

UNCEEA Seminar on Strategy Development for the Promotion and Use of SEEA

UN Headquarters
New York City
19 June 2017

Opening Session

- **Welcome**
 - **Bert Kroese**, Chair of the UN Committee of Experts
- **Review of the purpose of the workshop**
 - **Lisa Wardlaw-Kelly**, Head of Office (Hobart) and Program Manager, Environment and Agriculture Statistics Branch, Australian Bureau of Statistics
- **Introduce the workshop and review the agenda**
 - **Alan AtKisson**, Facilitator and Independent Advisor to UNDESA

Workshop Purpose

- **Linked to purpose of UNCEEA:** mainstream, standardize and implement in countries
- **SEEA has a natural momentum** but may stall without ‘proof of concept’
- **Promotion has always been a key part of the agenda** but we need to move from ‘potential’ uses to ‘actual’ uses through practical examples
- **Requires a different skillset** – this workshop will equip us for the task

Workshop Purpose

- **We can't do it alone**, so focus is on working with others, in context
- **Today's session links to the item on the business agenda** to develop a practical strategy to accelerate adoption of SEEA
- **We will set some goals and targets** to pursue all year and review in 2018
- You need to be **ALL IN!**

Session 1A: A SEEA SWOT Analysis

Objective:

Perform a **quick scan of the current strategic context** for spreading SEEA and promoting its adoption in national policy-making

Process:

Working rapidly, in an interactive “carousel” process, small groups will map the current strategic “state of play” for SEEA, using the familiar SWOT format:

Strengths, Weaknesses, Opportunities, and Threats

Session 1A: A SEEA SWOT Analysis

Process

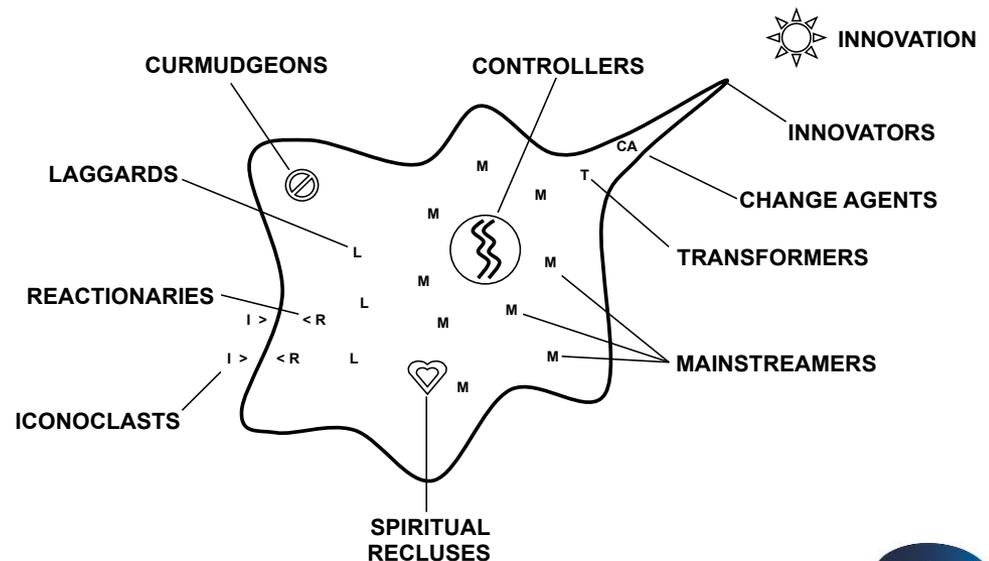
- Form a group of around 10, clustered around each of the four stations: **Strengths, Weaknesses, Opportunities, and Threats**
- Quickly **brainstorm, individually**, descriptions of the current status of the SEEA, relevant to that station
- Write **VERY SHORT DESCRIPTIONS** (headlines) in **LARGE LETTERS** that others can easily read
- **Put the post-it notes on the sheet** and if you notice similar themes, cluster them

Session 1B: Core Concepts

- **Innovation Diffusion & the “Change Agent” (Alan)**
 - Builds on the classic work of Everett R. Rogers
- **The “Amoeba” Model (Alan)**
 - A mapping tool for planning the introduction of an innovation (such as SEEA) into a specific cultural system
- **Sense and Respond (Lisa)**
 - An alternative to traditional strategic planning approaches that is especially suited to the introduction and promotion of innovations

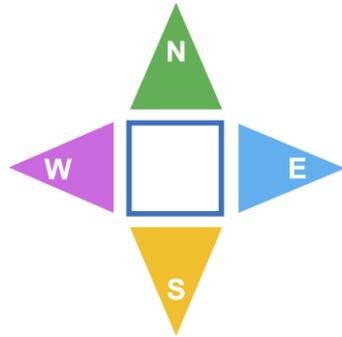
As part of this seminar, you will be exposed to **AMOEBIA:**

- A short role-playing or simulation game
- A model for thinking about change and innovation
- A set of tools for planning the introduction of new ideas

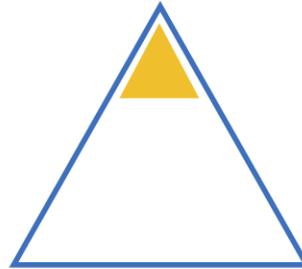




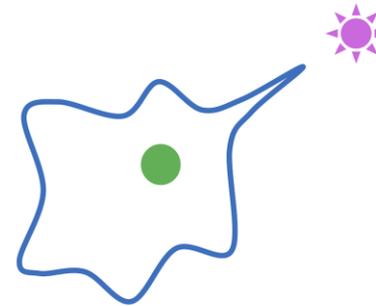
AcceleratorLite



COMPASS



PYRAMID



AMOEBEA

Tools for Sustainable Development

- Simplified versions of Compass, Pyramid, and Amoeba
- Free to download and use in a not-for-profit setting

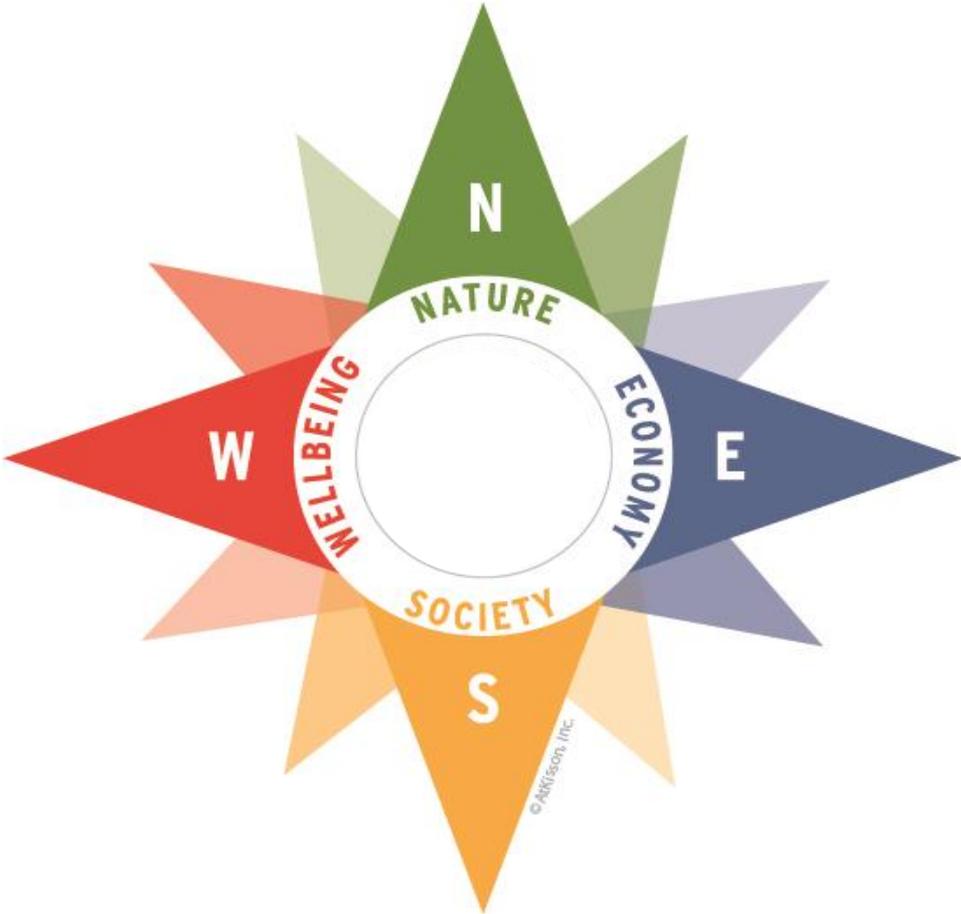
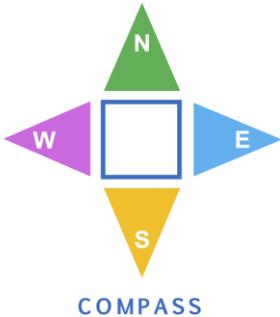
<http://AtKisson.com/AcceleratorLite>

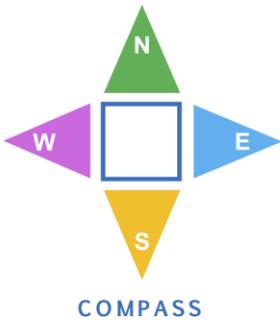




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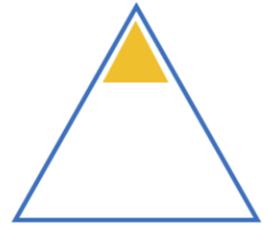
The Sustainability Compass





The Sustainability Compass





PYRAMID

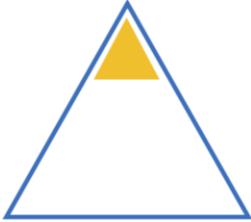
The Pyramid Workshop

Learning and planning sustainable development





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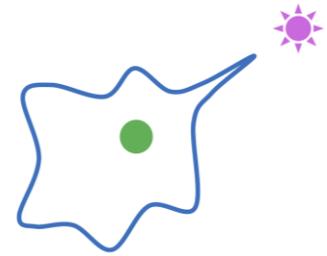


PYRAMID

The Pyramid Workshop

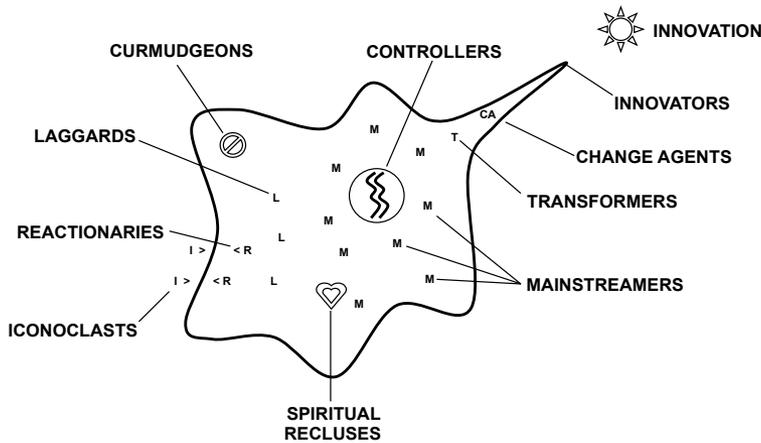
Learning and planning sustainable development





AMOEBa

The AMOEBA: Tools for Change



AMOEBA is **used** to ...

- Quickly learn the basic principles of **promoting innovation and change** within an organization, community, etc.
- **Plan the introduction** of a project, initiative, methodology, or any new idea
- **Train people to be more effective Change Agents** and improve their strategies for success



Amoeba is largely based on **Innovation Diffusion Theory**

- “Innovation Diffusion Theory” describes **how new ideas spread through any cultural or organizational group**
- This theory was first published in 1962 by Everett R. Rogers in *Diffusion of Innovations*. The book was updated several times, well into the 2000’s, and is still considered a basic reference
- The Amoeba model was built on Innovation Diffusion Theory by **adding the experience of working with change processes**, in many cultural and organizational situations
- Amoeba has been used by hundreds or perhaps thousands of government, business, education and civil society organizations

Key Definitions

Culture

The habits, practices, values, beliefs, customs, and way of life of any group, of any size — from a work team, to a whole nation.

Innovation

Anything not part of that culture that the culture decides to adopt. It could be a theoretical idea, a slang word, a new technology -- anything at all that changes how people think, talk and act.

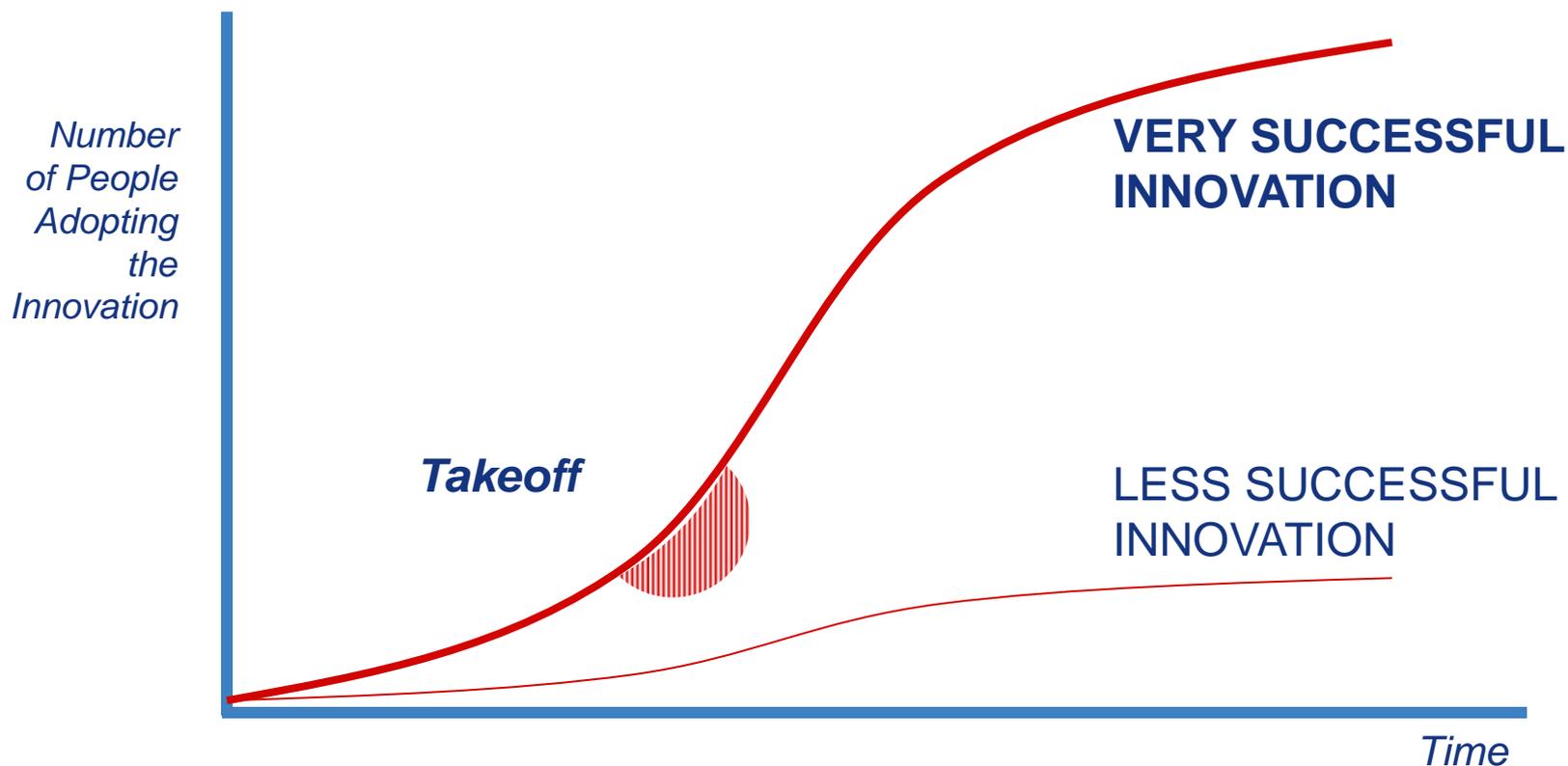
NOTE: An “innovation” is not always “new”!

Diffusion

The spread of an innovation through a culture, as people and institutions adopt it.

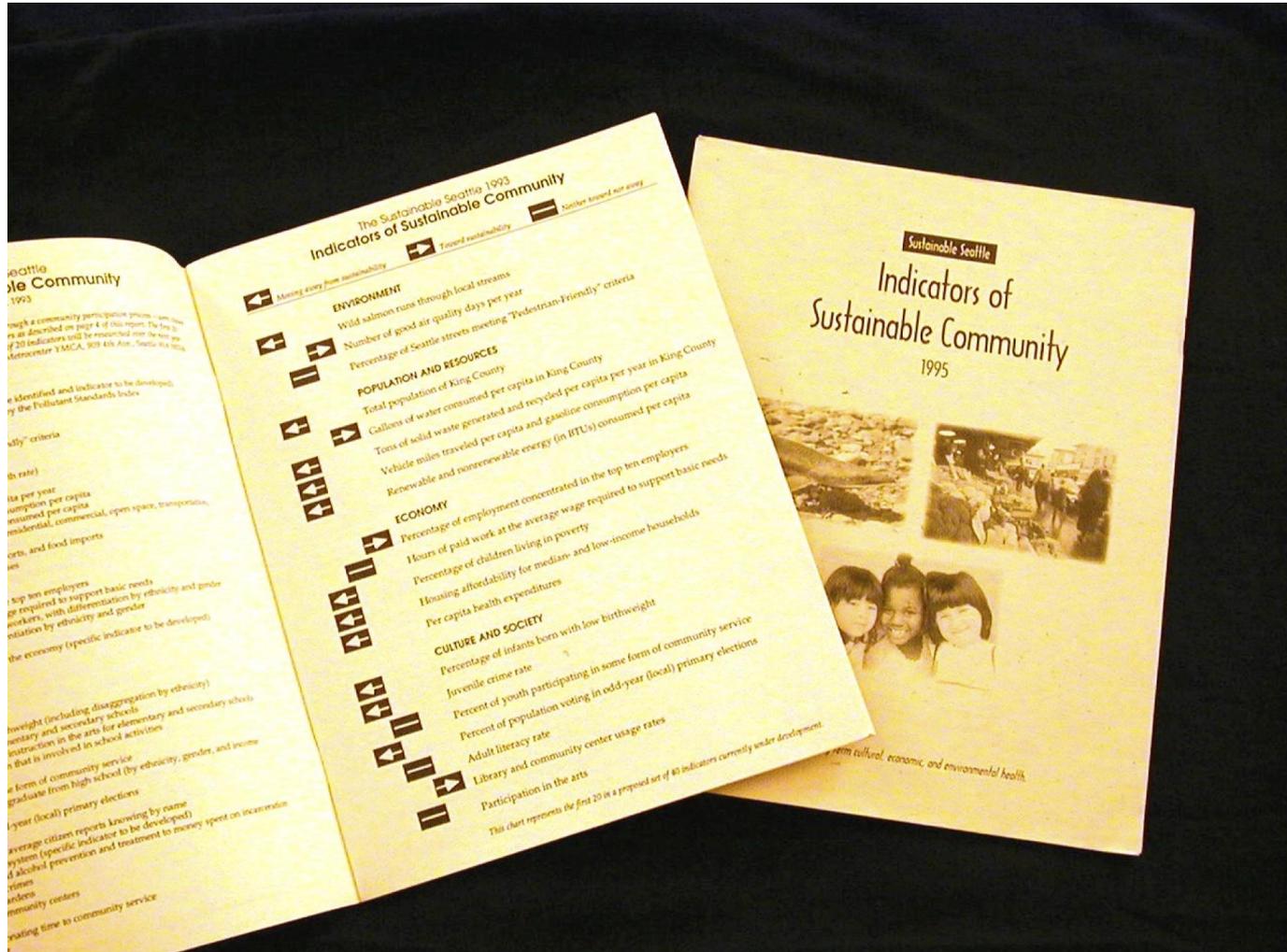
The Innovation Adoption Curve

How do we ensure that sustainability innovations succeed in being diffused, adopted and implemented?



Source: Adapted from Everett Rogers, "Diffusion of Innovations," 1962, Revised 2005, Free Press

Case Study in Innovation Diffusion: The “Sustainable Seattle” Indicators



Source: AtKisson, A. Developing indicators of sustainable community: Lessons from Sustainable Seattle. *Environmental Impact Assessment Review*, 16(4–6), 337–350, 1996

The 5 Critical Characteristics of an Innovation

- (1) Perceived **Relative Advantage**
- (2) Relative **Simplicity (Complexity)**
- (3) Level Of **Observability**
- (4) **Trialability**
- (5) **Compatibility** With Existing System

Relative Advantage means ...

- Perceived as “better”: providing clear improvements and benefits
- Relative means the innovation is *compared to* the current, standard, usual, or old way of doing things
- Innovations are always in *competition* with other things: for example, the things that they will replace (as above), time, resources, attention, etc.



**PERCEIVED AS
AN IMPROVEMENT**

**NOTE:
THE KEY WORD
IS “PERCEIVED”**

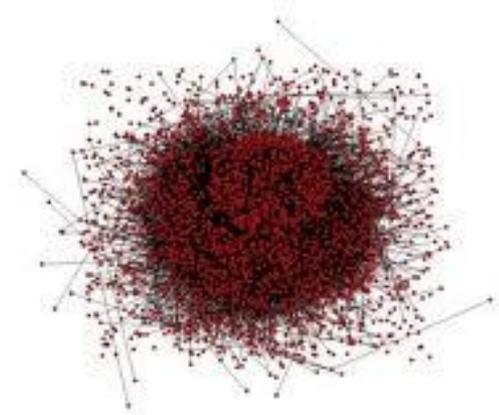
Relative Simplicity means ...

- How simple or complex the idea is ... relative to what is currently being done
- But also relative to what decision-makers in the system have the capacity to understand and implement
- NOTE: Simpler ideas can spread and get adopted faster ... but **simpler ideas are not always the best ideas**



SIMPLE

EASIER TO
DIFFUSE



COMPLEX

HARDER TO
DIFFUSE

Level of Observability means ...

- When you make a change ... will anyone notice? Can it be quickly and easily pointed out?
- Is the *positive benefit* visible? Will people be able to spot it and talk about it with each other?
- NOTE: If an innovation is innately hard to “see,” you have to **make it more visible** – e.g., using signage and other communications techniques



SEEING THE RESULTS
OF ADOPTION
AND IMPLEMENTATION

Trialability means ...

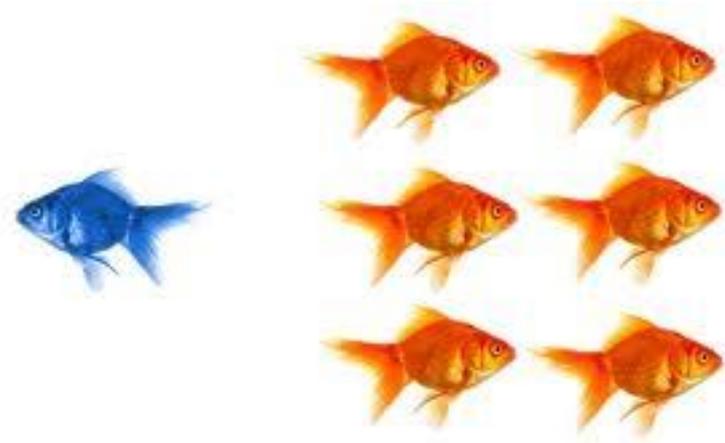
- Can you **try it out** before making a commitment? Or do you have to jump “all the way in”?
- Is the decision to switch **reversible**?
- NOTE: If an innovation low on trialability, people are naturally cautious about adopting it ... and change moves more slowly



**ABILITY TO TEST
WITHOUT COMMITMENT**

Compatibility means ...

- How well does this new thing **fit in** with what people are already doing? How well does it fit with their values and mindsets?
- Does adopting this innovation **force other changes?**
- NOTE: Big changes are often low in compatibility, and people immediately understand this. They can quickly extrapolate: “Well, if we do *this*, then we’ll also have to do *that*, and *that*, and ...”

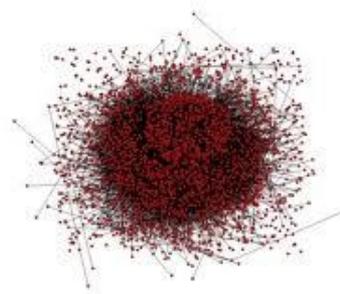


**IMPACT OF ADOPTION
ON OTHER ELEMENTS
OF THE SYSTEM**

The Five Challenges for Introducing an Innovation



**CREATE A FEELING OF
RELATIVE ADVANTAGE**



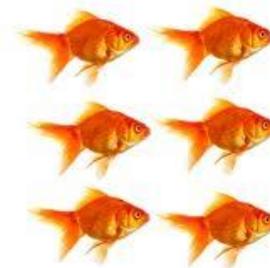
**SET THE RIGHT LEVEL OF
SIMPLICITY / COMPLEXITY
... OR ADJUST STRATEGY**



**MAKE POSITIVE CHANGE
MORE OBSERVABLE**



**INCREASE THE POSSIBILITY OF
TRIABILITY AND REVERSIBILITY**



**DESIGN FOR PERCEIVED COMPATIBILITY
WITH EXISTING SYSTEM ... OR
ADJUST STRATEGY TO INCLUDE
COLLATERAL CHANGE**

Discussion Exercise

Rate SEEA on a scale 1-5, for each of the 5 Critical Characteristics

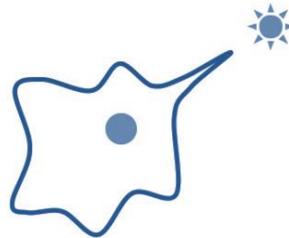
Remember that this is a subjective rating based **not on what *you* think**, but on your assessment of **how *other people*** outside your professional circles will perceive it.

1 = Almost no one will perceive it as having this quality

5 = Everyone would perceive it as having this quality

Advantage	Simplicity	Observability	Trialability	Compatibility

Introduction to Amoeba



A model for understanding
the process of cultural change

THE POTENTIAL OF THE

BLUE ECONOMY

Increasing Long-term Benefits of the Sustainable Use of Marine Resources for Small Island Developing States and Coastal Least Developed Countries



EXECUTIVE SUMMARY

This report was drafted by a working group of United Nations entities, the World Bank, and other stakeholders to suggest a common understanding of the blue economy; to highlight the importance of such an approach, particularly for small island developing states and coastal least developed countries; to identify some of the key challenges its adoption poses; and to suggest some broad next steps that are called for in order to ensure its implementation.

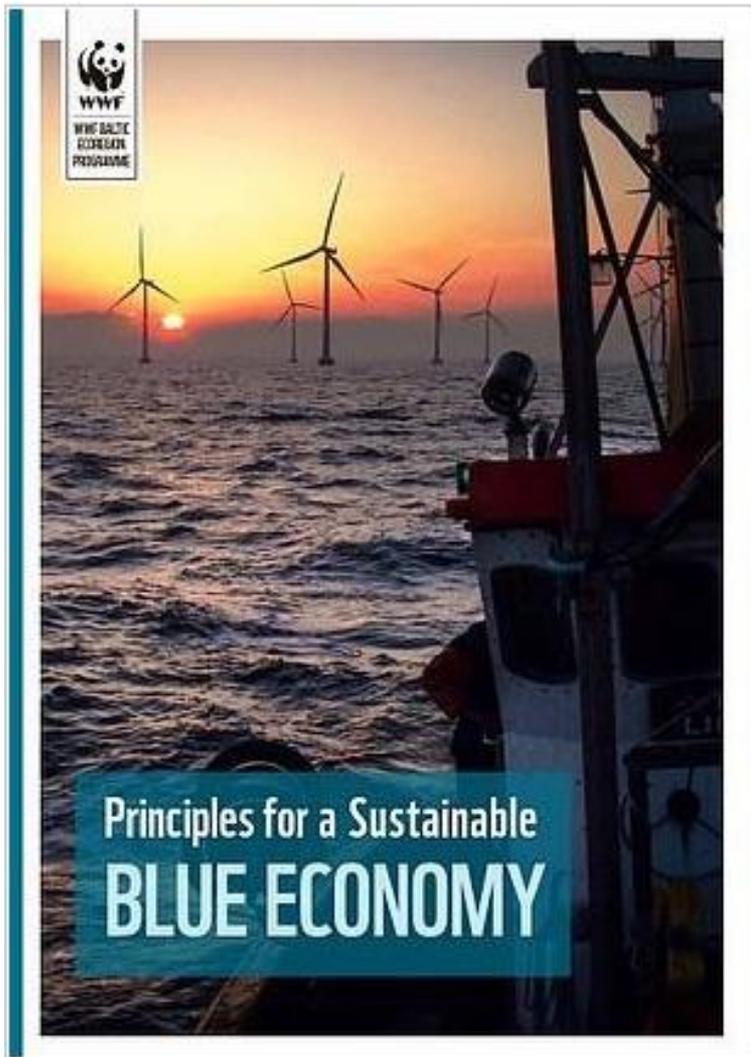
Although the term “blue economy” has been used in different ways, it is understood here as comprising the range of economic sectors and related policies that together determine whether the use of oceanic resources is sustainable. An important challenge of the blue economy is thus to understand and better manage the many aspects of oceanic sustainability, ranging from sustainable fisheries to ecosystem health to pollution. A second significant issue is the realization that the sustainable management of ocean resources requires collaboration across nation-states and across the public-private sectors, and on a scale that has not been previously achieved. This realization underscores the challenge facing the Small Island Developing States (SIDS) and Least Developed Countries (LDCs) as they turn to better managing their blue economies.

The “blue economy” concept seeks to promote economic growth, social inclusion, and the preservation or improvement of livelihoods while at the same time ensuring environmental sustainability of the oceans and coastal areas. At its core it refers to the decoupling of socioeconomic development through oceans-related sectors and activities from environmental and ecosystems degradation. It draws from scientific findings that ocean resources are limited and that the health of the oceans has drastically declined due to anthropogenic activities. These changes are already being profoundly felt, affecting human well-being and societies, and the impacts are likely to be amplified in the future, especially in view of projected population growth.

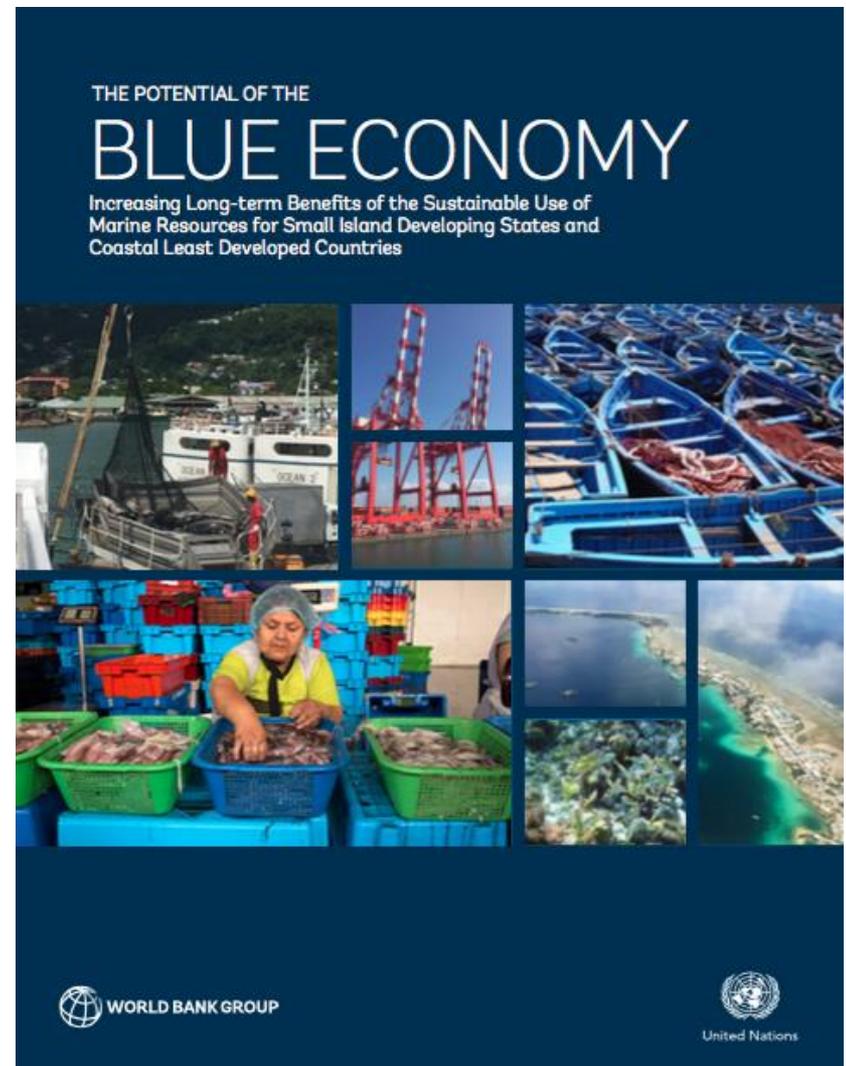
The blue economy has diverse components, including established traditional ocean industries such as fisheries, tourism, and maritime transport, but also new and emerging activities, such as offshore renewable energy, aquaculture, seabed extractive activities, and marine biotechnology and bioprospecting. A number of services provided by ocean ecosystems, and for which markets do not exist, also contribute significantly to economic and other human activity such as carbon sequestration, coastal protection, waste disposal and the existence of biodiversity.

The mix of oceanic activities varies in each country, depending on their unique national circumstances and the national vision adopted to reflect its own conception of a blue economy. In order to qualify as components of a blue economy, as it is understood here, activities need to:

- provide social and economic benefits for current and future generations
- restore, protect, and maintain the diversity, productivity, resilience, core functions, and intrinsic value of marine ecosystems
- be based on clean technologies, renewable energy, and circular material flows that will reduce waste and promote recycling of materials.



SEPT 2015



JUNE 2017

Text of the WWF Definition of a Sustainable Blue Economy

- Provides social and economic benefits for current and future generations, by contributing to food security, poverty eradication, livelihoods, income, employment, health, safety, equity, and political stability.
- Restores, protects and maintains the diversity, productivity, resilience, core functions, and intrinsic value of marine ecosystems — the natural capital upon which its prosperity depends.
- Is based on clean technologies, renewable energy, and circular material flows to secure economic and social stability over time, while keeping within the limits of one planet.

Text from the Executive Summary of the World Bank / UN Report

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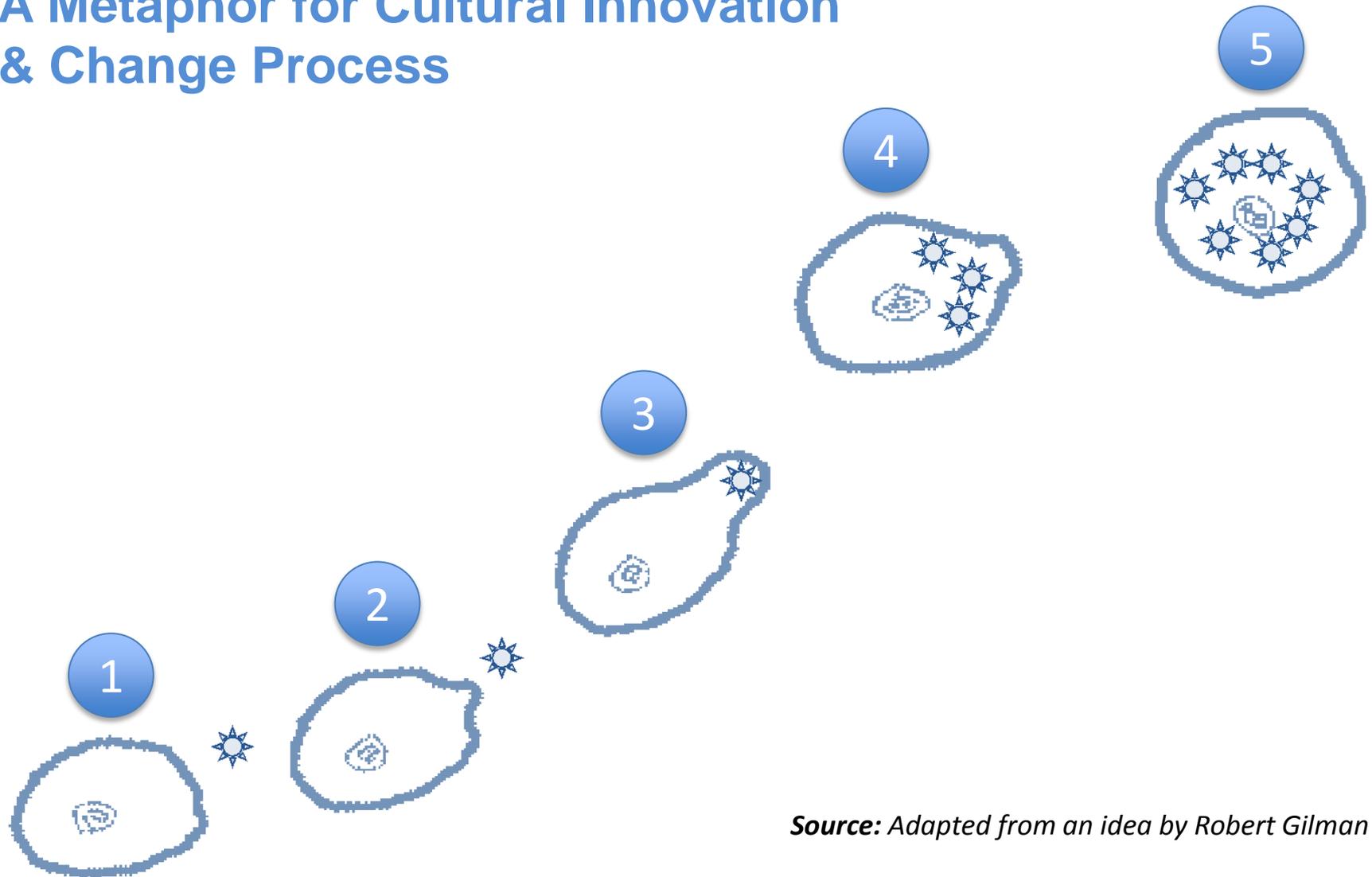
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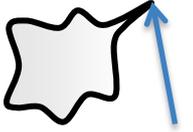
The Potential of the Blue Economy, p. vi

The Amoeba of Culture

A Metaphor for Cultural Innovation & Change Process



Source: Adapted from an idea by Robert Gilman

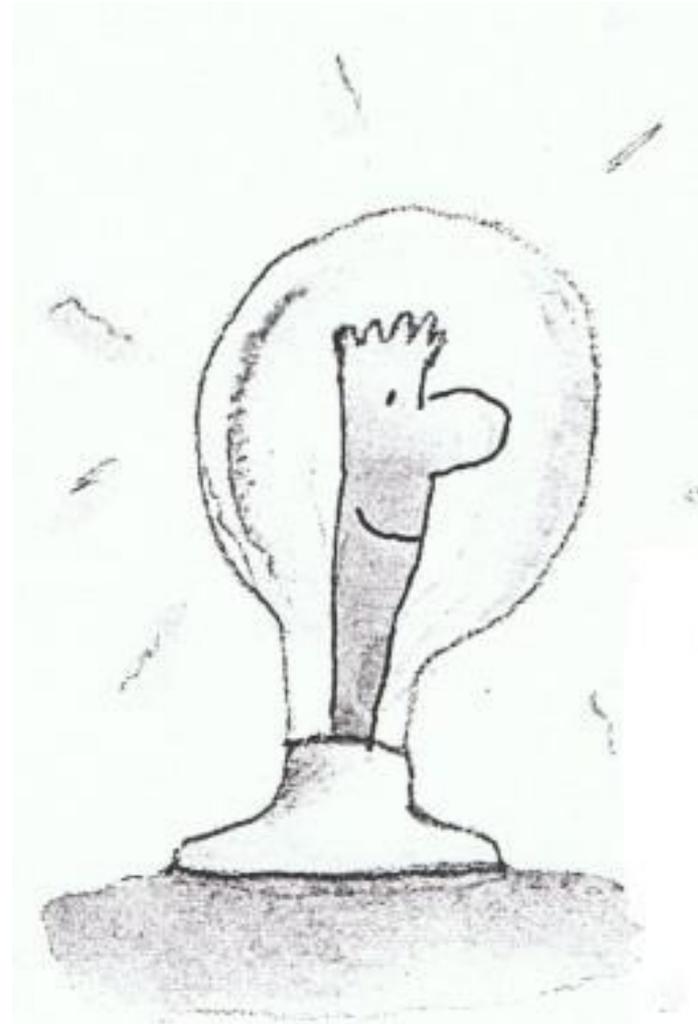


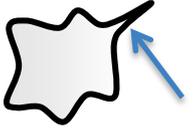
Innovator

The person who invented, discovered, or first fell in love with an idea.

Innovators tend to be so close to their idea that they have difficulty seeing it from other people's perspective.

They forget to simplify the message, and they focus on features instead of benefits.





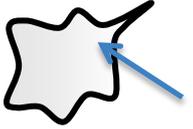
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A person skilled at promoting new ideas.

Effective Change Agents find ways to communicate the new idea to other people in terms of their relative advantages, and introduce ideas into systems.

Often they act as “sales people” for the idea, and focus on *benefits* rather than *features*.



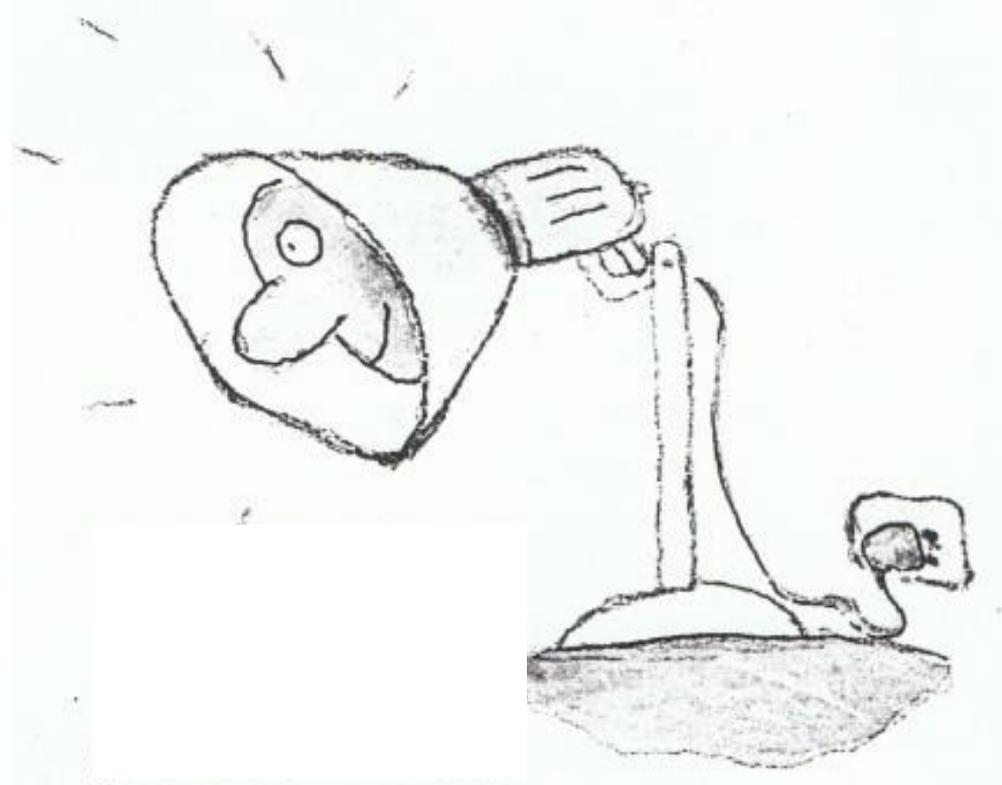


Transformer

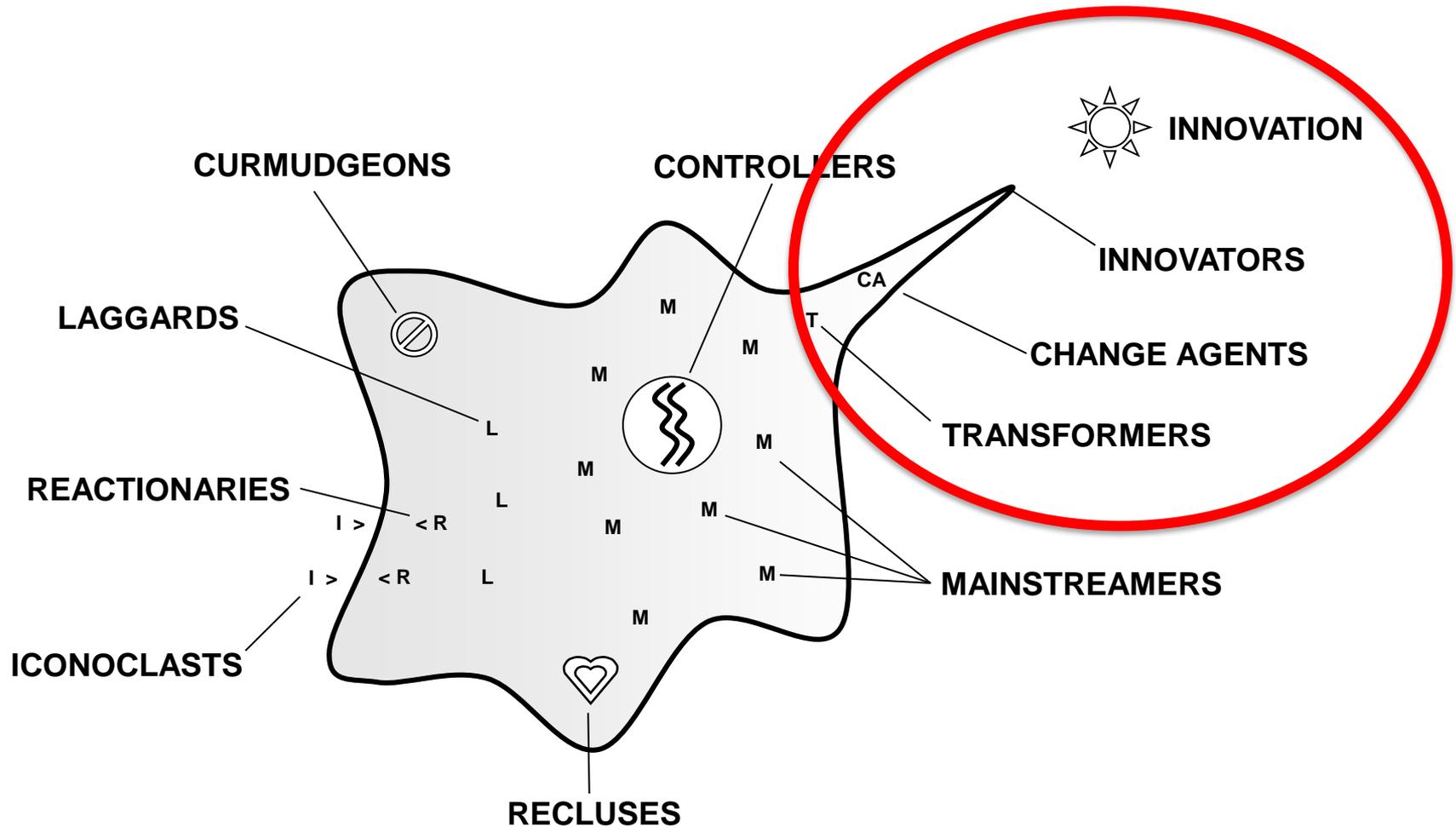
Organizational or cultural gatekeepers, interested in new ideas, but selective about which ones they allow into the system. They hold positions of influence (formal or informal).

Transformers work to amplify awareness of the idea so that it spreads more quickly through the system ... and transforms it.

When Transformers adopt a new idea, others are likely to follow them.



The Amoeba of Cultural Change



© AtKisson, Inc.



Change Agents ...

- Learn to differentiate between the *innovation itself*, and the *process of innovation adoption*
- To advance that process, they learn to *read the culture* and *adjust strategy* to improve the chances of adoption and use
- In particular, they learn how to communicate in *the language of their target audience*





SEEA

Sensing and Responding

A Summary of the
and Sense and Respond model developed by

Steve Haeckel

<https://vimeo.com/47280675>

Sense and Respond

Paradigm shift from 'make and sell' to 'sense and respond'

Recognises that traditional planning not optimal for:

- Distributed decision-making
 - Complex environments
 - Rapid change
 - Unpredictable developments and opportunities
 - Local self-synchronisation
-
- The key is 'coherent action at scale'



Sensing and responding requires:

Strategy

- design for action, not ‘a plan of action’

Structure

- a dynamic and collaborative network of capabilities not formal structures
- respond to what is happening, not what is planned to happen

Governance

- leadership provides *context* and *coordination*
- solutions are improvised as necessary
- accountability not based on actions, but results of actions



Adaptive Enterprise Transformation

With:

- Shared purpose and reason for being
- Shared situational awareness
- Shared stories and key messages
- Shared set of adaptive behaviours
- Shared techniques and technologies
- Shared measures aligned to the purpose

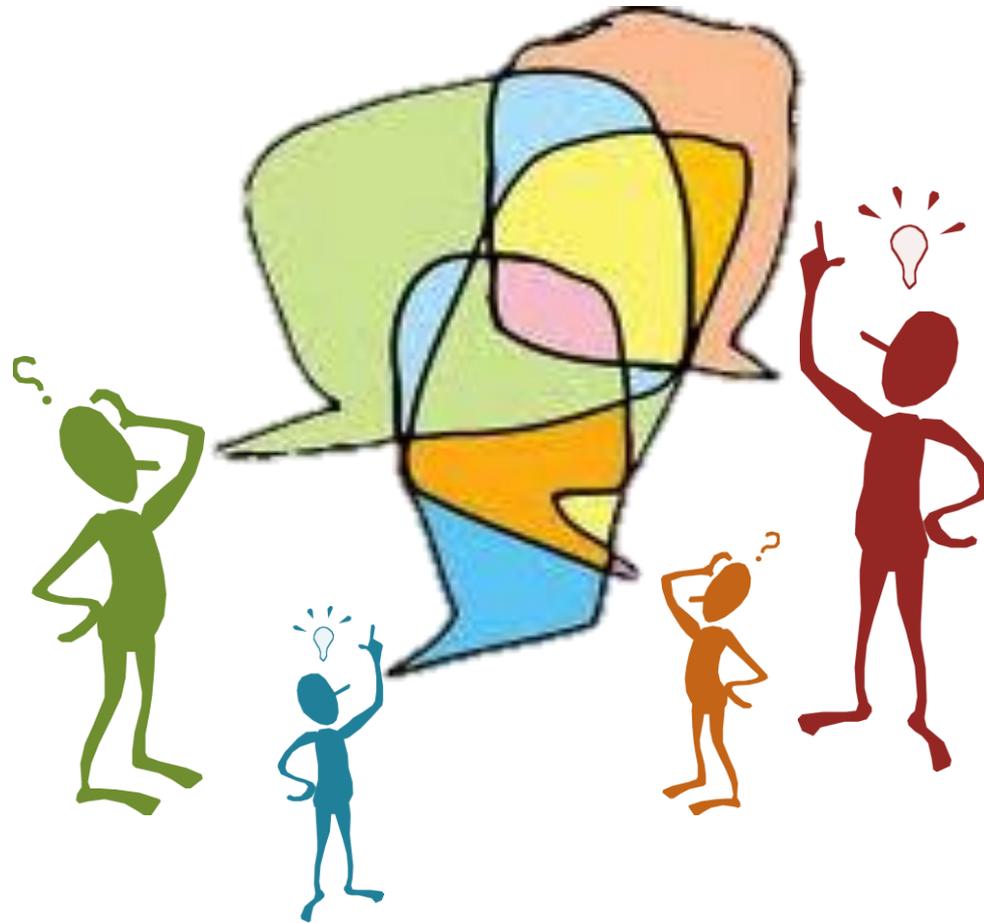
We can act autonomously but coherently towards our shared goals

Summary:

Three conceptual tools to support strategy for promoting SEEA in policy and decision-making

- **Innovation Diffusion Theory**
 - Analysis of how innovations should be promoted, based on their “personality” (i.e. SEEA’s perceived characteristics)
- **The Amoeba Model**
 - Mapping “who is who” in a process of introducing SEEA, to know where to focus efforts, build critical mass, and avoid (minimize, neutralize) negative reaction
- **Sense and Respond**
 - A skillset and approach to acting as a change agent in contexts where traditional planning does not work

Discussion & Questions



Session 2: Simulation Exercise

Objective:

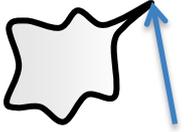
Illustrate theory in a practical context to create the basis for improved innovation promotion and change planning

Process:

“AMOEBA” is also simulation exercise, based on Innovation Diffusion Theory, that illustrates different social roles (supportive, resistant, neutral) and strategic approaches in the process of introducing new ideas and methodologies. The group will be introduced to the simulation, enact it (20 mins), and then debrief it in detail.

Playing the “Amoeba Game”

A role-playing exercise to
understand the dynamics of innovation

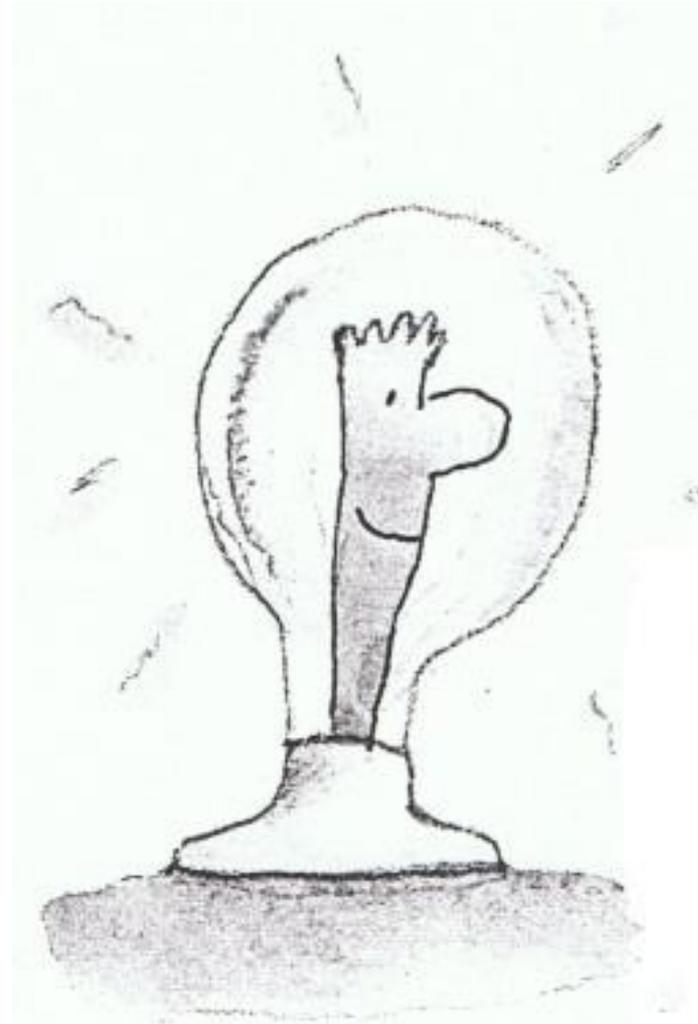


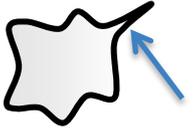
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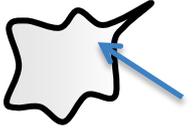
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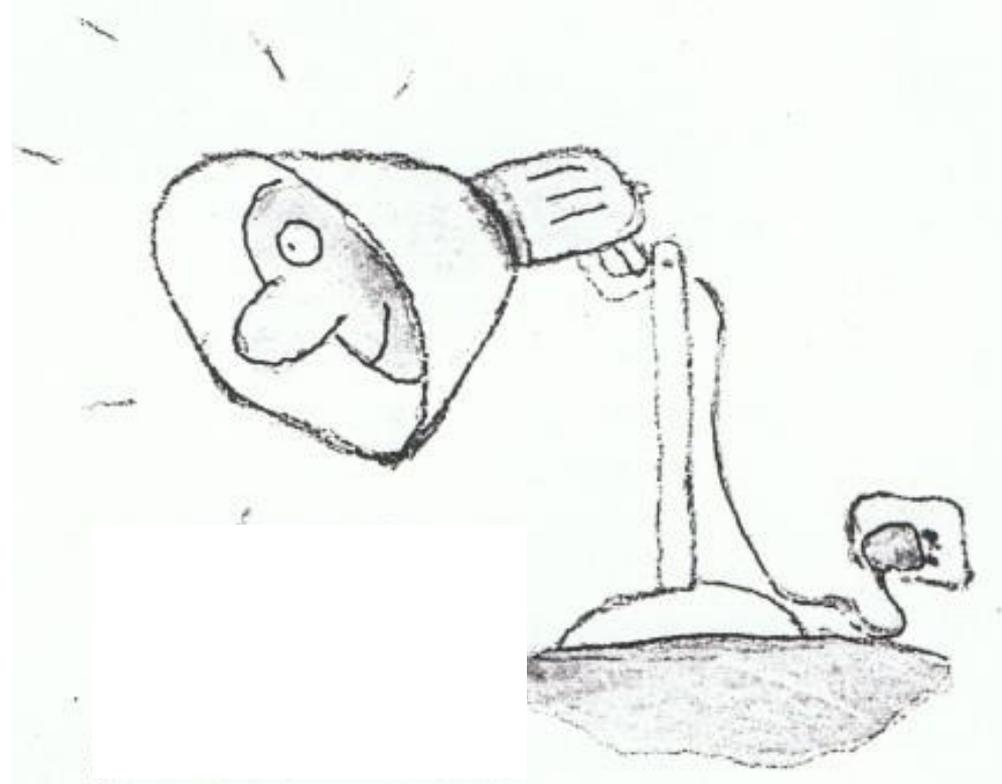


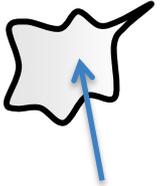
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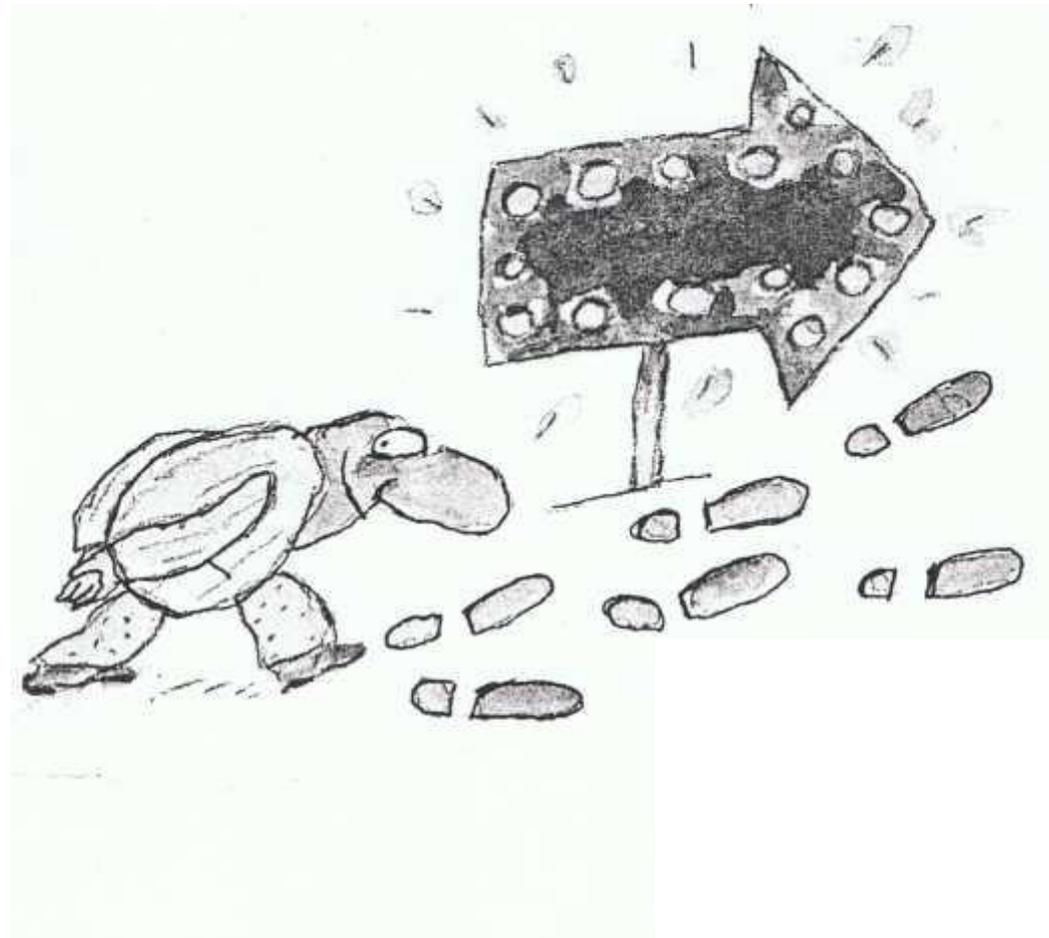


Mainstreamer

The “normal people,” at least in relation to the new idea.

Mainstreamers only adopt a change when the incentives are right, and when the people around them are also adopting it.

Otherwise, Mainstreamers are “busy” and not overly interested in new ideas, which may be distracting, or even risky.



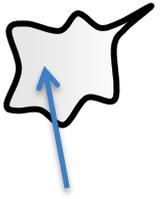
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Laggard

Someone who delays adopting a change as long as possible.

Laggards find the current way of doing things comfortable and familiar. They switch to a new way only when they have to.

They are not really against new ideas; they just like the old ideas better!



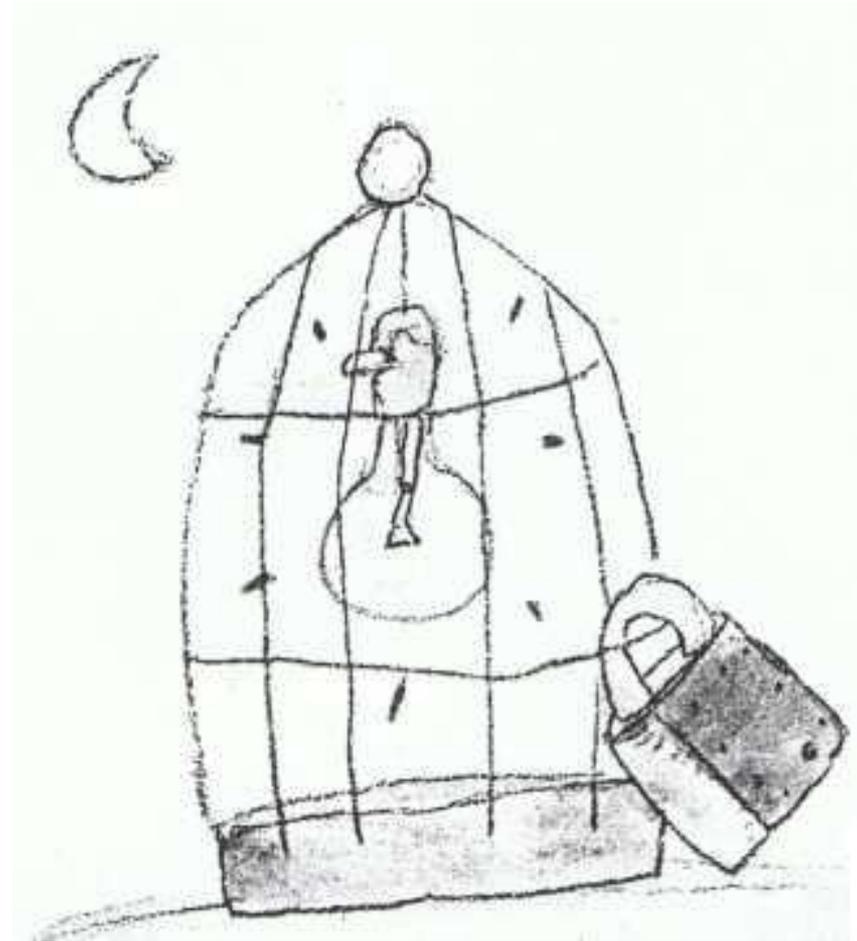


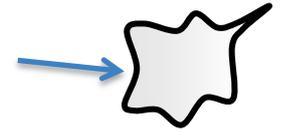
Reactionary

A person who has a vested interest in resisting the change, and is highly motivated to stop its successful implementation.

Reactionaries believe that if the change occurs, they will lose something valuable.

“Something valuable” could include money, power, or a psychological value (for example, their feeling of being an authority on the old way).





Iconoclast

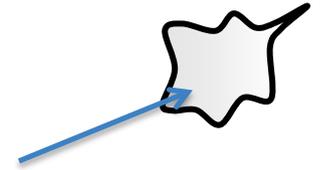
A critic of the way things are, who sees problems, calls attention to them, and critiques those who are perceived to be the cause of the problem.

Iconoclasts are generally skeptical, and often angry about the problem. They attack the “status quo”... which they often perceive to be the fault of Reactionaries.

Change Agents often make use of their interventions strategically ... because sometimes they can become critical of your idea!



Curmudgeon



People who are fundamentally pessimistic about change.

Curmudgeons believe a change will never be adopted ... or, if it is adopted, that it won't work ... or that it might make things worse instead of better.

Curmudgeons can “infect” a change effort with negativity. (Note: most Curmudgeons are often Innovators and Change Agents who failed or were otherwise embittered in the past.)



Recluse

The people and institutions whose focus is on longer-term issues, such as researchers or religious leaders.

Recluses usually do not engage with specific change efforts. They observe from a distance, and may remark on whether the changes appear to be contributing to their long-term aspirations for society.

Recluses can sometimes be recruited to help a change effort, but their actions are unpredictable and often uncontrollable.

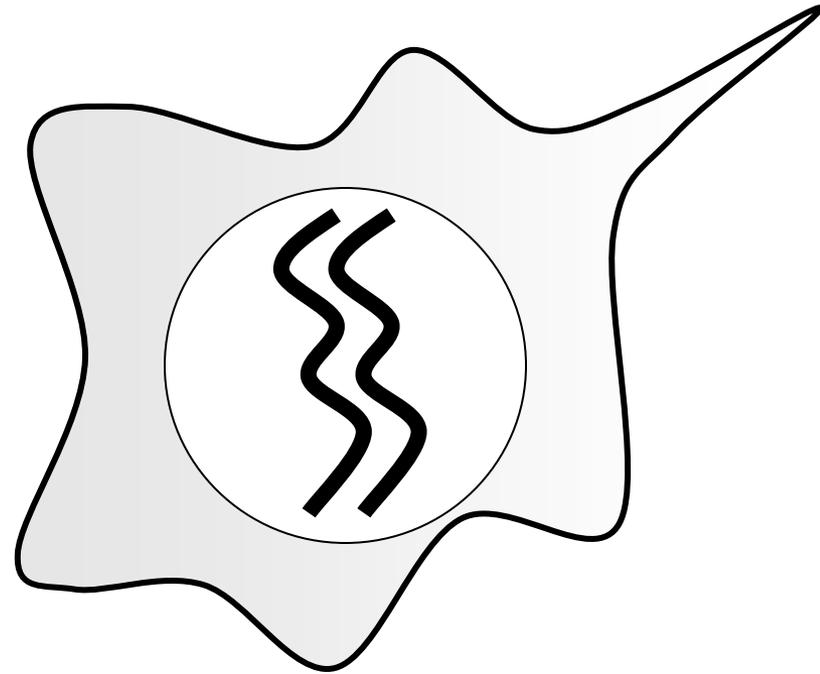


Controller

The *people or mechanisms* that set the rules for how the culture works, and what its purpose is. They do not pay much attention to what is happening as long as it looks “normal.”

However, if the innovation appears to affect the culture’s guiding purpose, or to change its basic rules, a Controller can be activated – and become a “Super-Transformer” or “Super-Reactionary.”

For most change efforts, it is best to avoid Controllers. But one must be prepared to meet them, with good answers to their tough questions.



**NOTE: THE
CONTROLLER
ROLE IS NOT
INCLUDED IN THE
SIMULATION GAME**

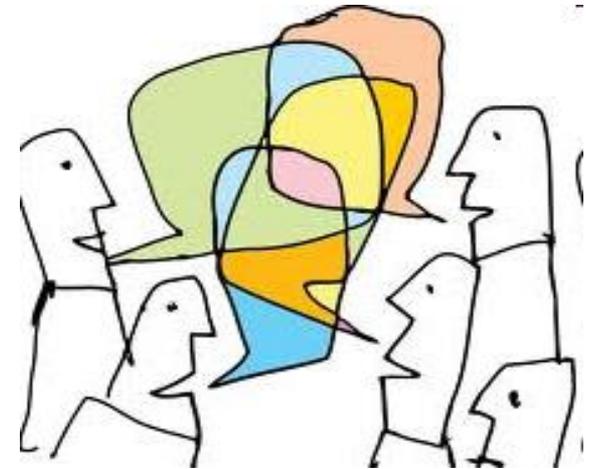
How the simulation works ...



- The facilitator will set up a “Scenario” — an imaginary situation — and set ground rules
- Everyone will get a role to play that is based on one of the Amoeba roles
- In that scenario, someone will introduce a new idea to the group ... and we will see what happens
- After about 20 minutes we will end the simulation ... and talk about it

Welcome to the International Chamber of Commerce meeting — you are members

- You are participating in a day-long meeting focused on the regular business of the Chamber
- One person is here from UNCEEA, and is trying to interest people in sponsoring a seminar on SEEA
- The Chairman has suggested that the UNCEEA representative try to gather signatures over the coffee break, as a way to gauge interest

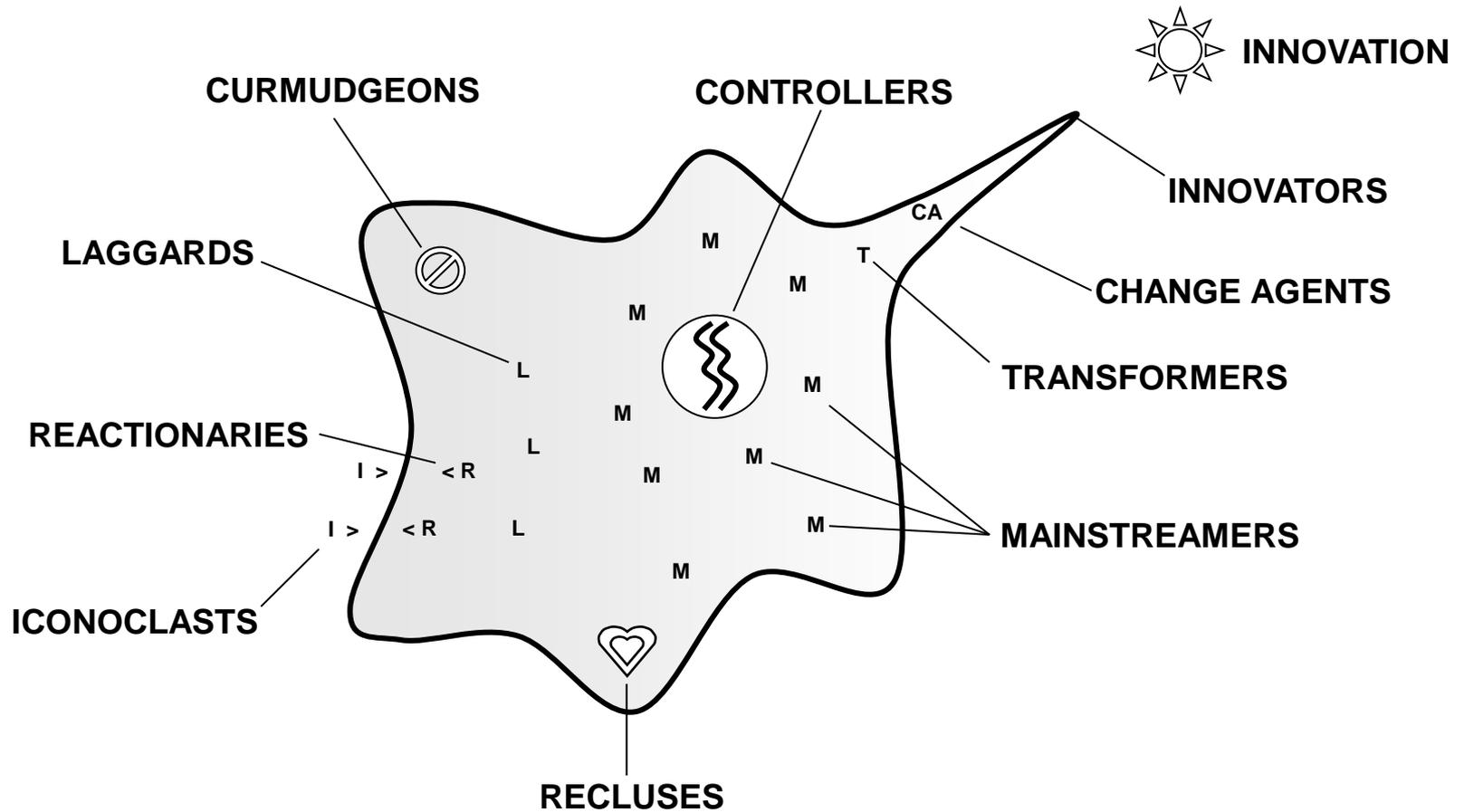


IMPORTANT!

***Do not reveal
your role!***

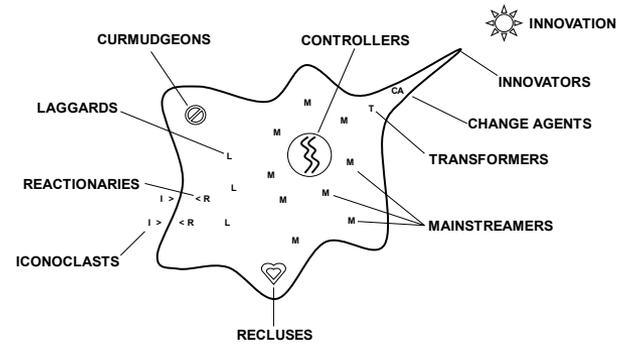
Simply act it out in
the way you respond
and talk with people.

The Amoeba of Cultural Change



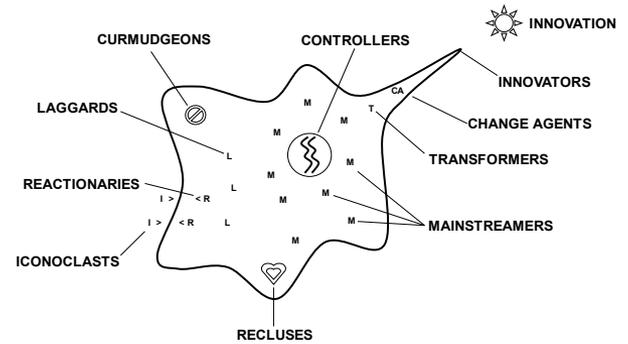
© AtKisson, Inc.

Amoeba: A Reminder about the Roles



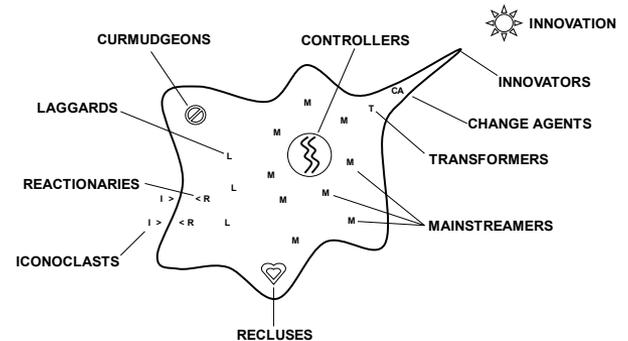
- **Innovator** formulates / discovers / champions new ideas
- **Change Agents** translate / promote the ideas to target groups
- **Transformers** early adopters, approve of and spread the ideas
- **Mainstreamers** adopt ideas when everybody else does
- **Laggards** late adopters (do not like change)
- **Reactionary** actively resist the change (have something to lose)
- **Iconoclast** identifies problems and critiques the status quo
- **Recluse** preoccupied other matters, philosophical, detached
- **Curmudgeon** cynical grouches, complainers ... “why bother?”

Key Strategy Points



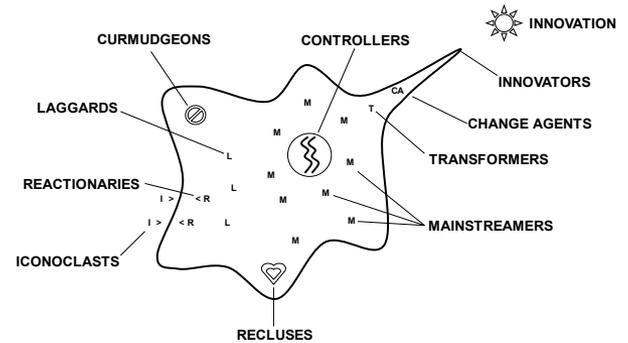
- Innovators need Change Agents
- Change Agents need to work with Transformers.
- Change Agents are more effective when they work together.
- Reactionaries are most effective when they discredit or disempower Change Agents.
- Change Agents may waste time if they spend it trying to change Reactionaries.

Key Strategy Points, *continued*



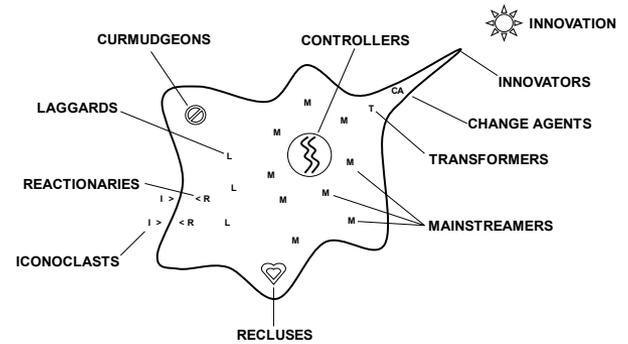
- Innovators often make ineffective Change Agents.
- Innovators and Change Agents often neglect to model the innovation themselves.
- Innovators often remain attached to a "pure" formulation of their idea, at the expense of the innovation's diffusion potential.

Key Strategy Points, *continued*



- Mainstreamers get restless; they often want some change to happen. But they are generally fearful of too much change
- It's often easier to stop real change — to be a Reactionary — than to be a Change Agent.
- Reactionaries usually feel that their actions are contributing to the good of the whole. (And remember ... often, they are right.)

Key Strategy Points, *continued*



- Iconoclasts should keep Reactionaries busy.
- Iconoclasts often make terrible Change Agents, and vice versa
- Curmudgeons can make change difficult.
- Many Curmudgeons used to be Change Agents, but they became disappointed and disillusioned.
- Recluses can either facilitate change or retard it.

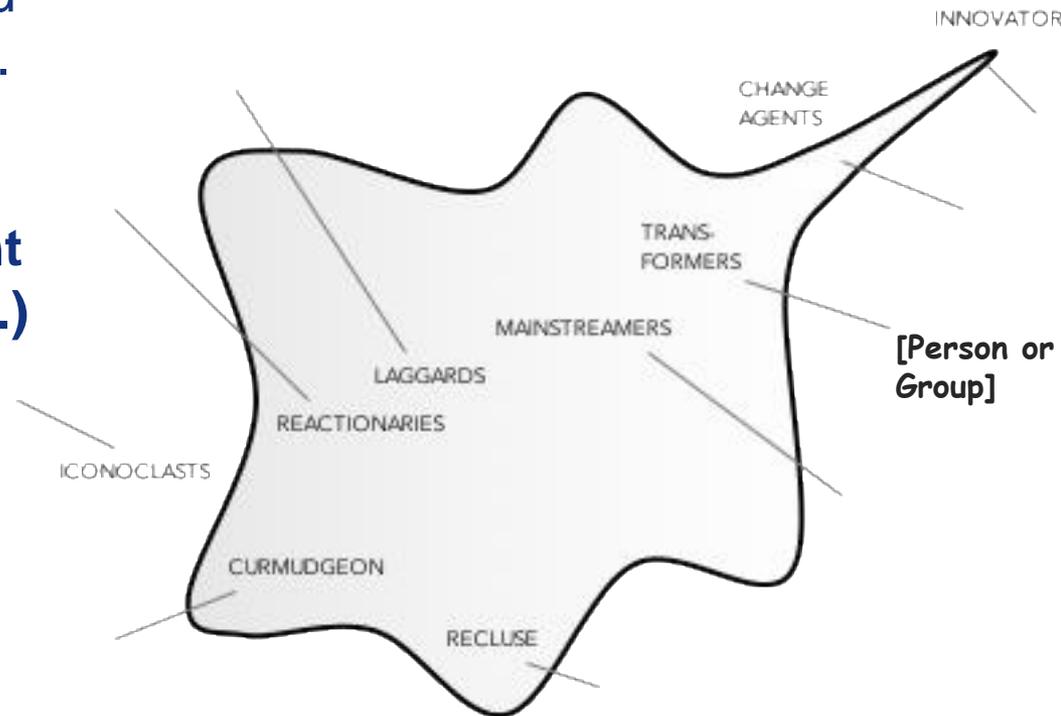
Later, you will have a chance to create an “Amoeba Map”

Consider a context where you would like to introduce SEEA.

Draw a map that shows the roles played by the different people (or departments etc.) in that cultural system.

It is especially important to identify the Change Agents, Transformers, and Reactionaries!

A department, organization, a community of people you are working to influence



Don't forget yourself – are you a Change Agent? Or some other role? Are there other Change Agents?

Session 3: “Bright Spots & Elevator Pitches”: *Developing a Communications Toolbox for Promoting SEEA*

Objective:

Learn to develop *short case study anecdotes* (“elevator pitches”) from *convincing positive examples and case studies* (“bright spots”) and apply them in context-sensitive ways

Process:

Presentations on 2 SEEA “bright spots”, followed by a small group exercise to practice converting these case studies into powerful, relevant “elevator pitches” — stories that will advance the process of innovation adoption

A prize will be awarded to the best Elevator Pitch

Session 3: “Bright Spots & Elevator Pitches”: *Developing a Communications Toolbox for Promoting SEEA*

- **Indonesia**
 - **Etjih Tasriah**, Energi, dan Konstruksi
 - “Linking Environmental Accounts to Development Policies”

- **Canada**
 - **Carolyn Cahill**, Assistant Director, Environment, Energy and Transportation Statistics
 - “Environmental Impact Analysis of International Trade”



Communication Strategy: Linking Environmental Accounts to Development Policies

Prepared by: Etjih Tasriah

To be presented in a workshop at the Twelfth Meeting of the UN Committee of Experts on Environmental-Economic Accounting

New York, 19-21 June 2017

POLICIES MADE BASED ON SEEA



Ministry of Development Planning prepares analysis on Indonesia Vision 2045 and 2085 and expected to establish the next National Medium Term Development Planning 2020-2024 accompanied by Strategic Environmental Assessment (SEA) by conducting policy exercise involving data and information of stocks and flows of natural resources and environment.



Ministry of Finance plans to disclose natural capital in the consolidated report (assets accounts), as a follow-up action from fiscal transparency review by Supreme Audit Board and House of Representatives of Indonesia



Ministry of Environment and Forestry drafted (and have been legalized by Ministry of Justice) government regulation on Economic Instruments for Environmental Protection and Management (PP-IELH) which include depletion adjusted GDP/GRDP

COMMUNICATIONS STRATEGY TO MINISTRY OF NATIONAL DEVELOPMENT PLANNING



BPS-Statistics Indonesia has been producing asset accounts for selected natural resources since 1997.



Line ministries produce their own data



NCA
SISNERLING



Forest inventory, agriculture statistics, energy statistics



Missing Link... ??

Long-list of development priorities – Competing sectoral agendas



How to create linkage between NCA and Development Policy Exercise (among competing sectoral agendas) in Indonesia?

ADDRESSING THE MISSING LINK (CASE OF INDC)

Conceptualisation of Indonesia INDC

POVERTY

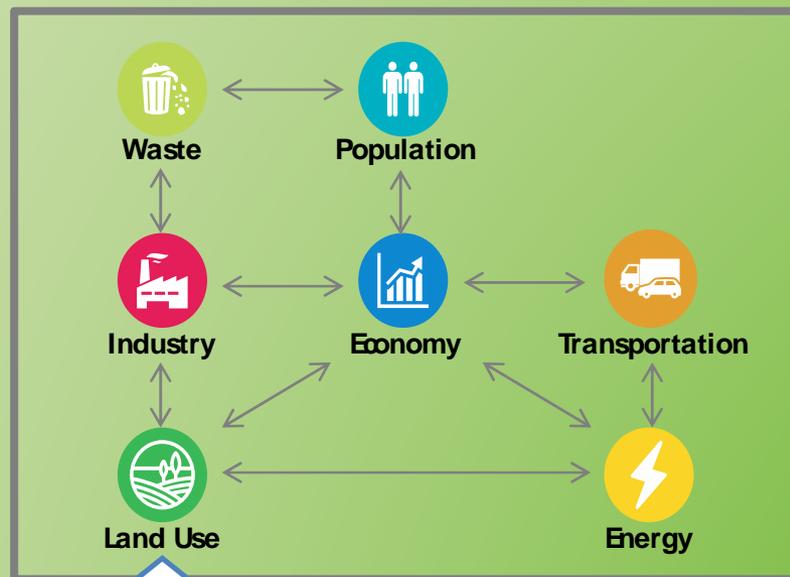


ECONOMY



TRADE OFFS

Development Policies ?



NATURAL CAPITAL ACCOUNTING



Note: Assessing structure of sectoral inter-linkage requires information on natural resources, human and physical capital stock and flow



Plan to Reporting and Disclosure of Natural Capital

- In line with WAVES Programme, Ministry of Finance plans to disclosure natural capital in the consolidated report (assets accounts), as a follow-up action from fiscal transparency review by **Supreme Audit Board** and **House of Representatives** of Indonesia
- In short-term, Ministry of Finance plans to conduct piloting of the valuation and reporting on mineral
- In long-term, the report (assets accounts) of Natural Capital is expected to be integrated into the National Balance Sheet (as non-produced assets)
- **Focus of reporting on natural capital:**
 - fiscal analysis
 - financing analysis for conservation of natural resources
 - data support for Government Finance Statistics (GFS) of Indonesia
 - net worth (non-financial assets)



KEMENTERIAN
LINGKUNGAN HIDUP DAN KEHUTANAN

COMMUNICATION STRATEGY TO MINISTRY OF ENVIRONMENT AND FORESTRY

- Government regulation on **Economic Instruments for Environmental Protection and Management (RPP IEUH)** as derived from **Law No. 32/ 2009** will include natural resources accounting and GDP adjusted depletion on natural resources.
- Economic Instruments for Environmental Protection and Management include instruments for development planning and economic activities, environmental financing, and incentives and/ or disincentives.
- Instruments for development planning and economic activities include natural resources and environment accounts, depletion adjusted GDP, compensation/ reward of environmental services between regions, and internalization of environmental costs.



“..what we measure shapes what we collectively strive to pursue - and what we pursue determines what we measure”.

Report by the Commission on the Measurement of Economic Performance and Social Progress

THANK YOU
Terima Kasih



Statistics
Canada

Statistique
Canada

Policy Applications of the SEEA in Canada

Environmental Impact Analysis of International Trade

www.statcan.gc.ca



CANADA 150

Telling Canada's
story in numbers

**Carolyn Cahill, Assistant Director
Environment, Energy and
Transportation Statistics**

June 19, 2017

Canada

The Canada-EU Comprehensive Trade Agreement (CETA): environmental assessment

- Physical Flow Accounts helped meet legislated requirement for the environmental assessment of trade agreements
- Trade department used the account to show that the net impact of increased bilateral trade with the EU on Canada's environment would be minor based on projected changes in GHG emissions, energy use and water use.



The Canada-EU Comprehensive Trade Agreement (CETA): results

Summary of Environmental Impacts of the Canada-EU Comprehensive Economic and Trade Agreement (CETA)

	Scale Effect	Composition Effect	Total CETA-Induced Effect		Technique Effect	Total Effect, 2014
GHG Emissions (kilotonnes of CO₂ eq)	3,681	-1,375	2,306	0.38%	-393	1,913
Energy Use (terajoules)	51,820	-20,835	30,985	0.36%	-677	30,308
Water Use ('000 m³)	212,401	174,817	387,218	1.10%	N/A	387,218

<http://www.international.gc.ca/trade-agreements-accords-commerciaux/agr-acc/eu-ue/initialea-ceta-aecg-eeinitiale.aspx?lang=eng>



The Canada-EU Comprehensive Trade Agreement (CETA): role of SEEA accounts

- **Timing:** PFA were incorporated into this review from the start.
- **Specific use:** PFA were combined with an input-output based multi-regional CGE model.
- **Factors of success:** Classification matched the input-output tables used in the model.
- **Barrier:** Biennial frequency of the water use data and manufacturing classification used for the water data.



Reference documents

Environmental Assessments are guided by the [Cabinet Directive on the Environmental Assessment of Policy, Plan, and Program Proposals](#) (updated in 2010) and the 2001 [Framework for Conducting Environmental Assessments of Trade Negotiations](#).

Session 3: “Bright Spots & Elevator Pitches”: *Developing a Communications Toolbox for Promoting SEEA*

- Small Groups

Reinterpret the Case Studies as “Elevator Pitches”

- **Group 1: Indonesia Case > Skeptical Finance Minister**
- **Group 2: Indonesia Case > Financial Editor, Newspaper**
- **Group 3: Canada Case > Chamber of Commerce**
- **Group 4: Canada Case > Financial Editor, Newspaper**

Building the Case for Adoption

A tool for constructing a compelling
argument or promotional strategy:
The “Gilman Equation”

Learning the “Gilman Equation”: 3 Key Terms

N = The perceived value or benefit of the **NEW IDEA** ... that is, the innovation you are trying to introduce

O = The perceived value or benefit of the **OLD WAY** of doing things ... even if the “old way” means doing nothing at all!

CC = The perceived **COST OF CHANGE** ... in terms of money, time, resources, political position, or any other kind of “cost”

To plan for the introduction of your new idea, use
the “Gilman Equation”

$$N - O > CC$$

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*For a person or organization to adopt a new idea,
the following must be true:*

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N

**Perceived
Value of the
NEW IDEA**

To plan for the introduction of your new idea, use
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*For a person or organization to adopt a new idea,
the following must be true:*

$$\begin{array}{ccc} N & & O \\ \text{Perceived} & & \text{Perceived} \\ \text{Value of the} & - & \text{Value of the} \\ \text{NEW IDEA} & & \text{OLD WAY} \end{array}$$

To plan for the introduction of your new idea, use
the “Gilman Equation”

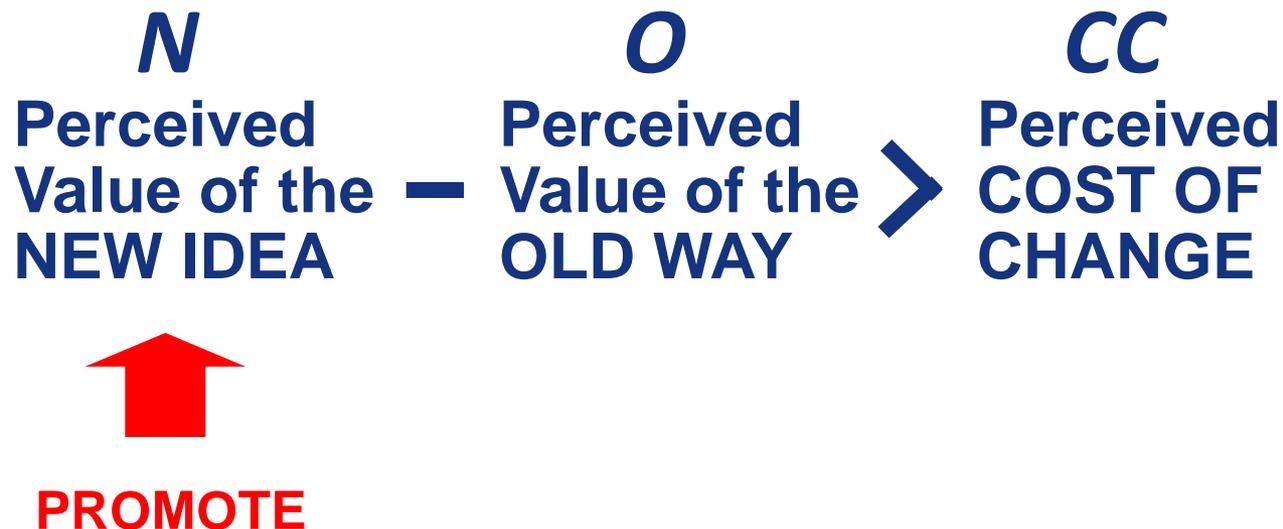
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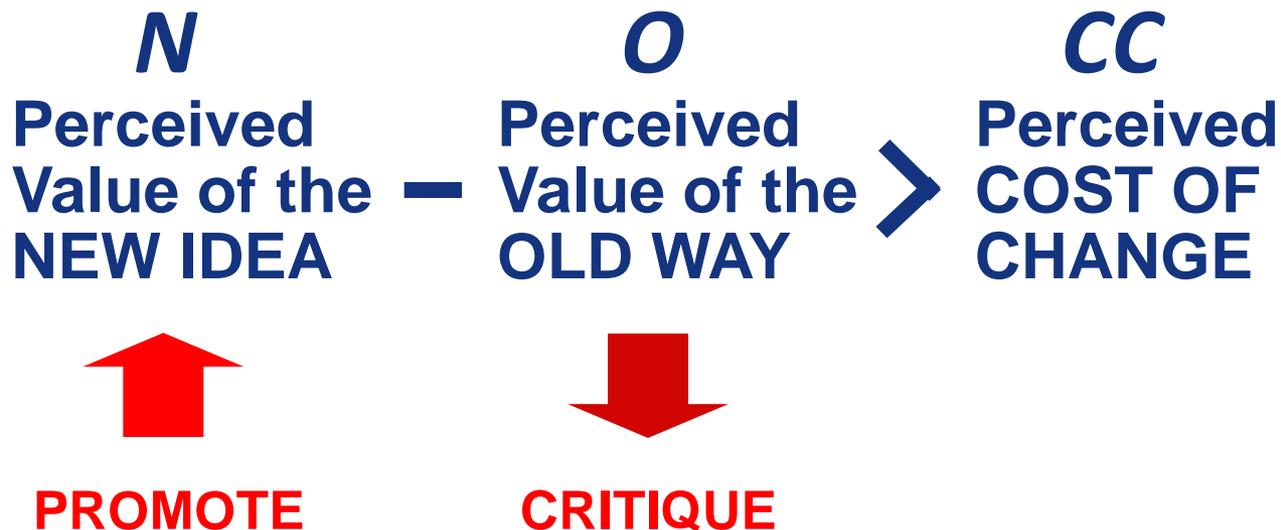
Here is what you can do to increase the adoption of your idea:

1. Increase the Perceived Value of the New Idea (Marketing and Promotion)



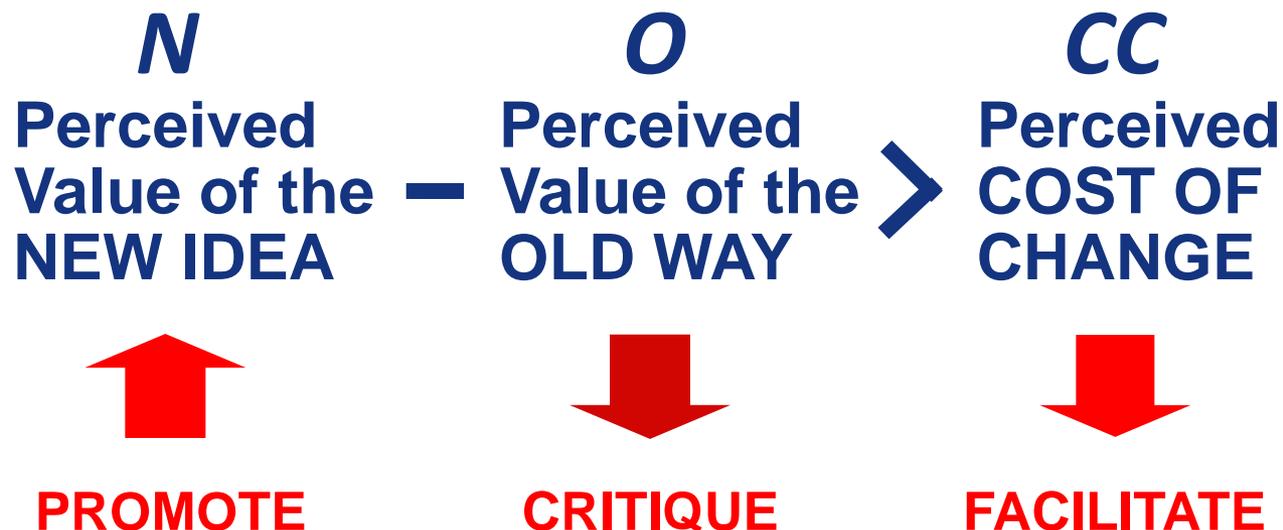
Here is what you can do to increase the adoption of your idea:

2. **Decrease the Perceived Value** of the Old Way
(Protest and Criticism)



Here is what you can do to increase the adoption of your idea:

3. Decrease the Perceived Cost of Change (Facilitation, Assistance, Subsidies, etc.)



Session 3: “Bright Spots & Elevator Pitches”: *Developing a Communications Toolbox for Promoting SEEA*

When thinking about your pitches ...

- *What are the benefits of SEEA to promote?*
 - How can you make those benefits more observable, interesting, compelling? **PROMOTE**
- *What problems will occur if SEEA is not adopted?*
 - What current losses will continue , or get worse?
 - What opportunities will be missed? **CRITIQUE**
- *How can you make it easier to adopt & use SEEA?*
 - What will help simplify the adoption and use of SEEA?
 - How can SEEA be more trialable, compatible? **FACILITATE**

Session 4: Strategic Application

Objectives:

To put all the tools to work; to set the stage for the upcoming UNCEEA business meeting; and to support participants planning next steps to promote SEEA in their professional context

Process:

Part 1: Small groups work with discussion questions

Part 2: Work in pairs to develop a draft “individual action plan,” making use of key concepts absorbed during the day (with worksheet)

Part 3: Closing round of reflections and adjourn to reception

Session 4: Strategic Application

1. What are some of the **types of decisions** that can be informed by SEEA-based accounts? (Start a list)
2. What are the **“entry points”** to introduce the SEEA accounts into the decision process? (For each type of decision)
3. Who are the **key stakeholders** that are in a position to apply the SEEA accounts? (In each identified decision context)
4. What are the **communication channels** that can be used to reach these audiences? (I.e., to reach the entry points, or to reach through them into the decision processes)
5. What are the **types of key messages** that will be most effective for the promotion of the SEEA to decision-makers and intermediaries? (In each of the identified decision-contexts)
6. What sorts of **communication products** will be most effective? (Examples: professional reports and papers, newsletters, videos, social media ...)

Conclusion



Remember **A.M.O.E.B.A.:**

A = **Adapt** the Innovation to your context

M = **Mobilize** the Change Agents

O = **Orient** the Transformers to point in your direction

E = **Easy Does It** for the Mainstreamers

B = **Build** Momentum steadily, one step at a time

A = **Avoid** the Reactionaries!

For help on the journey of making change ...

“Fascinating ...”

— *Paul Polman, CEO Unilever*

“Indispensable ...”

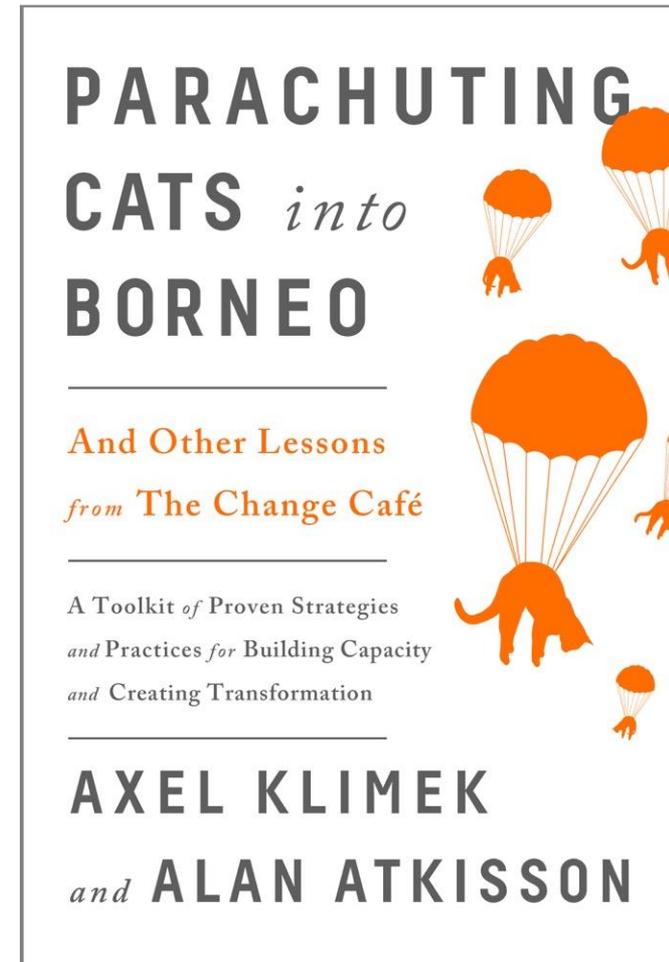
— *Michael Kobori, VP Levi Strauss*

“Highly recommended ...”

— *Maureen Hart, Executive Director, ISSP*

“Prepare to change the way
you think about change.”

— *John Elkington, CEO, Volans*



<http://parachutingcatsintoborneo.com>



**For more information about *Accelerator*,
please visit**

<http://AtKisson.com/tools>

<http://AtKisson.com/AcceleratorLite>

