

Financing for Small Island Developing States (FINS)

Achieving Seychelles National Development Strategy: The Benefits of an Integrated National Financing Framework (INFF)

INFF Training Workshop: Training of Trainers (TOT)

Savoy Seychelles Resort, 4-7 February 2025

Mahe, Seychelles

BACKGROUND

The United Nations Department of Economic and Social Affairs (UNDESA) Financing for Small Island Developing States (FINS) initiative addresses the unique vulnerabilities of Small Island Developing States (SIDS) by enhancing their capacity to mobilize financing aligned with national development priorities and the Sustainable Development Goals (SDGs). The initiative supports SIDS through Integrated National Financing Frameworks (INFFs). An INFF helps countries strengthen planning processes and overcome existing impediments to financing sustainable development at the country level. It lays out the full range of financing sources – domestic and international sources of both public and private finance – and allows countries to develop a strategy to increase investment, manage risks and achieve sustainable development priorities, as identified in a country’s national sustainable development strategy.

The Seychelles National Development Strategy (NDS) 2024-2028 outlines the country's strategic plan to achieve sustainable development, economic diversification, and resilience in the face of global challenges. Building on the previous strategy and aligning with Vision 2033, the NDS identifies six priority areas: modernizing public services, implementing a transformative economic agenda, improving public health, enhancing law and order, modernizing education, and promoting environmental sustainability and climate change resilience. The strategy emphasizes the importance of partnerships, the role of technology, and the need for reforms in key socioeconomic sectors to ensure efficient public service delivery, economic growth, and environmental conservation. The NDS also addresses structural challenges, such as the informal economy, funding gaps for climate change adaptation, and the demographic dynamics that affect long-term social and economic stability.

OBJECTIVES

The overall aim of the **INFF Training Workshop**, scheduled for 4-7 February 2025, is to help officials of the Seychelles government understand how INFFs can help achieve national priorities set in the NDS. In particular, the workshop aims to:

- a) Provide participants with a comprehensive understanding of an INFF and its four building blocks: [assessment and diagnostics](#), [financing strategy](#), [monitoring and evaluation](#) and [governance and coordination](#).
- b) Ensure participants can apply the concepts and tools in their day-to-day responsibilities.
- c) Formulate an action plan on INFF application for the achievement of the NDS.

The **Training of Trainers Workshop** aims to train selected officials of the Ministry of Finance, National Planning & Trade (MoFNPT) so that they can deliver the INFF Training Workshop for officials of relevant Ministries, Departments and Agencies (MDAs) involved in national planning, budgeting, public financing policy and monitoring and review.

PRE-REQUISITE TRAINING

Participants to the TOT Workshop should complete the following e-learning courses:

- [Integrated national financing frameworks \(INFFs\) e-learning course: An Introduction](#)
- [Integrated national financing frameworks \(INFFs\) e-learning course: From theory to practice](#)

DRAFT PROGRAMME

DAY 1 Tuesday 4 February	Session
07.45-08.00	Registration
08.00-08.15	<p>OPENING SESSION</p> <ul style="list-style-type: none"> - Elizabeth Agathine, Principal Secretary, Ministry of Finance, National Planning & Trade - Lisa Singh, UN Resident Coordinator for Mauritius and Seychelles (TBC) - Shari Spiegel, Director, Financing for Sustainable Development Office, UNDESA (video) <p><i>Facilitator: Resina Katafono (UNDESA)</i></p>
08.15-08.45	<p>SESSION 1a: SEYCHELLES' NATIONAL DEVELOPMENT STRATEGY (NDS) 2024-2028</p> <p>This session aims to provide an overview of Seychelles NDS, progress and challenges in implementation, including on financing. It provides the context for the application of an INFF.</p> <ul style="list-style-type: none"> - Presentation by TBC, Ministry of Finance, National Planning & Trade - Q&A <p>At the end of this session, participants should have a broad understanding of Seychelle's NDS, progress and challenges in implementation, including on financing.</p> <p><i>Facilitator: Resina Katafono (UNDESA)</i> (Live Poll)</p>
08.45-09.15	<p>SESSION 1b: OVERVIEW OF AN INTEGRATED NATIONAL FINANCING FRAMEWORK</p> <p>This session aims to provide an overview of an INFF, including an introduction to the four building blocks: assessment and diagnostics, financing strategy, monitoring & evaluation and governance and coordination. It will also outline INFF application in countries, particularly SIDS (building on existing systems and knowledge,</p>

DAY 1 Tuesday 4 February	Session
	<p>prioritization and phased approach), as well as possible applications to achieving the NDS.</p> <ul style="list-style-type: none"> - Presentation by Resina Katafono (UNDESA) - Q&A <p>At the end of this session, participants should be able to:</p> <ul style="list-style-type: none"> • Have a broad understanding of INFF and its four building blocks • Understand its application in countries, particularly SIDS - building on existing systems and knowledge, prioritization and phased approach • Understand how an INFF could contribute to achieving Seychelles' NDS <p>(Live Poll)</p>
09.15-09.30	BREAK
09.30-10.15	<p>SESSION 2: BUILDING BLOCK 1 – ASSESSMENT AND DIAGNOSTICS</p> <p>This session aims to elaborate on how Building Block 1 expands upon traditional needs assessment models to provide a complete picture of: (i) assessing financing needs; (ii) assessing the financing landscape; (iii) assessing risk and (iv) assessing policy and institutional binding constraints.</p> <ul style="list-style-type: none"> - Presentation by Yanis Burgsdorff (UNDESA) - Presentation by Haajira Jumaye (UNDP) - Q&A
10.15-11.15	<p>SESSION 2: BUILDING BLOCK 1 – ASSESSMENT AND DIAGNOSTICS (continued)</p> <ul style="list-style-type: none"> - Group activity 1 (see Annex), followed by group presentations and plenary discussion <p>At the end of this session, participants should be able to:</p> <ul style="list-style-type: none"> • Understand the four components of assessment and diagnostics: (i) assessing financing needs; (ii) assessing the financing landscape; (iii) assessing risk and (iv) assessing policy and institutional binding constraints. • Identify gaps in assessment and diagnostics for the achievement of the NDS • Understand how to prioritize and/or apply assessment and diagnostics in a phased approach for the achievement of the NDS <p>(Live Poll)</p>
11.15-12.00	<p>SESSION 3: BUILDING BLOCK 2 – FINANCING STRATEGY</p> <p>A financing strategy sets out a set of sequenced actions to finance national development strategies and goals and mobilize and align financing with national priorities. This session aims to outline the scope and limitations of a financing strategy, as well as on its application in practice.</p> <ul style="list-style-type: none"> - Presentation by Yanis Burgsdorff (UNDESA) - Q&A

DAY 1 Tuesday 4 February	Session
12.00-13.00	LUNCH
13.00-14.00	<p>SESSION 3: BUILDING BLOCK 2 – FINANCING STRATEGY (continued)</p> <ul style="list-style-type: none"> - Group activity 2 (see Annex), followed by group presentations and plenary discussion <p>At the end of this session, participants should be able to:</p> <ul style="list-style-type: none"> • Understand the role of a financing strategy within an INFF • Understand the scope and limitations of a financing strategy • Apply the concepts needed to develop a financing strategy <p>(Live Poll)</p>
14.00-14.45	<p>SESSION 4: BUILDING BLOCK 3 – MONITORING & REVIEW</p> <p>Monitoring and review are a key component of an effective INFF. This session aims to outline monitoring and review in the context of an INFF: (i) monitoring progress in different financing flows and policy areas, and (ii) strengthening coherence among already existing tracking and monitoring systems and closing gaps in the architecture.</p> <ul style="list-style-type: none"> - Presentation by Mauricio Ruiz (UNDESA) - Q&A
14.45-15.00	BREAK
15.00-16.00	<p>SESSION 4: BUILDING BLOCK 3 – MONITORING & REVIEW (continued)</p> <ul style="list-style-type: none"> - Group activity 3 (see Annex), followed by group presentations and plenary discussion <p>At the end of this session, participants should be able to:</p> <ul style="list-style-type: none"> • Understand the importance of monitoring progress and assessing the effectiveness of financing policies/strategies. • Identify how existing monitoring and review systems can be strengthened. <p>(Live Poll)</p>
16.00-16.15	<p>DAY 1 WRAP UP SESSION</p> <ul style="list-style-type: none"> - Summary of Day 1 and Preview of Day 2 - Identify presenters for Mock Sessions 1b, 2, 3 and 4

DAY 2 Wednesday 5 February	Session
07.45-08.00	Arrival

DAY 2 Wednesday 5 February	Session
08.00-08.30	RECAP OF DAY 1 <i>Facilitator: UNDESA</i> (Live Poll)
08.30-09.15	SESSION 5: SDGs VOLUNTARY NATIONAL REVIEWS AND SDGs BUDGET TAGGING Linking the monitoring and review of the NDS, including on financing, with the SDGs Voluntary National Review can help streamline/strengthen processes. SDG budget tagging can also help in this regard. <ul style="list-style-type: none"> - Presentation by Mauricio Ruiz (UNDESA) - Q&A
09.15-09.30	BREAK
09.30-10.15	SESSION 6: BUILDING BLOCK 4 – GOVERNANCE AND COORDINATION Governance and coordination mechanisms guide the entire process of the INFF – from assessments and diagnostics to policy formulation, implementation, and monitoring and review. This session aims to outline the value of and options to strengthen existing governance and coordination arrangements. <ul style="list-style-type: none"> - Presentation by Resina Katafono (UNDESA) - Q&A
10.15-11.15	SESSION 6: BUILDING BLOCK 4 – GOVERNANCE AND COORDINATION (continued) <ul style="list-style-type: none"> - Group activity 4 (see Annex), followed by group presentations and plenary discussion At the end of this session, participants should be able to: <ul style="list-style-type: none"> • Understand the central role of governance and coordination mechanisms in ensuring effective INFF implementation. • Broadly assess existing governance and coordination mechanisms and identify areas for strengthening. (Live Poll)
11.15-12.00	PREPARATION FOR MOCK SESSIONS <ul style="list-style-type: none"> - Confirm presenters for Mock Sessions 1b, 2, 3, 4 - Identify presenters for Mock Sessions 5 and 6
12.00-13.00	LUNCH
13.00-13.45	MOCK SESSION 1b: OVERVIEW OF AN INFF <ul style="list-style-type: none"> - Presentation by TBC MOFNPT, followed by feedback
13.45-14.45	MOCK SESSION 2: BUILDING BLOCK 1 – ASSESSMENT AND DIAGNOSTICS <ul style="list-style-type: none"> - Presentation by TBC MOFNPT, followed by feedback

DAY 2 Wednesday 5 February	Session
14.45-15.00	BREAK
15.00-16.00	MOCK SESSION 3: BUILDING BLOCK 2 – FINANCING STRATEGY - Presentation by TBC MOFNPT, followed by feedback
16.00-16.15	DAY 2 WRAP UP SESSION - Summary of Day 2 and preview of Day 3

DAY 3 Thursday 6 February	Session
07.45-08.00	Arrival
08.00-08.15	RECAP OF DAY 2 - Confirm presenters for Mock Sessions 5 and 6 <i>Facilitator: UNDESA</i>
08.15-09.15	MOCK SESSION 4: BUILDING BLOCK 3 – MONITORING & REVIEW - Presentation by TBC MOFNPT, followed by feedback
09.15-09.30	BREAK
09.30-10.30	MOCK SESSION 5: SDGs VOLUNTARY NATIONAL REVIEWS AND SDGs BUDGET TAGGING - Presentation by TBC MOFNPT, followed by feedback
10.30-11.30	MOCK SESSION 6: BUILDING BLOCK 4 – GOVERNANCE AND COORDINATION - Presentation by TBC MOFNPT, followed by feedback
11.30-12.00	MOCK SESSIONS WRAP-UP - Remaining Q&A - Any other issues - Workshop Survey
12.00-13.00	LUNCH
13.00-14.45	ACTION PLAN ON INFF APPLICATION

DAY 3 Thursday 6 February	Session
	Interactive discussion between MoFNPT and UNDESA to prepare an action plan on INFF application in Seychelles.
14.45-15.00	BREAK
15.00-16.00	<p>ACTION PLAN ON INFF APPLICATION</p> <p>Interactive discussion between MoFNPT and UNDESA to prepare an action plan on INFF application in Seychelles.</p>
16.00-16.15	<p>DAY 3 WRAP UP SESSION</p> <ul style="list-style-type: none"> - Workshop reflections

DAY 4 Friday 7 February	Session
07.45-08.00	Arrival
08.00-09.30	<p>SDG BUDGET TAGGING – METHODOLOGY PART I</p> <p>The SDG budget tag relies on the compilation of different files. This first session will show participants the data files needed, the procedures involved, and details of the methodology. In addition, a group exercise will immerse participants in the practical aspects of data compilation, SDG tagging, budgetary distribution, and other procedures needed to carry out the analysis in excel.</p> <p>Session breakdown:</p> <ul style="list-style-type: none"> • Introduction and rationale behind SDG budget tagging • Data preparation and hands-on tagging • Treatment of Non-Admin Resources <p>At the end of this session, participants should be able to:</p> <ul style="list-style-type: none"> • Understand methodological details of the SDG budget tag. • Manually match a budget line to multiple SDG targets. • Replicate initial steps for future budgets and future fiscal years.
09.30-09.45	BREAK
09.45-12.00	<p>SDG BUDGET TAGGING – METHODOLOGY PART II</p> <p>Besides data compilation and tagging, an important part of the SDG budget tag is to deploy data visualization techniques (DataViz) to construct the interactive dashboard.</p>

DAY 4 Friday 7 February	Session
	<p>Session breakdown:</p> <ul style="list-style-type: none"> • Treatment of administrative expenses • Data preparation • PowerBi introduction - practical exercise. • Interactive Dashboard <p>At the end of this session, participants should be able to:</p> <ul style="list-style-type: none"> • Prepare it for visualization and interactivity. • Carry out basic data transformation needed to visualize the SDG tag. • Use PowerBi for visualizations that the Ministry considers relevant. <p>(Live Poll)</p>
12.00-13.00	LUNCH

ANNEX: GROUP ACTIVITIES

GROUP ACTIVITY 1

Description:

- Participants to discuss in 4 tables and should select a Rapporteur
- Each table focuses on one of four sub-components of Building Block 1
- Identify three key themes based on guiding questions provided
- UNDP representative to participate as a resource person for tables 1 and 2 (financing needs and sources of financing)
- Share and discuss results back to plenary (one rapporteur per table)

Sub-Components and Table Assignments:

Each table will be assigned one of the following components, with two tables discussing each component to ensure diverse perspectives:

1. **Financing Needs** (Table 1)
2. **Sources of Finance** (Table 2)
3. **Risks** (Table 3)
4. **Binding Constraints** (Table 4)

Instructions:

1. **Group Formation and Setup:**
 - Participants are seated at 4 tables, with each table assigned one of the sub-components. Ensure diverse representation at each table.
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2. **Component Analysis:**
 - **Step 1:** Review the assigned sub-component and its relevance to Seychelles' NDS.
 - **Step 2:** Discuss the sub-questions for each component, focusing on key issues, gaps, and recommendations.
 - **Financing Needs:**
 - Is there a clear understanding of the financing needs outlined in the NDS?
 - Where are the biggest gaps? Cross check with Seychelles Development Finance Assessment.
 - What should be prioritized in a phased approach?
 - **Sources of Finance:**
 - What are the main sources of finance (public, private, concessional)?
 - What initiatives are expanding current sources of finance? Seychelles Development Finance Assessment.
 - What sources need more attention?
 - **Risks:**
 - What risks have been identified in achieving the NDS?
 - What are the high probability/ high impact risks?
 - What policy solutions can address these risks?
 - **Binding Constraints:**
 - What are the barriers (capacity, institutional, legal) preventing effective mobilization or allocation of resources?
 - How feasible is it to remove or mitigate these constraints?
 - What policy solutions can address these constraints?

- **Step 3:** Identify three key themes per question that stand out in the analysis. Ensure themes are concise and actionable.
3. **Reporting Results:**
 - A representative from each table reports back to plenary on the three key themes identified per guiding question.
 4. **Discussion of Results:**
 - Discuss common themes, differences, and key insights. Facilitators should guide the discussion, encouraging feedback from different tables.

GROUP ACTIVITY 2:

Description:

- Participants to discuss in 5 tables.
- Each table will work on a specific National Development Strategy (NDS) priority.
- A resource person will be on hand to guide discussions and clarify points.
- Each table will receive a printed form with a financing policy table to complete.
- The exercise will follow a structured approach, focusing on 2-3 key elements per step.
- Participants will propose 2-3 policy options for a concise, targeted discussion.

The steps are outlined below:

1. **Review NDS Priorities and Define Policy Objective**

Each table will review their assigned NDS priority and define the policy objective to address. A good starting point for participants is listing financing opportunities, risks, and any binding constraints (such as obstacles or bottlenecks) relevant to their assigned NDS priority.

2. **Map Current Practices and Identify Gaps/Opportunities**

Teams will map existing initiatives, including actions by ministries and support from development partners. The goal is to highlight gaps and opportunities in the current financing landscape.

3. **Identify Policy Options to Address Gaps/Opportunities**

Participants will brainstorm financing policy options—both public and private. They will assess these options by considering the following:

- **Macro check:** How consistent is the option with macroeconomic targets?
- **Coherence check:** Does the option promote sustainability, create synergies, or result in trade-offs?
- **Risk check:** Does the option reduce risk or enhance resilience? Could it introduce new risks?

4. **Define Timeframes and Preconditions for Implementation**

Tables will determine the necessary preconditions for policy implementation, including political backing, institutional capacity, and resource availability.

5. Assign Responsibilities

Participants will assign specific roles and responsibilities to relevant ministries, agencies, or other actors.

After completing the steps, each table will submit their policy proposals. Moderators (Resina, Yanis, Mauricio) will then facilitate a plenary session, highlighting standout policy examples and providing additional insights on the proposed solutions.

Template

STEP 1 NDS priority	STEP 2 Financing policy objective	STEP 3 Current practice and initiatives in place to address	STEP 4 Financing policy options – public and/or private finance	4.0 Assessing Policy Options			STEP 5 Identifying Timeframes		STEP 6 Responsibilities
				4.1 Macro check	4.2 Coherence check	4.3 Risk check	5.0 Pre- conditions? Resource/ capacity requirements	5.1 Timeframe	
Health	Address financing gap for NCDs	NDS budget allocation WHO and other partner support	Increase excise taxes - tobacco, alcohol, and sugar- sweetened beverages (SSBs)	Ok	Ok	Tax receipts could be re- channeled to other priorities Curtail domestic production of SSBs and jobs	Political commitment exists	Short	Ministry of Finance, National Planning & Trade Ministry of Health WHO
			WB loan	Potential debt sustainability issue	Ok	Increase debt servicing	Capacity exists	Short	Ministry of Finance, National Planning & Trade Ministry of Health World Bank
			Mobilize private investment	Ok	Ok	Equity and access issues Quality of care	Capacity building needed	Medium	Ministry of Finance, National Planning & Trade World Bank/IFC

GROUP ACTIVITY 3

Participants to discuss in 5 tables and should select a Rapporteur.

Each table will have 30 minutes to consider the following questions in relation to Seychelles' NDS financing approach (chapter 5, NDS), followed by presentations by Rapporteurs and plenary discussion:

Establishing the baseline:

- a) What systems are in place to track volumes and impact of different types of finance, and how compatible are they? How is the effectiveness of financing policies/strategies assessed?
- b) What is the state of the 'enabling environment' for monitoring and review (buy-in, institutional capacity, data systems, and capacity), and are there any ongoing or planned reform processes that INFF monitoring, and review could link to?

Strengthening existing systems, and closing gaps where needed:

- c) How can existing monitoring and review systems be further strengthened to better support effective financing policy making?
- d) Are there any existing or planned development partner initiatives to strengthen these areas?

GROUP ACTIVITY 4

Participants to discuss by table (5) and should select a Rapporteur. Each table will have 30 minutes to review the following questions in relation to Seychelles' NDS and select **at least 3 questions** to respond to. Plenary discussion to follow.

Commitment and leadership

- a) What 'sustainability features' can ensure continued focus and sustained momentum around NDS implementation across political cycles and potential changes in political leadership?

Access to knowledge and perspectives

- b) What mechanisms are in place to involve and promote active participation of independent statutory authorities, SOEs, civil society, academia, business and industry in NDS implementation?
- c) Are plans in place on reporting to parliament and the public on NDS implementation?

Coordination

- d) Are roles and responsibilities clearly defined for all relevant stakeholders?
- e) Are plans in place to ensure the national budget process is used to mainstream NDS priorities?
- f) What mechanisms are in place to facilitate coordination with, and among, development partners on the implementation of the NDS?