding questions...

- The pandemic is still ongoing and so it is difficult to estimate what will be the final impacts and costs-adaptive approach required;
- The impact timeframe is long-term but what is an appropriate length of time to model impacts and costs? 10 years? 5 years?
- What takes precedence and what is weighted as more important in terms of impacts and costs? Human lives? Livelihoods? Short-term effects? Longer-term effects?
- By extension, what analytical perspectives are more important in examining pandemic impacts and costs? Economic analyses? Social analyses? Environmental analyses? Political/governance analyses?
- Analyzing costs versus analyzing what worked and what didn't in terms of pandemic interventions. What's more important? Economic analysis? If so, what type? or is evaluation more important?
- Value judgements rather than science and economic analyses end up being more critically important
- Chronology and context matters... what's key for Dominica?

## Annex 6: Overview of MSMEs Role and Contributions to Sustainable Recovery



1

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### UNDESA Capacity Building Activities - MSMEs Resilience

- The need to support countries formulating policies and strategies for MSME resilience has been recognized by the UNGA (res. A/RES/74/270)
- In the Secretary-General's report 'Shared responsibility, global solidarity: Responding to the socio-economic impacts of the COVID-19 pandemic', supporting MSMEs is outlined as a focus area to tackle socio-economic effects of the COVID-19 pandemic.
- Supporting MSMEs and informal workers is also included as one of the five pillars in the UN Framework for the Immediate Socioeconomic Response to the COVID-19 crisis

Division for Sustainable Development Goals

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## Overview of MSMEs Role and Contributions to Sustainable Recovery

Amson Sibanda  
Division for Sustainable Development Goals, UN DESA

2

Department of Economic and Social Affairs

### UNDESA Capacity Building Activities - MSMEs Resilience

- UN Peace and Development Fund Project on "Strengthening national capacities for enhancing MSME resilience and building forward better to accelerate the implementation of the 2030 Agenda in developing countries participating in the Belt and Road Initiative" (2022-2024)
- Target countries: Cambodia, Ethiopia, The Gambia, Madagascar, Kenya, Lao PDR, Sri Lanka, Philippines and Zimbabwe
- Project supports the implementation of integrated and inclusive policy measures that enhance MSME resilience, including building an enabling policy environment and improving capacity and skills among MSME entrepreneurs.

Division for Sustainable Development Goals

4



## UNDESA Capacity Building Activities - MSMEs Resilience

- It will build the capacity of policymakers to design and implement effective policy measures tailored to demands of MSME entrepreneurs
- Improve the capacity of MSME entrepreneurs, particularly women and youth MSME entrepreneurs
- Expand their access to financial resources, high-value market opportunities and innovative techniques that enhance resilience
- Both projects emphasize capacity building workshops, policy dialogues, technical trainings, study tours, toolkits and knowledge products to disseminate experience and good practices on MSME resilience for building forward better among pilot countries

## MSMEs in Dominica

- The growth of the national economy and efforts to eradicate poverty, empower women and youth, and create decent jobs rely considerably on the contributions of MSMEs
- MSMEs contribute to productivity, innovation, employment, eradication of poverty
- They also make up the majority of the world's food producers and ensure sustainable food production systems
- They play a critical role in closing the gender gap as they ensure women's full and effective participation in the economy and in society

## UNDESA Capacity Building Activities - MSMEs Resilience

- Development Account Project on **"Strengthened Resilience of Micro-, Small and Medium-sized Enterprises (MSMEs) in Africa and Asia"** (2022-2025)
  - Target countries: Cambodia, Ethiopia, the Philippines, Zimbabwe
- Project aims to formulate enabling policy environments and strengthen capacities of policymakers and MSME entrepreneurs to enhance MSME resilience to external shocks and risks, including the COVID-19 pandemic
- The project will improve the capacity of policymakers to plan and implement coherent policy mechanisms promoting MSME resilience and strengthen MSME entrepreneurial capacities for resilience and competitiveness.

## MSMEs in Dominica, cont'd

- However, MSMEs have been heavily impacted by Tropical Storm Erika, Hurricane Maria, the COVID-19 crisis, rising inflationary pressures (energy costs rising)
- Hence boosting the resilience and revitalization of MSMEs is a top priority
- There is a need for:
  - timely disaggregated data and analytical tools for assessing and enhancing the performance of MSMEs
  - mobilizing support for the sector in terms of increased capabilities, access to finance, and providing an improved structure

### MSMEs and the Transition to Green Jobs

- The transition to green jobs is recognized as a crucial part of any resilience framework
  - It provides long term environmental protection, economic development and social inclusion.
- There are growing calls for a green recovery to the COVID-19 crisis as countries continue to grapple with the public health responses and mitigation measures to ease the economic and social dislocations caused, as well as how best to promote sustainable recovery and growth in the longer term

### Policy Matters for Resilience and Sustainable Recovery

- Need greater sensitization and engagement with national employer organizations and other key economic stakeholders who should be partnering with Governments to realize the potential of green enterprises and the green economy
- Its important to develop a strong culture of national resilience building and the continued development of sustainable green businesses, including MSMEs
- Government should take the lead in knowledge sharing and policy formulation to lay down appropriate frameworks and to promote engagement with business and civil society on green initiatives
- Need coherence among legislation, policies, and programmes supporting MSMEs and for green economy development

### Promoting Green MSMEs

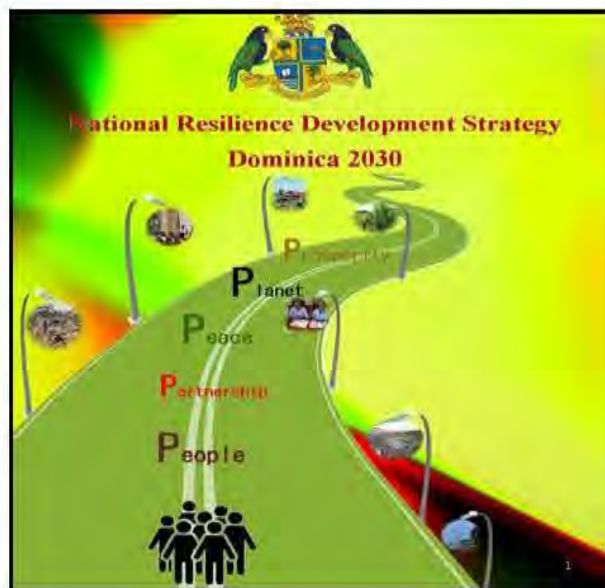
- Green jobs are decent jobs that contribute to preserving or restoring the environment, be they in traditional sectors such as manufacturing and construction, or in new, emerging green sectors such as renewable energy and energy efficiency.
- Green MSMEs can be defined as enterprises functioning in a capacity where no negative impact is made on the environment, the community, or the economy.
- MSMEs can improve their environmental performance by adopting the 3Rs (Reduce-Reuse-Recycle) - reducing all type of waste, increasing recycling of material, consuming clean energy and sustainable products and preserving the local environment.

### Policy Matters for Resilience and Sustainable Recovery

- Going forward, the Ministry of Commerce, Enterprise and Small Business Development should continue to play a pivotal role in ensuring an enabling environment that strengthens and promotes resilient enterprises, including MSMEs.
- It is also imperative for the **Climate Resilience Execution Agency for Dominica (CREAD)** to support and strengthen the resilience of a sector which contributes significantly to the country's GDP.
- The growth and formalization of the sector within the context of the **Climate Resilience and Recovery Plan (CRRP)** which has a minimum target of 5% sustained, sustainable and inclusive economic growth by 2030 set as one of its goal.



## Annex 7: The National Resilience Development Strategy (NRDS) (2030)



1

### Purpose and Vision of the NRDS

- *"The NRDS is a broad framework which provides the roadmap and guidelines for taking the country to where it out to be by 2030"* which makes allowance for adjustments to accommodate new realities as they emerge.
- Integrate climate resilience and disaster risk management into the national growth and development planning framework to achieve the desired equitable, efficient and effective outcomes of Dominica.

2

### Principles underpinning the NRDS

1. Stable and progressive society
2. Continuity of public policy where there is bi-partisan support
3. Good governance
4. Macro-economic stability
5. Environmental sustainability
6. Social and Institutional responsibility
7. Journey

3

### NRDS Conceptual Framework

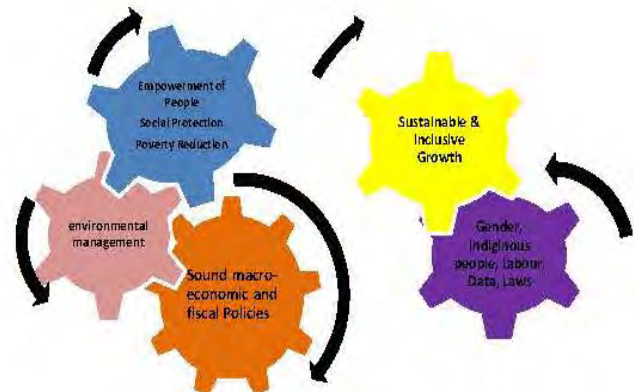


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## Core Strategic Frameworks



## Sector Specific Frameworks



## Key National Resilience-Development Objectives

1. The promotion of food security and self-sufficiency through Climate Resilience Agriculture and Fisheries Development
2. Enhancing the resilience of Ecosystems and sustainable use of natural resources (Forestry, Marine, Water resources)
3. Enhancing Infrastructure Resilience
4. Promotion of Sustainable Human Settlements/Communities
5. Provision of adequate and sustainable social protection systems with the ability to respond rapidly to the impact of shocks at the individual and household levels
6. Implementing a Comprehensive Risk Management Framework (including National Vulnerability Risk Resilience Fund) and pursuing the Low Carbon Development Pathway (the greening of the economy)
7. Economic empowerment and innovations through sustainable Climate Financing

## Strategic Growth Poles

- Expand investments in renewable energy to enhance nature island price and increase revenue generation through a unique business model
- Promote creative Industries and productive enterprises as catalysts for economic development
- Support social and economic development through sound, resistant, and smart infrastructure
- Enrich the quality of life and standards of living of all Dominicans through effective and appropriate human services



### What is needed to ensure success of these development priorities

- Greater engagement with the private sector in national development
- Innovation in programming, harmonization and coordinated planning
- Data collection and sharing culture, including regular program/project impact evaluations
- Creative workforce and productivity enhancement

9

### What is needed to ensure success of these development priorities?

- Relevant action plans, reforms, policies and legislation
- Inclusive and human-sensitive environment, attitudinal changes
- Technological advancement
- Enhanced research capabilities

10

### What is needed to ensure success of these development priorities?

- Ongoing capacity building, individual competences, and institutional arrangements
- Community engagement, especially to educate stakeholders about the importance of certain programs and projects
- Taking a proactive rather than a reactive approach, e.g. efficiently reallocating resources to meet changing conditions and local issues

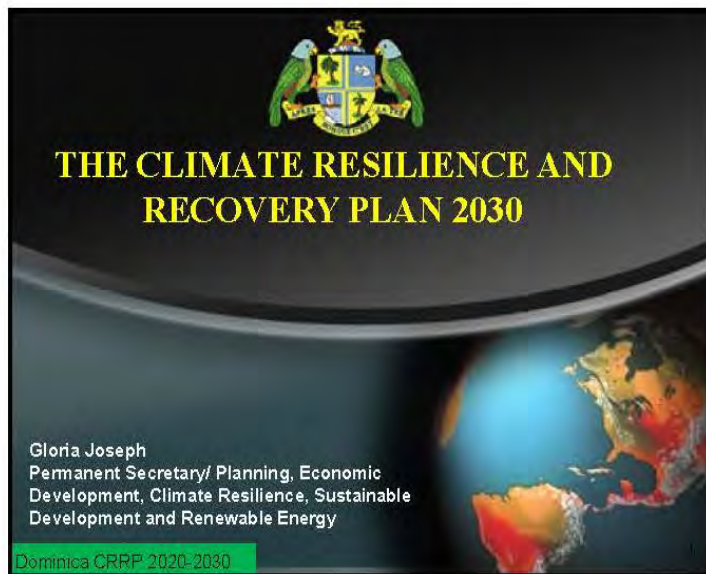
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### What is needed to ensure success of these development priorities?

- Engage and collaborate with regional and international communities and agencies
- Industrial development, economic competitiveness and expanded trade in areas of market demand;
- Targeting public investments and development efforts in areas that will improve competitive position, and in specific programs or activities that are likely to bring desired results
- Political will
- Individual and institutional leadership

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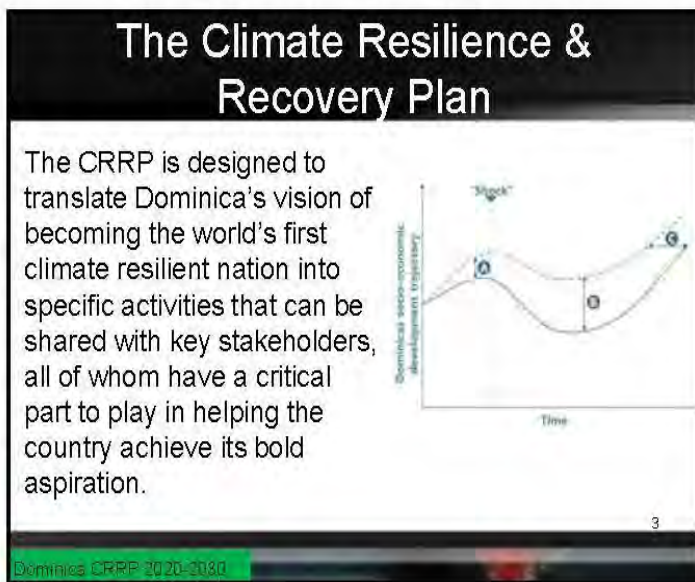
## Annex 8: The Climate Resilience & Recovery Plan (CRRP) (2020-2030)



1



2



3



4



# 1 Vision for Resilience & Sustainable Development

## Our Bold Vision, to become the first Climate Resilient Nation...



### The near total devastation that Dominica suffered on 18<sup>th</sup> September 2018...

Hurricane Maria made landfall on the southwest coast of Dominica at 9:35 p.m. on September 18 as a Category 5 hurricane, with 220 mph wind speed and higher gusts

The hurricane force resulted in intense storm surges, torrential downpours, overflowing raging rivers, and unprecedented high winds across the island. Around 80% of the population (65,000 people) were directly affected, 65 lives were lost, and more than 90% of roofs were damaged or destroyed while power and water supplies were disrupted, and entire crops destroyed

Five days after Hurricane Maria decimated Dominica, on September 23rd, 2017, Prime Minister Roosevelt Skerritt addressed the 72nd United Nations General Assembly (UNGA) and declared Dominica an "international humanitarian emergency" in his impassioned speech which also boldly vowed to rebuild



### ...led to the articulation of a bold and unparalleled vision to become the First Climate Resilient Nation

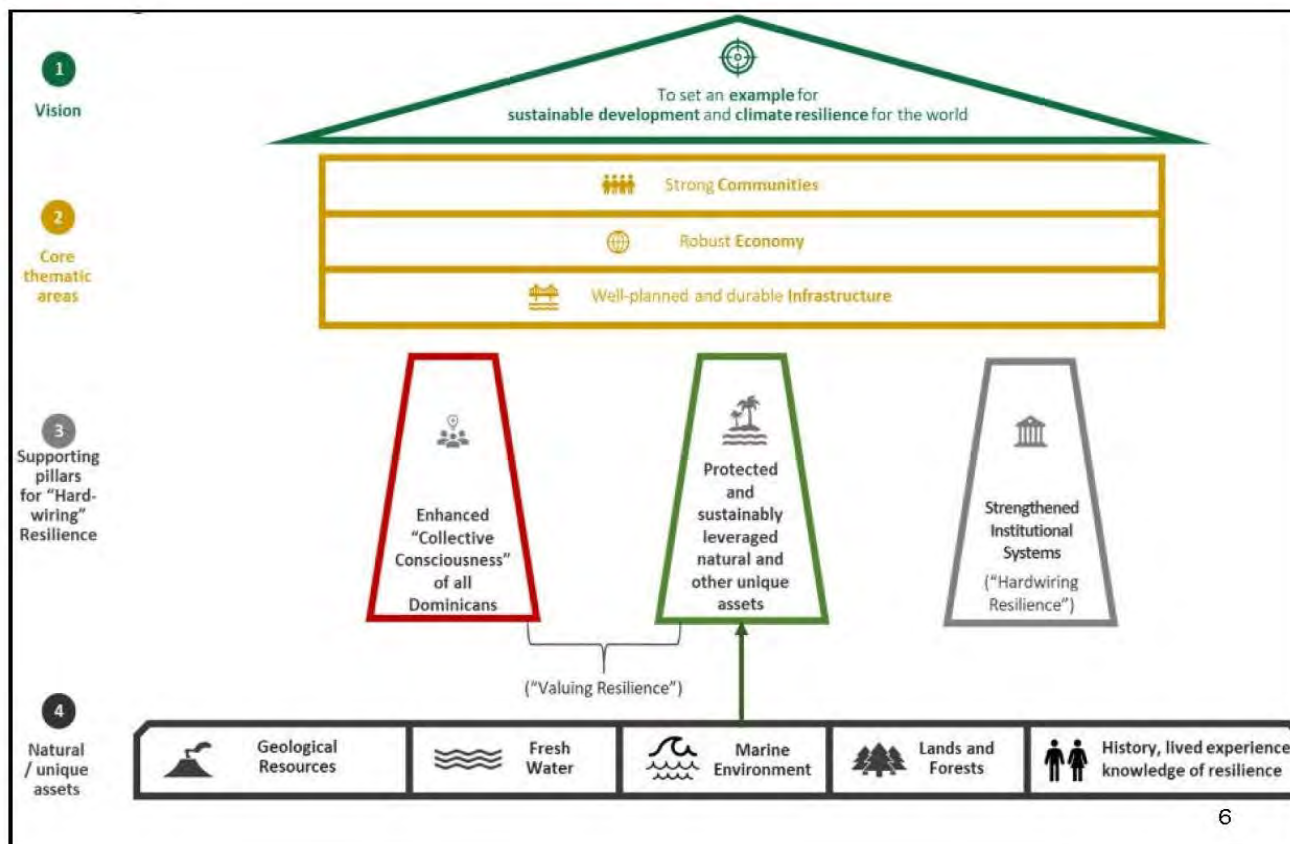
*"I come to you straight from the front line of the war on climate change. With physical and emotional difficulty I have left my bleeding nation to be with you here today because these are the moments for which the United Nations exists!"*

*"We as a country and as a region did not start this war against nature! We did not provoke it! The war has come to us! ...There is no more time left for conversation! There is little time left for action. While the big countries talk, the small island nations suffer. We need action...and we need it NOW!! We in the Caribbean do not produce greenhouse gases or sulphate aerosols. We do not pollute or overfish our oceans. We have made no contribution to global warming that can move the needle. But yet, we are among the main victims...on the frontline!"*

*"...To deny climate change is to procrastinate while the earth sinks; it is to deny a truth we have just lived! It is to mock thousands of my compatriots who in a few hours without a roof over their heads will watch the night descend on Dominica in face of sudden mudslides... and*

Dominica CRRP 2020-2030

5



6



### 3 Aspiration for Climate Resilience

The Government of the Commonwealth of Dominica has **3 Aspirations** in becoming climate resilient:

1. To increase the overall socio-economic development trajectory of the country.
2. To reduce the impact of damage following a natural disaster or shock.
3. To reduce the time for recovery from any such shock.

7

### 3 Pillars of Resilience

#### 1. Climate Resilience Systems

DRS

#### 2. Prudent Disaster Risk Management

DRM

#### 3. Effective Disaster Response and Recovery

DRR

8

### 6 Results Areas

1. Strong Communities
2. Robust Economy
3. Well Planned and Durable Infrastructure
4. Enhanced Collective Consciousness
5. Strengthened Institutional Systems
6. Protected and Sustainably leveraged Natural and other Unique Assets

9

Dominica CRPP 2020-2030

9

### 10 Climate Resilient Initiatives

#### Immediate Do's

1. Enhanced Social Safety Net Initiative

2. Community Emergency Readiness Initiative

3. Koodmen Dominik - National Volunteer Initiative

4. Resilient Dominica Physical Plan (a - Plan; b - Implementation)

5. Hydrology Survey & Flood/Landside Risk Mitigation Plan (a - Plan; b - Implementation)

6. Innovative Insurance Products

7. Dominica as a Global Centre for Agricultural Resilience

8. Performance Management Framework across Government

9. National GIS Unit

10. Blue Economy Investment Fund

10

Dominica CRPP 2020-2030

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### 15 Strategic Resilience Targets



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Dominica CRPP 2020-2030

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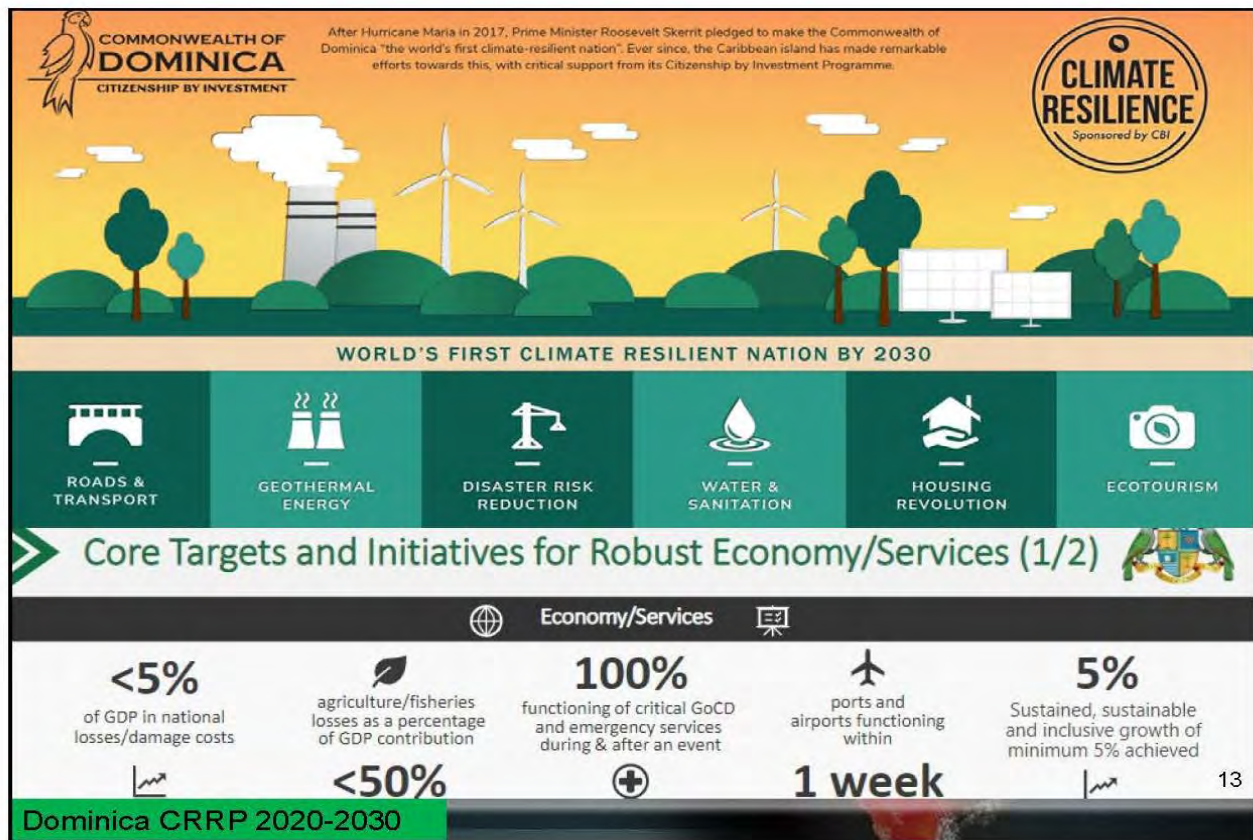
#### Core Targets and Initiatives for Strong Communities



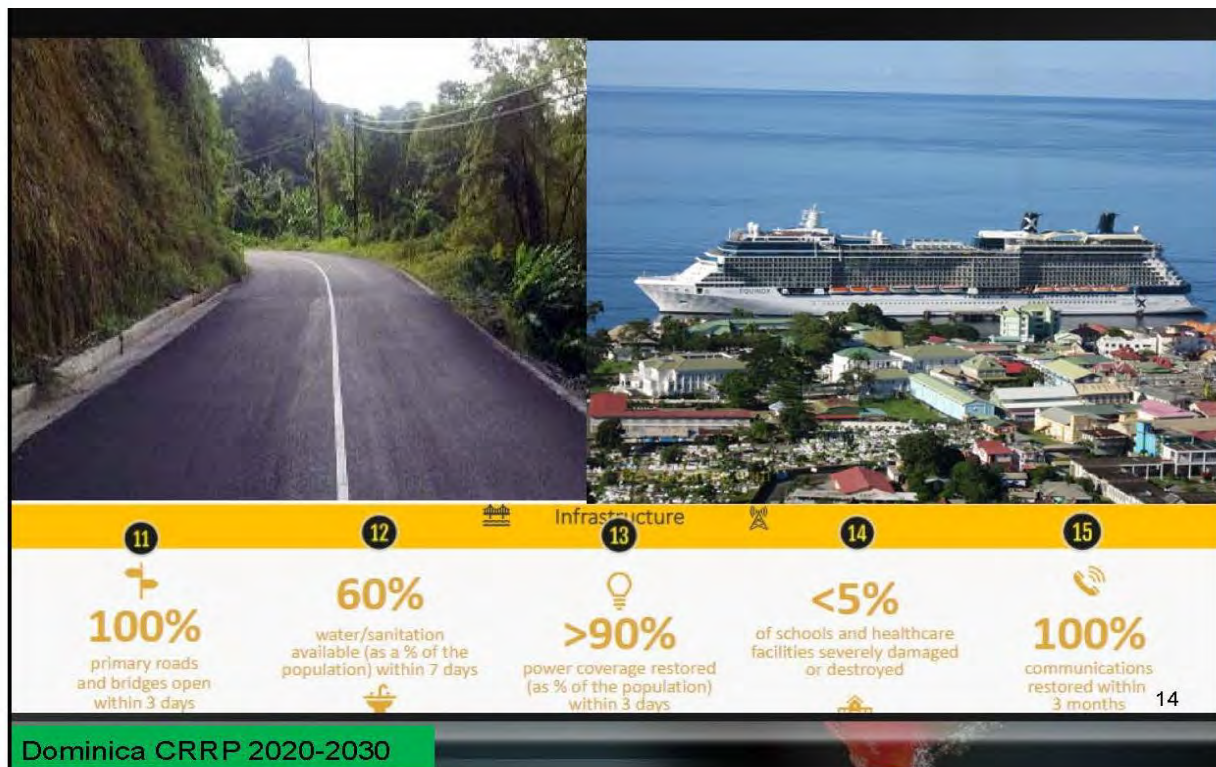
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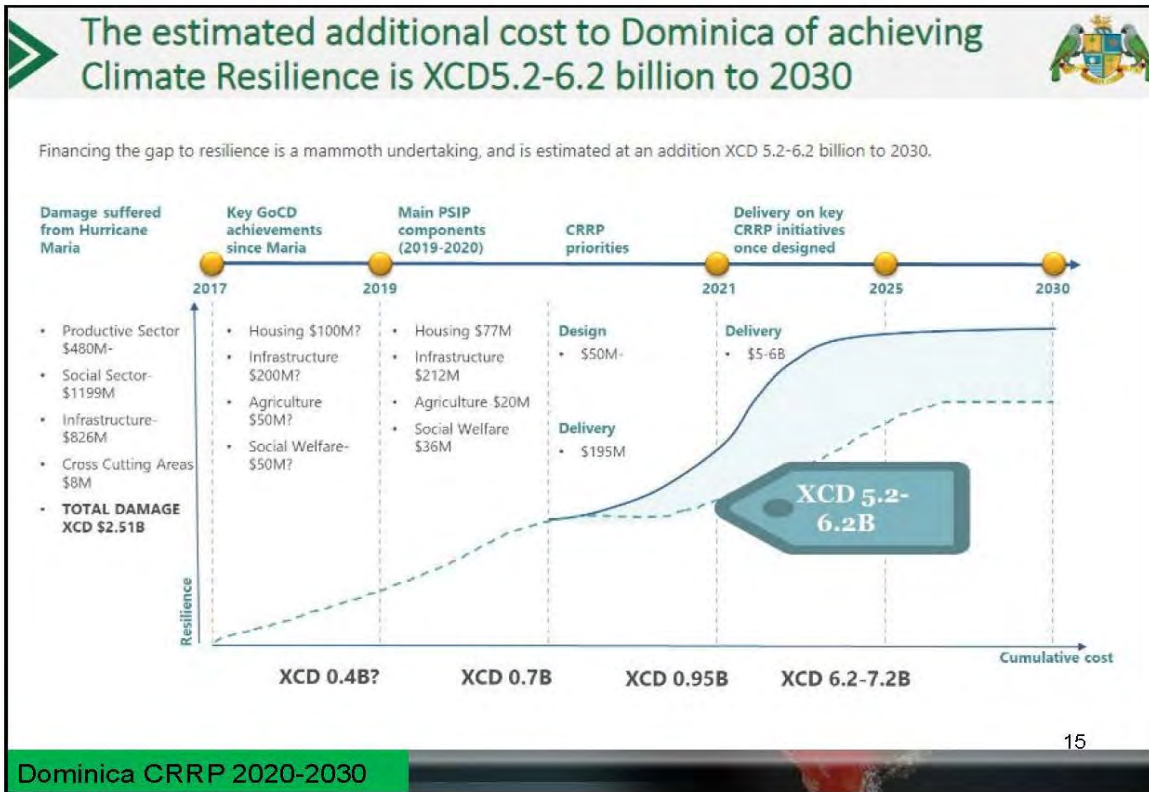




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## Potential Sources for Funding

Potential funding source	Description	Potential contribution
<b>Government of the Commonwealth of Dominica</b>	<ul style="list-style-type: none"> <li>Refinement of public sector investment program (PSIP) allocations towards priority resilience initiatives, focusing on quick-wins</li> <li>Unlocking blockages in existing funding sources</li> <li>Allocation of additional funds from national budget</li> </ul>	<ul style="list-style-type: none"> <li>XCD 2-3B</li> <li>XCD 10-20M</li> <li>??</li> </ul>
<b>Development Finance Institutions (DFIs)/Donors</b>	<ul style="list-style-type: none"> <li>Grants and concessional loans to support priority initiatives that fit with their individual mandates               <ul style="list-style-type: none"> <li>Ramp up leverage of climate-related funds</li> </ul> </li> <li>Technical assistance support notably in disaster management and performance management areas</li> </ul>	<ul style="list-style-type: none"> <li>XCD2-3B</li> </ul>
<b>Private Investors</b>	<ul style="list-style-type: none"> <li>Significant portion related to reconstruction of homes and farms, with government incentives</li> <li>Also focus on economic development opportunities with commercial and double bottomline line returns               <ul style="list-style-type: none"> <li>Get "skin in the game" (equity) where possible</li> <li>Establish public-private partnerships where possible to maximize contribution/reduce risk</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>XCD300-500M</li> </ul>
<b>Philanthropists</b>	<ul style="list-style-type: none"> <li>Focus on specific initiatives that fit with their individual mandates, notably strong communities and environmental sustainability/knowledge/culture</li> </ul>	<ul style="list-style-type: none"> <li>XCD30-50M</li> </ul>

16

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## CRRP communications strategy

### I) End Goal



Generate maximum support and active participation from public, private and social sectors, as well as, the international community and investors for the actions and interventions that will be pursued to make Dominica climate resilient

### II) Objectives

1. To increase awareness among **ALL** citizens of Dominica on the importance of building climate resilience.
2. To improve the levels of communication and information sharing among the agencies involved in building climate resilience.
3. To facilitate the sharing of information between CREAD and the agencies implementing climate resilience projects on the one hand and the agencies involved in the dissemination of information to all publics on the other.
4. To equip and empower people at the community and district levels with information and skills to promote climate resilience.
5. To allow for the sharing of knowledge on indigenous and traditional practices that have historically been used successfully to recover from disasters and to build resilience.
6. The CRRP sets out the measures necessary to protect the country against climate threats; however, every Dominican, whether as a homeowner, educator or business owner, has a role to play in turning the CRRP into a reality.

### III) Strategy

- The messaging strategy must convey the Government's most important points about how climate change affects the country and the role that the CRRP will play in the response to these threats.
- It must also be tailored to specific audiences, based both on their existing knowledge of climate change, and on the types of actions they can and should take to build their resilience.
- Some messages will be cross-cutting for all audiences ('universal messages'), while other messages will be primarily of interest to specific stakeholders.
- Messages must be tailored to the public being targeted, and the messages must always be relevant, clear, unambiguous and free of technical jargon.
- Facts alone will not generate interest in climate change—the Government needs a framed narrative that makes those facts meaningful to people. A well-crafted narrative will also tie together diverse messages, creating coherence and aiding in recognition and retention.
- By developing messages that fit within that narrative frame, the Government helps make climate change concrete and meaningful to the public, and empowers them to act.

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Dominica CRRP 2020-2030

17

## Measurement & Evaluation

Resilience outcome	Sustainable Development Goals (SDGs)																SFDRR <sup>1</sup>			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	1	2	3	4
1 Strong communities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓
2 Robust economy	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
3 Well-planned and durable infrastructure				✓					✓							✓		✓	✓	✓
4 Enhanced Collective Consciousness	✓	✓	✓	✓		✓	✓									✓	✓			
5 Protected and sustainably leveraged natural and other unique assets	✓					✓				✓	✓	✓	✓						✓	
6 Strengthened institutional systems	✓				✓		✓							✓	✓			✓		

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Dominica CRRP 2020-2030

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## Annex 9: The Disaster Risk Financing Strategy (DRFS) (2022)



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## 1. Background Note

1. The Commonwealth of Dominica is highly vulnerable to natural hazards, climate impacts, pandemics, endemic health concerns, and other exogenous economic shocks which highlight the need for flexible disaster risk financing (DRF) instruments and approaches. The most common and historically significant natural hazards in Dominica are hurricanes and tropical cyclones. Like most of our Caribbean neighbors, Dominica is exposed to a high level of risk due to multiple hazards arising from meteorological (high wind, excess rainfall, sea-level rise, and hurricanes) and geophysical events (earthquakes, volcanoes, and tsunamis). Due to the island's geographical location within the Atlantic hurricane belt, weather events such as high winds, excess rainfall, and hurricanes have strong negative impacts on the population and economy, often of extreme magnitude with devastating effects. This is confirmed by the Emergency Events Database (EM-DAT), which shows that between 1900 and 2018, losses from hydro-meteorological disasters (mainly tropical storms) were estimated to be over EC\$5.98 billion. More recently, total damages and losses from Tropical Storm Erika in 2015 were estimated to be EC\$1,312 million (or 90 percent of Dominica's GDP). Similarly, the Post-Disaster Needs Assessment (PDNA) of Hurricane Maria in 2017, concluded that it had resulted in total damages of EC\$2,529 million and losses of EC\$1,038 million, which amounted to 226 percent of Dominica's GDP.
2. The quantification of fiscal risks linked to disasters is the first step in devising a cost-effective DRF strategy. On average, in the long term, Dominica would need to cover losses of approximately EC\$81.5 million annually—5.1 percent of 2019's gross domestic product (GDP)<sup>1</sup>—to address contingent liabilities related to floods and hurricanes. According to data from the World Bank's 2021 Country Disaster Risk Profile for Dominica, hurricanes and earthquakes cause an average annual loss (AAL) of EC\$61 million over the long term, or 3.6 percent of GDP. Hurricane damage to public and private building infrastructure alone will amount to EC\$53 million on average for each year over the long run. For any given year, Dominica has about a 1.0 percent probability of government losses exceeding EC\$1,236 million, that is, 76 percent of GDP in realized contingent liabilities due to damages, which could take the form of relief expenditures, lost revenue, road and bridge reconstruction, public school and hospital reconstruction, or any other relief or reconstruction expenditure that the government is responsible for after a disaster, in addition to providing financial assistance to citizens who sustained losses of property or livelihood.
- 1.3 In addition to predictable losses related to hydrometeorological events and AALs of EC\$5.4 million from earthquakes, Dominica faces much less predictable but still catastrophic risks from volcanic impacts, tsunamis, health emergencies, and other exogenous shocks. This requires any financial response strategy to be flexible and responsive and build on existing robust data systems and financial processes. As of August 2021, hundreds of COVID-19 cases have put a strain on health care and social support, while impacts on tourism triggered a decline in government revenues and increased demand for income support.

<sup>1</sup> 2019 GDP, US\$800 million, The World Bank

## 2. Objectives of the Strategy for Disaster Risk Financing

1. The primary objective of this DRF Strategy is to strengthen the ability of the Government to assess, reduce and manage fiscal risk associated with disasters. This objective will be achieved through the short, medium, and long-term development goals and strategic priorities described in Section V and informed by international good practices in DRF. The development goals and strategic priorities have been developed through consideration of national priorities and a multi-year quantitative and qualitative analysis of gaps in (i) the Government's current approach to financing disaster risk; (ii) public financial management (PFM) systems; and (iii) the domestic insurance market. Supported by various international and regional organizations, the Government will work with public entities to implement the development goals, strategic priorities and key activities presented in the following sections. The Strategy is also intended to be a living document that will be updated regularly, as needed.
3. Alignment with Existing Policies and Government Priorities
  1. The DRF Strategy aligns with the Disaster Resilience Strategy (DRS) formulated by the Government with the assistance of the International Monetary Fund (IMF) in 2021. The DRS is a comprehensive plan that includes policies, costs, and financing to build resilience against disasters, in consultation and collaboration with other development partners. It is integrated within a credible macro-fiscal framework and organized around pillars of structural resilience, financial resilience, and post-disaster resilience. As we know, Dominica is committed to becoming the first disaster-resilient nation following massive devastation caused by Hurricanes Erika and Maria in 2015 and 2017. The DRS found that over a twenty-year period, the cost of transforming our nation into a disaster-resilient state is predicted to be EC\$7.6 billion (five times our GDP).<sup>2</sup>
  2. The DRF Strategy operationalizes parts of the financial resilience and post-disaster resilience pillars of the DRS. Specifically, it expounds the priority areas related to the development of a comprehensive financing strategy with a risk layering framework, operationalizing the VRRF, and strengthening the private insurance market. The DRS' Financial Resilience pillar recognizes that in the aftermath of a disaster, fiscal buffers and pre-arranged financial instruments are used to manage recovery and reconstruction expenditures. Even with resilient structures, disasters can be mitigated but not eliminated. Immediate post-disaster funding needs for social support and the restoration of critical services and infrastructure demand a comprehensive strategy that allows for quick access to funds. Additionally, the DRS' Post-Disaster Resilience pillar recommends an emergency response plan aimed at defining institutional arrangements and duties to quickly deploy financial and physical resources and limit disruption of key public services such as water, power, medical care, schools, citizen security, and financial services. Lastly, the DRS recognizes that access to financing from the international community is an imperative, as Dominica would be unable to finance the cost of building resilience.

<sup>2</sup> Dominica DRS, IMF 2021: <https://www.imf.org/en/Publications/CR/Issues/2021/08/13/Dominica-Disaster-Resilience-Strategy-469663>.



without concessional financing from the international community.<sup>3</sup> The DRF Strategy addresses all these aspects by institutionalizing a strategy for cost-effective access to immediate liquidity post disaster, mandating development of plans to deploy funds post-disaster, and building the data management capacities to continually improve the understanding and quantification of hazard risk.

**3.3 The DRF Strategy aligns with the Government's recognition that building financial resilience is a critical cornerstone of any resilience plan.** One of the proposed areas of focus is to develop a diversified portfolio of mechanisms and Instruments to finance operations and post-disaster responses to allow faster recovery in the event of a disaster. This comprises a debt portfolio to help guide our borrowings and a risk-layering approach to combine various financial Instruments such as the Vulnerability Risk and Resilience Fund (VRRF), CCRIF insurance coverage, a Catastrophe Deferred Drawdown Facility, and insurance for the protection of lives, livelihoods, and properties such as the blockchain parametric Insurance product - Flexible Hurricane Protection (FHP). The proposed DRF Strategy will identify preferred capitalization levels of the VRRF and seeks to develop clear guidelines for the use of the resources in this fund. It also proposes to optimize CCRIF coverage, expand social protection systems and financial instruments, explore access to a contingent line of credit, and further develop financial protection products, especially for vulnerable sectors including agriculture, tourism, and fisheries<sup>4</sup>.

#### 4. Resilience Goals and Strategic Priorities of the Ministry of Finance in Managing Fiscal Disaster Risk

**1. The Government has a legal mandate and responsibility to prepare financially for disasters.** The Government has historically responded to disasters through the Consolidated Fund, which capitalizes the Contingencies Fund to be used in the event of an urgent and unforeseen need for expenditure for which no other provision exists. We have also recently established the Vulnerability, Risk, and Resilience Fund (VRRF) with operational guidelines. Parliament also appropriates monies toward disaster management within the annual budgetary allocations to the Ministry of National Security and Home Affairs, under which the Office of Disaster Management (ODM) falls. Government also intends to enhance the systems supporting risk-based decision-making on asset management to strengthen risk reductions, as well as data coordination and management to strengthen disaster recovery and reconstruction. Furthermore, the existing regulatory frameworks and systems supporting DRF will be reviewed and updated where necessary, to improve their alignment. Most pertinent is improvements in Public Financial Management (PFM), through, for example, the Finance (Administration) Act, and updates in Disaster Risk Management through, for example, the Emergency Powers (Disaster) Act and the National Disaster Plan of 2001 to ensure they complement the approaches laid out in this strategy.

<sup>3</sup> Attaining resilience with fiscal and external sustainability crucially depends on an increase in donor grants of about US\$63 million per year, 3-4 times above recent levels.

<sup>4</sup> Dominica Budget Address 2021-2022 - "Building on Our Past, Solidifying Our Present, Securing Our Future": <https://finance.gov.dm/budget/budget-addresses/files/39-budget-address-2021-2022-building-on-our-past-solidifying-our-present-securing-our-future-by-hon-dr-roosevelt-saemir>

**2. The Government has developed a comprehensive national DRF strategy that supports our capacity to access immediate financial resources in the event of a disaster and is flexible enough to allow for a proportional response based on magnitude of loss, while minimizing reallocations from existing programs and maintaining the fiscal balance.** To do so, we have identified three overarching resilience goals that will enable Dominica to manage the fiscal impact of disasters and to build resilience to strategically reduce fiscal disaster risk from today and beyond:

1. **The Government is financially resilient to disasters** and therefore is able to support long-term rehabilitation and reconstruction needs and to minimize interruptions in ongoing development and disaster risk reduction plans.
2. **Dominica has a cost-effective DRF Strategy** that facilitates immediate liquidity to prioritized sectors and institutions in case of an emergency and makes use of risk transfer instruments for higher layers of risk.
3. **Dominica has reduced the impact of disasters by focusing on developing innovative disaster risk financing instruments for the most vulnerable people and businesses**, necessary for protecting development gains and livelihoods at the individual, community, and national level.

**3. To reach these development goals, the Government has identified a set of strategic priority areas:**

**Strategic Priority 1:** Strengthen data collection and management to encourage evidence-based decision making on prioritization of post disaster expenditures, resilience activities and optimization of financial instruments.

**Strategic Priority 2:** Strengthen public financial management related to disasters to foster the legal and administrative environment permissible to sound practices in disaster risk financing.

**Strategic Priority 3:** Improve fiscal protection and financing of post-disaster emergency response and recovery needs through financial instruments including risk retention and risk transfer instruments, optimized to cover low-, middle- and high-risk levels.

**Strategic Priority 4:** Increase collaboration with private sector to improve availability and affordability of catastrophe risk insurance products for the government, households, and businesses, with specific attention to vulnerable sectors of society.

#### 5. Key activities under the priority areas

These priority areas have been translated into action points or activities to be implemented over the next 4 years.

**1. Strategic Priority 1: Strengthen data collection and data management to encourage evidence-based decision making on prioritization of post disaster expenditures, resilience activities and optimization of financial instruments.**

Collecting and cataloging data on post-disaster damage and loss to physical and non-physical assets for high-frequency and low-intensity events, as well as major disasters with a lower frequency, is critical to improve our fiscal resilience to disasters. Indeed, adequately



recording historical events in monetary terms will help us to better understand and quantify our contingent liabilities associated with disasters, both implicit and explicit<sup>5</sup>, and allows the Government to plan financially for future impacts. Tying that information to an existing registry of public assets can also assist in risk-based prioritization of resources needed for asset maintenance and hazard risk reduction. These data sets can have a multitude of applications beyond disaster risk financing. Therefore, this strategic priority also advances the need to improve systems for intra-governmental sharing of data and statistics. This Government seeks to strengthen the data collection processes related to damage & loss, and post-disaster expenditure, by:

5.1.1 Streamlining and institutionalizing loss and damage data collection and reporting system for all severities of events.
Dominica has a rudimentary system of collecting and reporting information related to the damage and losses sustained by different sectors for low-frequency, high-intensity events. Information on damage and loss from high-frequency and low-intensity events is not reported in detail across all ministries, especially when it comes to flooding, which is acute in certain parishes. NEPO, the ODM, and MoF have noted that there is room to improve on capturing data associated with low-intensity, high-frequency events and creating a database to house this information. A database in line with the standard Damage and Loss Assessment methodology across ministries will be developed, along with guidelines on how and when to enter information. This would allow our line agencies at national and subnational levels, as well as local authorities, to report damage and losses easily. It would also enable the MoF and other line ministries to access critical information for recovery planning and appeal to donors. This database will be developed by the Government in consultation with NEPO, the ODM, and Ministry of Planning to capture information on high frequency disasters and linked to MoF post-disaster budgeting execution and planning processes.
5.1.2 Developing a risk-based asset management system, based on a comprehensive inventory of public fixed assets
An improved asset registry and asset management system is the answer to maximizing effectiveness of risk transfer instruments. Both the asset management system and the loss reporting system could inform our efforts to prioritize the reconstruction of public works damaged by disasters, as well as prioritize ex-ante risk reduction and maintenance. An inventory of all public assets is also the first step in accounting for the Government's contingent liabilities in budgetary planning and ensuring appropriate risk transfer through insurance. The insurance of key public infrastructure will be part of a medium- to long-term risk transfer strategy to have a more reliable balance between risk retention and risk transfer. A georeferenced inventory of public assets at risk and their attributes (for example, exact location, construction type, and number of stories) is also a key component in building an exposure database, which is integrated with hazard and vulnerability models to establish a fiscal disaster risk profile. Generally, the more accurate the inventory is, the more accurate the fiscal risk assessment.

## 5.2 Strategic Priority 2: Strengthen public financial management related to disasters to foster the legal and administrative environment conducive to sound practices in disaster risk financing.

The Government has a responsibility to fiscally prepare for disasters at both the budget planning and execution stages, allowing for rapid post-disaster disbursement to ministries and agencies that need it most. The Government seeks to ensure the sound management of post-disaster financing by:

<sup>5</sup> Explicit contingent liabilities are specific obligations, created by law or contract, that governments must settle. Implicit contingent liabilities represent moral obligations or burdens that, although not legally binding, are likely to be borne by governments because of public expectations or political pressures.

5.2.1 Ensuring complementarity in comprehensive DRM, PFM, and FR legislation to include DRF provisions and climate change and disaster risk considerations
Our medium-term fiscal sustainability is affected by disaster recovery and reconstruction efforts and managing disaster risk is critical for long-term fiscal sustainability. The Government will be enabled by individual Fiscal Responsibility, the PFM Bill and the Comprehensive Disaster Management Bill that are complementary in nature and agree on the definition of key terms and share common objectives.
For example, there are various funds in existing and proposed legislation, including the Contingencies Fund, a Reserve Fund and the Vulnerability, Risk and Resilience Fund. To institutionalize a framework for cost-effective and strategic use of the funds for disaster response, their administration and governance should be well-articulated.
5.2.2 Developing a general operational framework or procurement policy for the procurement of insurance by the public sector
The Government understands that insurance of key public infrastructure has to be part of a medium to long term risk transfer strategy to have a more reliable balance between risk retention and risk transfer. Therefore, a national property catastrophe insurance program for public assets will be pursued to create economies of scale and diversification benefits and thus lower insurance premiums. Such a program will support standardized templates of risk assessment and management as well as centralized purchasing of insurance of public assets, and guidance on self-insurance or risk retention. Regular condition assessments that take place with insurance pricing will also contribute to ex ante risk reduction.
5.2.3 Implementing capacity-building exercises to address knowledge and skills gaps in PFM, damage evaluation development, and PDNAs
Strengthening the capacity of our government institutions, through the implementation of policies and enactment of laws and regulations, to guide administrative actions that improve budgeting, financial management, and procurement systems is critical. Along with our institutional capacity and enabling environment, it is critical to ensure that the skills and competencies of public officers are built to mainstream key DRF principles into government operations and lead further policy development and implementation. Equally important for this exercise is ensuring that the necessary capacity to undertake damage evaluation also exists within relevant government agencies and institutions given that these also inform budgetary decisions critical to ensuring fiscal sustainability and resilience.
5.2.4 Developing and institutionalizing disaster-responsive Post-Disaster Budget Execution Guidelines
Such a system should include the ability to track disaster expenditure through the budget and improve public disclosure of financial reporting documents, which will inform fiscal planning and management of disasters. Tracking of disaster expenditure through the supplementary budget should ensure that other mechanisms for post-disaster financing are included in the mix of fiscal response measures to result in a more accurate view of the government's fiscal response.
Implementing a disaster-friendly classification system for the Charter of Accounts (COA), for example by including activity numbers that identify the disaster-related activity, will ensure that the various funds are traceable, using COA SOCs, so that going forward disaster financing expenditure can be better tracked and quantified. Any amendments to the COA will be used uniformly and consistently across the government to ensure that all post-disaster expenditures are coded and traceable.
The government has experienced several disasters in recent history, which have tested our capacity to respond. Over the years, we have built up knowledge, capacity, and expertise in various areas of post-disaster budgeting and financial management but unfortunately the experiences and competencies that have been built up have not necessarily been documented. This presents a challenge for sustainability and business continuity, especially in the aftermath of a disaster where public officers may be new to the responsibilities, not as experienced, or in a transitional stage as they move from other positions to fill more senior gaps in the public service.



### 5.3 Strategic Priority 3: Improve fiscal protection and financing of post-disaster emergency response and recovery needs through financial instruments including risk retention and risk transfer instruments, optimized to cover low-, medium- and high-risk levels.

Government has a responsibility to financially plan for disasters by increasing access to immediate liquidity following a disaster or public health emergency, as well as to medium-term financing that can serve as bridge financing to begin recovery operations and reconstruction of public assets and infrastructure. Following international good practices relying on cost-benefit arguments, a risk-layering approach to combine the various instruments will be adopted (see figure below).

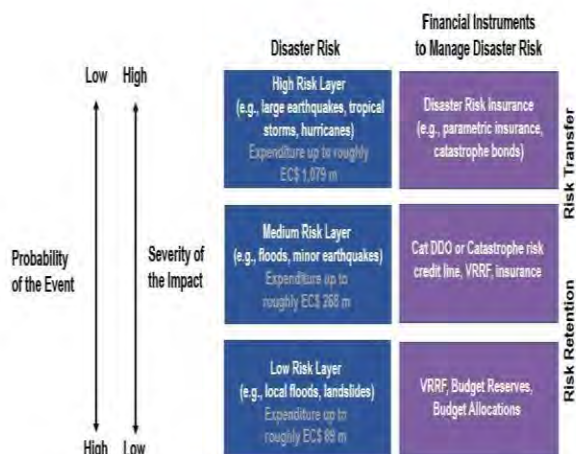


Figure 1: Layering approach to combine disaster risk financing instruments based on cost-effectiveness.

The Government seeks to achieve this by:

#### 5.3.1 Developing clear guidelines to define usage of the VRRF, thresholds for accessing the fund, eligibility and prioritization criteria for DRM (response and preparedness/resilience), activities to be financed, etc.

Part of our long-term strategy must be to build up reserves to balance debt accumulation. The VRRF has preliminary rules of capitalization and investment and indicative guidelines that define its usage, thresholds for access, eligibility and prioritization criteria for DRM activities (response and preparedness/resilience) to be financed, *inter alia*. If our finalized guidelines are to place the VRRF as the primary source of immediate liquidity held in reserve, we must ensure the capitalization target is high enough to meaningfully address projected costs. An estimate of EC\$81.5 million is being proposed based on the estimated AAL for public contingent liabilities from hydrometeorological events. These funds may be used for disaster risk reduction but only once the target capitalization level is reached. This also allows the Government to present to donors and creditors a more welcoming environment for international assistance by showcasing a well-managed, transparent fund set aside specifically for disasters.

#### 5.3.2 Optimizing sovereign parametric insurance (CCRIF SPC) coverage to cover existing immediate liquidity gaps

The CCRIF SPC offers us parametric insurance that relies on a payout disbursement contingent on the

predefined loss threshold of an event. We recently renewed our CCRIF policy but coverage for tropical cyclones, earthquakes, and excess rainfall is moderate with a maximum payout of EC\$109 million (2021/22 policy year) for qualifying events. The ceding percentage, attachment point and exhaustion point (that is, the amount of risk ceded to the international market) selected for each hazard can be optimized and adjusted annually to cover existing liquidity gaps when the VRRF is not fully capitalized. Once capitalized, then CCRIF coverage levels can be adjusted to cost-effectively cover catastrophic events. This underscores our need to optimize current CCRIF coverage while also introducing new and flexible financial instruments so the Government can get better value for money.

#### 5.3.3 Seeking access to a catastrophe risk credit line that covers contingent liabilities of prominent events of at least a 10-year return period

Engaging international development partners to continue accessing contingent credit instruments addresses not only reconstruction but also relief and recovery at a time when liquidity constraints are usually highest. Having a menu of options to address DRF and access to a contingent line of credit that facilitates rapid disbursement of funds for medium- to high-intensity disasters after the Contingencies Fund has been depleted will give the Government the necessary instruments and flexibility to fulfill its mandate to provide financial protection for our nation. The estimate of a 10-year return period is based on a range of probable maximum losses (PML) for public contingent liabilities in a range of moderate to severe events. This would also be complemented by Contingent Emergency Response Components (CERC) within existing project financing.

#### 5.3.4 Developing risk finance instruments and defining financing sources for scalable social protection systems to support affected populations

Flexible social protection systems that are disaster triggered and linked to DRM systems and contingent financing have the potential to reduce the administrative and financial burden on the Government when responding to disasters. Post-disaster transfer mechanisms can be administratively and logistically cumbersome, identifying affected people is time-consuming and often inefficient - particularly in the aftermath of a disaster, and funds can take too long to reach those with immediate needs. Scalable programs with built-in risk mitigation and risk financing mechanisms can respond quickly to beneficiary needs within existing systems. These programs provide immediate assistance to poor people, protect development gains by preventing people from falling back into poverty after a disaster, and promote shared prosperity through better targeting by focusing on underlying factors affecting inequality such as gender.

The Government has already taken initial steps to identify and pre-arrange financing mechanisms for social protection, thereby reducing its own implicit contingent liabilities. We will continue to strengthen the functioning of these systems by improving targeting, testing payment systems, and developing new sustainable financing instruments.

#### 5.3.5 Preparing a manual for post-disaster financing to accurately capture the actors, the systems, the various sources of financing, and the process to disburse to the government

The MoF will develop a post-disaster manual and procedures on behalf of the Government, in collaboration with all the key agencies including NEPO, ODM and CREAD, with a view to define Standard Operating Procedures for decision making on when and how to access the various financing instruments and shortening the time it takes to approve and disburse expenditure. This will allow a better, faster and more efficient financial response in the aftermath of a disaster. It will reduce uncertainty about what actions can be taken to access reserve resources or contingent lines of credit, based on what insurance payouts were received after an event, thereby supporting cost-effective decision making.



#### 5.4 Strategic Priority 4: Increase collaboration with the private sector to improve availability and affordability of catastrophe risk insurance products for the government, households, and businesses, with specific attention to vulnerable sectors of society.

It is important that we join forces with the private insurance industry to tackle together the issues of expanding penetration of catastrophe insurance, at the individual level and making insurance accessible to vulnerable populations. This Government is already taking important steps towards this priority through a partnership between CREAD and the Dominica Cooperative Societies League (DCSL) to develop the Flexible Hurricane Protection, a parametric windspeed cover for vulnerable populations. The Government seeks to further achieve this priority by:

5.4.1 Further developing financial protection products for vulnerable sectors including agriculture, tourism, and fisheries
<p>Acting alone, the insurance industry may focus on short-term profitability and shield itself from hard-to-address risks in vulnerable populations. On the other hand, if the public sector worked alone, products might not be as efficient, and protection could be costly. This Government also faces the risk of implementing policies that compete with or reduce the incentives to purchase insurance. A partnership with the domestic and regional insurance sector will be formalized and, helping to reduce and manage <i>ex ante</i> risks, adapt to the needs of different sectors of society, and lead to sound policy making and DRF decisions. Under this approach we will further explore livelihood protection insurance products such as COAST (the Caribbean Oceans and Aquaculture Sustainability Facility) and other innovative insurance products such as the housing insurance product underdevelopment with CCRIF SPC and World Bank.</p> <p>In line with this proposed action, one of the most recent and successfully launched initiatives by CREAD is the Flexible Hurricane Protection (FHP) parametric insurance product which provides protection against damage caused by tropical storms and hurricanes based on a triggering event.</p>
5.4.2 Helping consumers buy insurance through greater transparency about providers and products
<p>The Financial Services Unit (FSU) will publish key facts statements—short, easy-to-read documents of typically two to four pages where all the facts that characterize and distinguish an insurance product are presented in a prescribed template and format. The FSU will also consistently publish aggregated market statistics, as well as more detailed information, for example, on claims ratios by insurers. If brought to the attention of consumers, publication of such detailed data supports informed purchasing decisions and directs consumers toward better performing providers—rewarding their efforts—and away from insurers that perform poorly—motivating them to improve. Information published by supervisors in other jurisdictions includes expense ratios, solvency indicators, insurance premium rates for standard products, or complaints statistics. Insurers' quarterly returns already provide the FSU with a wealth of data in a standardized template, so the incremental effort to make it public to consumers in an appropriate way (and track utilization) and seems sufficiently justified.</p>
5.4.3 Strengthening government-supported efforts to increase uptake of voluntary insurance
<p>The transparency enhancing measures suggested above will be made known by the Government to consumers, and that will be a good opportunity to not only raise awareness of insurance, its benefits, its role in DRF for households and businesses but also improve understanding of underinsurance and deductibles. Any measure implemented by the FSU to facilitate the introduction of innovative instruments, and strengthen insurance regulation, supervision and consumer protection will be an opportunity to inform the public that Dominica has a strong and competent arbiter defending the justified interests both of consumers and insurers.</p> <p>Another great example of our efforts to support an increased uptake of insurance is the recent proposal to</p>

allow individuals an income tax deduction of up to \$8,000 for premiums paid to insure their homes. To have the desired impact, this measure will need to be properly communicated, providing another opportunity to strengthen Dominicans' understanding and embracing of insurance.

#### 5.4.4 Assessing the barriers to—and potential of—inclusive and other sector-specific insurance.

Microinsurance and inclusive insurance are well developed elsewhere, and there is a wealth of lessons and case studies to help make insurance work for more Dominicans. The Government will undertake an assessment of supply, and especially of demand, with guidance based on international good practices and tools such as self-assessments to help identify regulatory obstacles that should be addressed. The FSU will also undertake an assessment of its compliance with the Insurance Core Principles (ICP), towards the goal of assessing weaknesses and ensuring a fair, safe and stable market. There is a considerable amount of documented knowledge of livelihood protection insurance, agriculture insurance, livestock insurance or the protection of fisheries that can help us develop the enabling environment for suitable products and still reach scale and sustainability in product offerings.

### 6. Implementation

The Government intends to fully implement these strategic priorities by 2030. Shortly after approval of the Strategy for Disaster Risk Financing, key focal points will convene to lay out a comprehensive implementation plan with the involvement of relevant stakeholders responsible for each recommended action. Several of the actions have already been implemented or are currently under implementation, so with assistance from external development partners as needed, we believe implementation by 2030 is a feasible goal.

A Technical Working Group (TWG) will be formed to finalize and guide the implementation of the strategy. Members will include the representatives of relevant departments such as the FSU, private sector representatives, insurance companies and other NGOs and community development organization. A Terms of Reference (ToR) for the TWG will be prepared and signed by each member to detail expectations of members' contributions and to solidify cooperative partnerships amongst the various sectors. The ToR will also highlight the importance of ensuring, throughout the implementation phase and beyond, that mechanisms for coordination and monitoring are established across all levels of Government, to ensure the transparent use of post disaster funds for their intended purpose.

Capacity building is a key and cross-cutting component of the strategy and will be addressed across the strategic priorities. Government will continue to prioritize the education and professional development of our staff through organization of internal trainings and cooperation with external partners for regional and customized workshops and training that addresses the priority areas identified in the proposed DRF strategy.

## Annex 10: Mobilizing Stakeholders for Sustainable Recovery



### "TRAINING OF TRAINERS" WORKSHOP

"SUSTAINABLE RECOVERY AND  
RESILIENCE TOWARDS THE  
SUSTAINABLE DEVELOPMENT  
GOALS IN THE COMMONWEALTH OF  
DOMINICA"

LOCATION: ROSEAU,  
COMMONWEALTH OF DOMINICA

DATES: AUGUST 16TH-18TH, 2022



### MODULE 2/ SESSION 2:

### INTERACTIVE PRESENTATION:

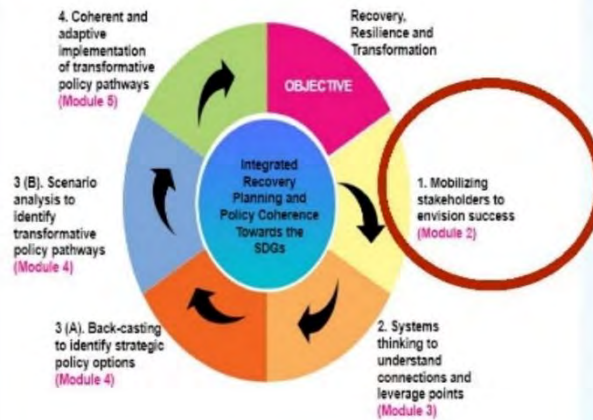
MOBILIZING STAKEHOLDERS FOR  
SUSTAINABLE RECOVERY





## The approach and course structure

Click on a section to view more information.



STEPWISE APPROACH - Participatory, Qualitative, Quantitative

7<sup>th</sup> July, 2021



Department of Economic and Social Affairs



unitar



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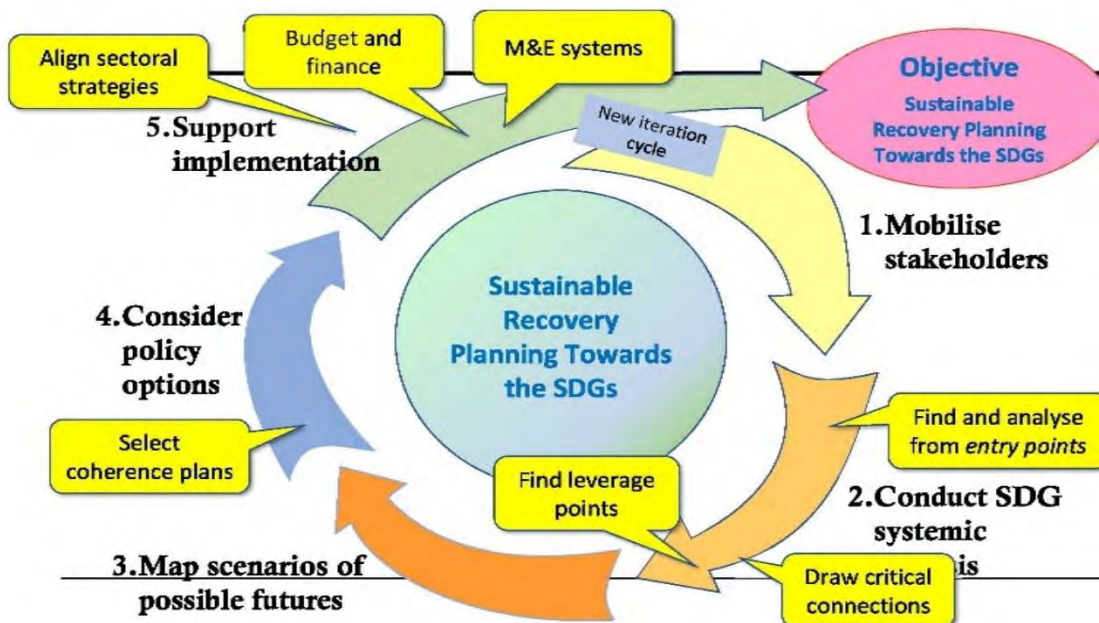


UNITED NATIONS Office for Outer Space Affairs



GNDR

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# Module 2/ Learning Objectives



1. Define **key building blocks of an integrated recovery planning** and policy coherence exercise towards transformational change in the SDGs
2. **Map, analyze and engage effectively with key stakeholders in the national priority-setting process**
3. Apply elements of systems thinking to assess and **map intersectoral interactions**, and identify **nationally relevant leverage points**
4. Apply back-casting and scenario planning approaches to **identify strategic policy options for recovery**
5. Provide **examples of tools and methods** used for integrated planning and policy coherence

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## PARTICIPATION AND THE 2030 AGENDA

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The importance of participation is emphasized throughout the 2030 Agenda. The Preamble highlights “a spirit of strengthened global solidarity, focused in particular on the needs of the poorest and most vulnerable and with the participation of all countries, all stakeholders and all people.”

The SDGs include specific targets on participation, notably:

- 5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- 6.b** Support and strengthen the participation of local communities in improving water and sanitation management
- 11.3** By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
- 16.7** Ensure responsive, inclusive, participatory and representative decision-making at all levels.
- 17.17** Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

## 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

#### Major Groups



#### Other Relevant Stakeholders:





## FOUR LEVELS OF STAKEHOLDER

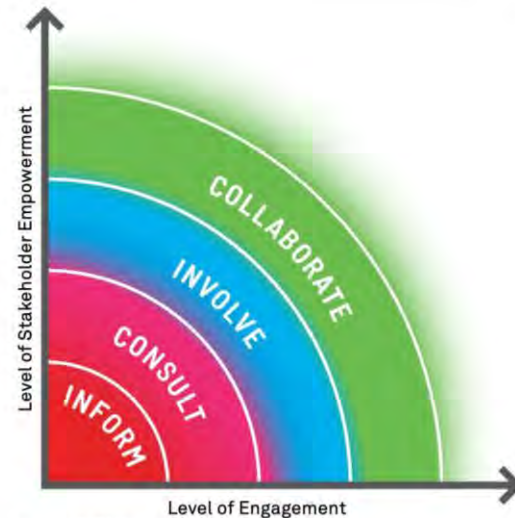
### ENGAGEMENT

Broadly speaking, four levels of stakeholder engagement proposed by the International Association for Public Participation (IAP2) can be a useful framework for categorizing a range of approaches for engaging stakeholder groups in the implementation and review of the 2030 Agenda.

These four levels include:

- 1) **inform**
- 2) **consult**
- 3) **involve**
- 4) **collaborate**

A fifth level of engagement “empower” is also proposed by IAP2 and would demand further adaptation.



Source: UNITAR

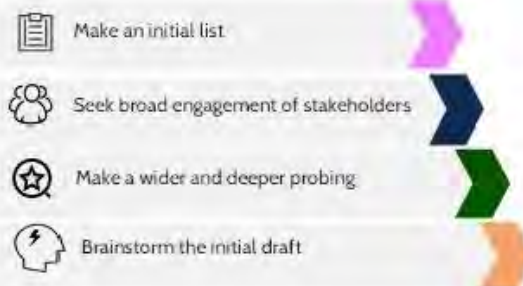
9

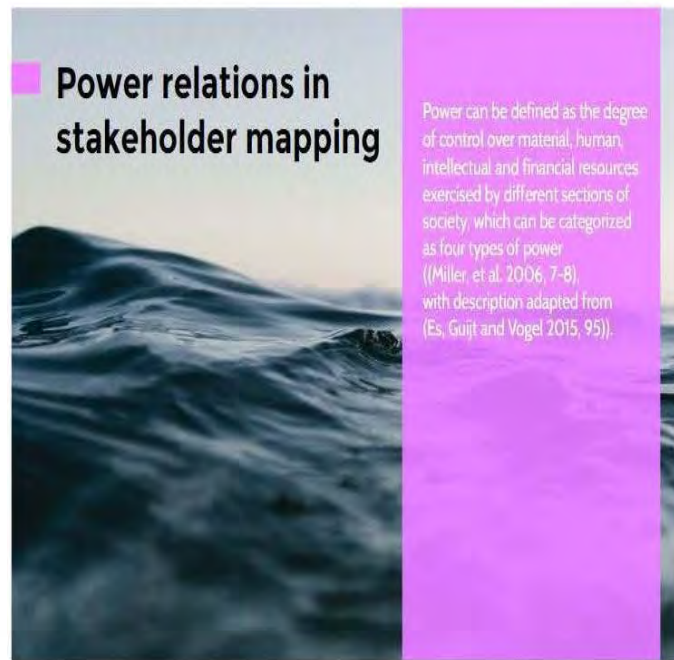


## STAKEHOLDER MAPPING

### Identifying stakeholders

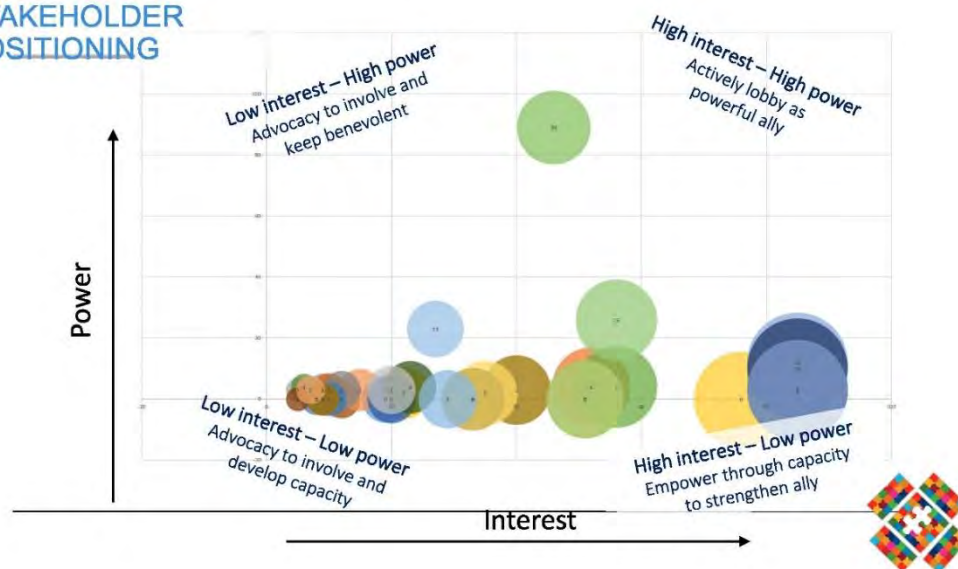
In order to correctly identify stakeholders, one needs to:





POWER OVER      POWER WITH      POWER TO      POWER WITHIN

## STAKEHOLDER POSITIONING



Activity

## STAKEHOLDER MAPPING: POWER AND INTEREST

15 min.



United Nations | Department of Economic and Social Affairs | unitar  
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Massive Open Online Course

INTEGRATED RECOVERY  
PLANNING AND POLICY  
COHERENCE TOWARDS THE  
SUSTAINABLE  
DEVELOPMENT GOALS

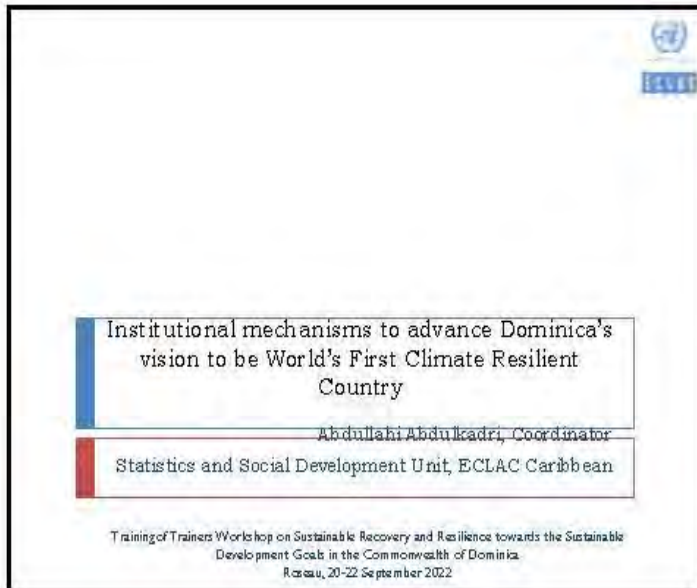
<https://bit.ly/Intrgrecovery>

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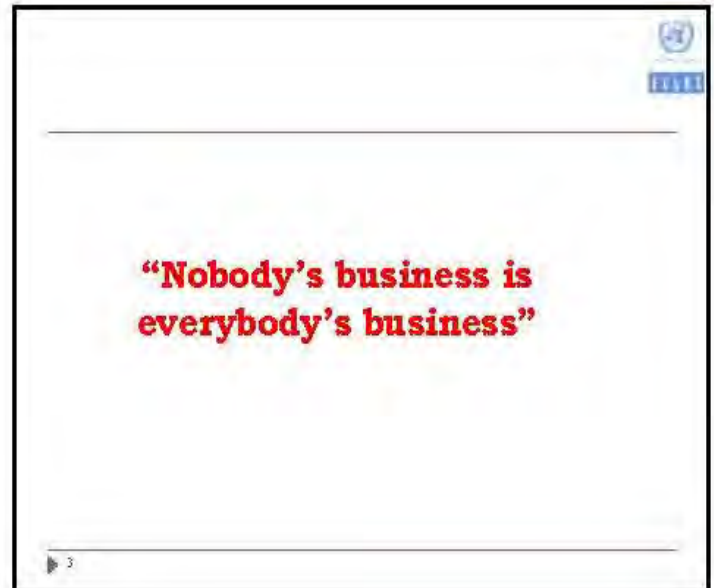
Register here



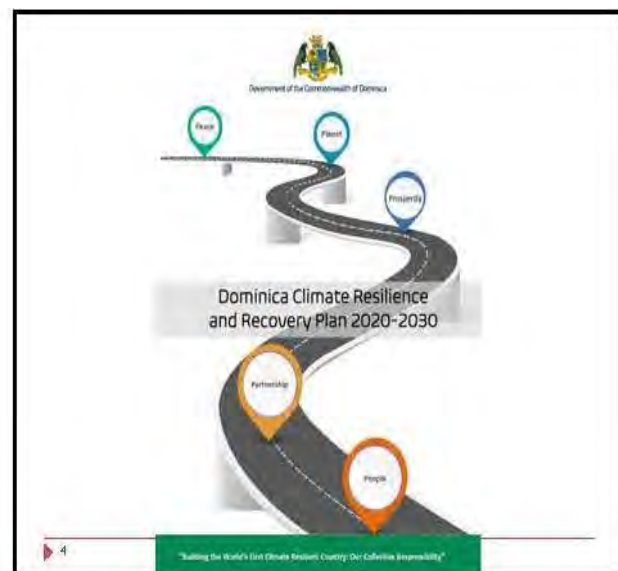
## Annex 11: Institutional mechanisms to advance Dominica's vision to be World's First Climate Resilient Country



1



3



## Fifth Result Area of the Dominica Climate Resilience and Recovery Plan 2020-2030

▲ **Strengthened Institutional Systems**, defined as the ability to effectively and efficiently deliver on Government's comprehensive socio-economic development mandate, and to continue to operate during and in the aftermath of a disaster. The key elements of focus are:

- ▲ Data and decision-making protocols
- ▲ Policies, strategies, procedures, skills
- ▲ Resilience-linked budget-setting and performance management.

5



7

## Important features of institutional mechanisms

- ▲ **High-level political support** to mobilize and coordinate public institutions and policies
- ▲ Involvement of key line ministries/departments (and stakeholders outside of the public sector) **with sufficient political clout as well as some degree of control over financial resources** to actualize the mandate
- ▲ Emphasis on **coherence, integration, coordination and multi-sectoral involvement**
- ▲ Sufficient **technical backstopping** for the political directorate

6

	Integrated development planning and strategies	Coordinated mechanisms (horizontal/vertical)	Participatory processes	SRs and Access to Information	Monitoring and Evaluation
Antigua and Barbuda	Medium Term Strategy Development Plan of Antigua and Barbuda (2016-2020)	National SDG Committee	Consultation	Stakeholder SDG mapping, National SDG Agreement	Gap analysis of the country's capacity to collect data to inform a strategy for the integration and strategic use of data
Aruba	National Sustainable Development Plan on innovation	Not yet established	Consultation	Standard SDG Mapping	
Dominica	National Resilience Development Strategy (2020-2030)	Prime Minister's Office, National SDG Technical Committee, Ministry of Planning and Economic Development	Consultation	Signature of Economic Agreement	Dominica NDCs, Resilience Development, Resilience Monitoring System
Grenada	National Sustainable Development Plan (2020-2030) Strategic	Sustainable Development Institute of Grenada (in development)	Consultation, Development Partnership (GPA), National Stakeholders	Signature of Economic Agreement	National Strategy for the Development of Sustainable (NDC), Grenada SDG, Resilience Monitoring Framework
Jamaica	Interim 2020 Jamaica National Development Plan (2020-2030)	The National 2020 Agenda Oversight Committee (NADC)	SDG Task Group, Stakeholder-driven multi-modal 2020 Jamaica Thematic Working Groups	Thematic and Mapping, Signature of Economic Agreement	National Sustainable Development (NDC), Development of a Statistics Master Plan, Multi-stakeholder Mapping for Monitoring the Implementation of NDC (2020-2030)
Saint Lucia	Medium Term Development Strategy (2020-2030) of Saint Lucia	National Coordinating Mechanism for implementing the SDG Agenda and the 17 SDGs of St Lucia	Consultation	Resilience Economic Agreement	Saint Lucia NDCs, Implementation, Monitoring and Evaluation, Programme, Performance Management System, LRM
Saint Vincent and the Grenadines	National Economic and Social Development Plan (2016-2020) of Saint Vincent and the Grenadines	Office of the Prime Minister, Office of the Director of Economic Planning	Consultation	SDG Vision, Stakeholder Mapping, National Resilience Agreement	Climate Resilience Office
Turks and Caicos Islands	Interim 2020 National Development Strategy of Turks and Caicos	High Level of Sustainable Development (HLS) Sub-Committee (2020-2030) and SDGs of Turks and Caicos	Consultation, Economic Development Advisory Board (EDAB), National Resilience Working Groups	SDG Vision, Stakeholder Mapping, National Resilience Agreement	Ministry of Planning and Development through the Environmental and Policy Planning Division and the Technical Committee Unit, Climate Resilience Office, National Resilience Framework (2020-2030)

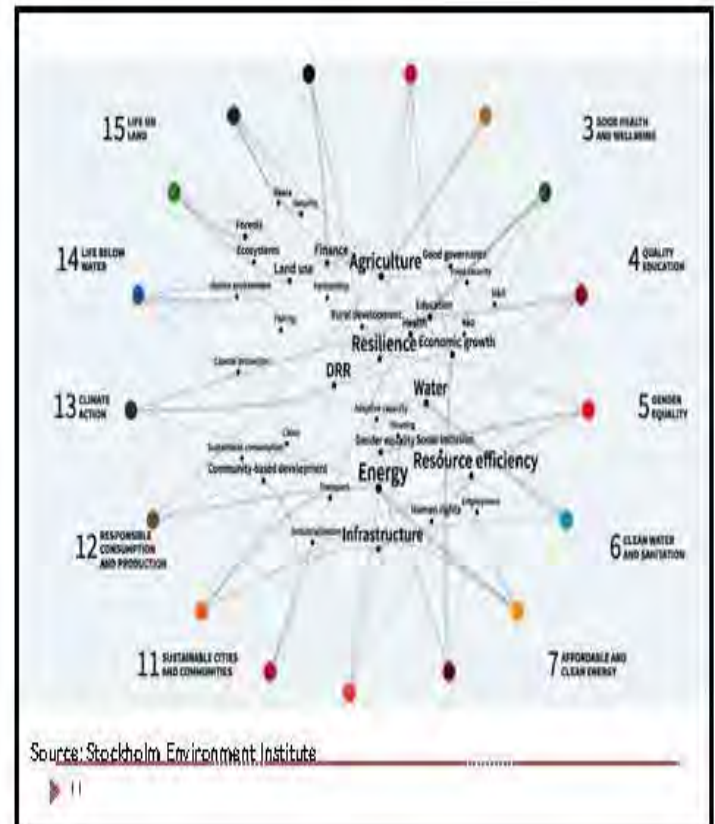
8



## Recommendations from Study

- ▲ Move toward integrated systems to enhance diagnosis, foresight and risk-informed planning and improve action-oriented results-based management;
- ▲ Promote a larger degree of vertical decentralization and horizontal integration;
- ▲ Establish partnerships for the Goals;
- ▲ Enhance research, innovation and capacity development for sustainable development planning agencies and GIS units by ensuring political support, and the adequate technical, coordination, and budgetary resources; and
- ▲ Continue to strengthen peer exchange, learning and subregional cooperation. The format of this arrangement will differ from country to country

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## Creating Policy Coherence

- ▲ **Horizontal policy coherence**
  - Promotes integrated policy analysis to ensure policies and programmes are aligned with national goals
  - Better national mechanisms and collaboration across sectors/line
  - Integrated economic modelling for greater articulation and impact analysis is useful
- ▲ **Vertical policy coherence**
  - It is essential to coordinate across levels of government
  - Strong and effective institutional coordinating mechanisms are needed to foster partnerships and enhance programme implementation at different levels

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## Challenges

- ▲ Insufficient synergy, communication and coordination between the different ministries, agencies and other sectors that deal with sustainable development and/or climate resilience
- ▲ Overlapping mandates and responsibilities for implementation of national priorities
- ▲ Addressing trade-offs
- ▲ Lack of/insufficient data
- ▲ Insufficient dissemination of data and data sharing
- ▲ Financial management
- ▲ Inadequate Human Resources?

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## Annex 12: Overview of the Voluntary National Review (VNR) for Dominica



1

### The Process

- ☐ Focal Point – Min of Planning
- ☐ VNR Committee (Multisectoral)
- ☐ Consultative Process
- ☐ Online questionnaire/FGDS
- ☐ Support from Development Partners



3

### Background


- ☐ Multi-hazard environment
- ☐ Vulnerability
- ☐ Resilience
- ☐ Sustainability
- ☐ The first Climate Resilient Country



2

### The Report

- ☐ The impacts of Covid and how we pivoted
- ☐ Integration of SDGs into the National Framework



4



SDG Targets Goal #1 – No Poverty	Dominica's Progress
By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.	👉
By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions.	👉
Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.	👆
By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.	👆
By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.	👆
Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions.	👉
Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.	👉



- 👆 Target met or likely to be met by 2030/substantial progress
- 👉 Fair progress but acceleration is needed
- 👇 Limited or no progress
- 🔴 Moving away from the target/deterioration
- ⚫ No trend data available
- ⚪ Insufficient data/not applicable

SDG Targets Goal #2 – Zero Hunger	Dominica's Progress
By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.	👆
By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under-5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older people.	👆
By 2030, double the agricultural productivity and incomes of small-scale food producers, women, indigenous peoples, family farmers, pastoralists and fishers.	👉
By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.	👉
By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels.	👉



- 👆 Target met or likely to be met by 2030/substantial progress
- 👉 Fair progress but acceleration is needed
- 👇 Limited or no progress
- 🔴 Moving away from the target/deterioration
- ⚫ No trend data available
- ⚪ Insufficient data/not applicable



SDG Targets Goal #3 – Good Health and Well-being	Dominica's Progress
By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births	↑
By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births	→
By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases	↑
By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being	↗
Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol	→
By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes	↗
Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	↗
By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.	↗
Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States	↗
Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks	↗



- Target met or likely to be met by 2030/substantial progress
- Fair progress but acceleration is needed
- Limited or no progress
- Moving away from the target/deterioration
- No trend data available
- Insufficient data/not applicable

SDG Targets Goal #4 – Quality Education	Dominica's Progress
By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.	↑
By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.	↑
By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.	↗
By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.	↑
By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.	↑
By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.	↗
Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.	↗



- Target met or likely to be met by 2030/substantial progress
- Fair progress but acceleration is needed
- Limited or no progress
- Moving away from the target/deterioration
- No trend data available
- Insufficient data/not applicable



SDG Targets Goal #5 – Gender Equality	Dominica's Progress
End all forms of discrimination against all women and girls everywhere.	🟢
Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.	🟡
Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.	🟡
Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	🟢
Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.	🟡
Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.	🟢
Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.	🟡



- 🟢 Target met or likely to be met by 2030/substantial progress
- 🟡 Fair progress but acceleration is needed
- 🔴 Limited or no progress
- 🔴 Moving away from the target/deterioration
- ⚫ No trend data available
- ⚫ Insufficient data/not applicable

SDG Targets #7 – Affordable and Clean Energy	Dominica's Progress
By 2030, ensure universal access to affordable, reliable and modern energy services	🟢
By 2030, increase substantially the share of renewable energy in the global energy mix	🟢
By 2030, double the global rate of improvement in energy efficiency	🟡



- 🟢 Target met or likely to be met by 2030/substantial progress
- 🟡 Fair progress but acceleration is needed
- 🔴 Limited or no progress
- 🔴 Moving away from the target/deterioration
- ⚫ No trend data available
- ⚫ Insufficient data/not applicable

## POST VNR

- Post VNR Consultations
- Public Awareness and sensitisation
- Addressing the gaps identified

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Ministry of Planning, Economic  
Development, Climate Resilience,  
Sustainable Development and  
Renewable Energy

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14

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### Annex 13: Participants Register

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## Annex 14: Photo Gallery

