USER MANUAL
SSDAG

SIMPLIFIED SUSTAINABLE
DEVELOPMENT
ASSESSMENT GRID

Canada

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INSTITUT DE LA FRANCOPHONIE
POUR LE DÉVELOPPEMENT DURABLE
IFDD

SSDAG

SIMPLIFIED
SUSTAINABLE DEVELOPMENT
ASSESSMENT GRID

NOTHING COMES OUT OF NOWHERE

PREFACE BY CLAUDE VILLENEUVE
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Sustainable development is not a new idea. Traditional cultures reveal knowledge, know-how, myths and stories which, in the light of experience, hold the keys to building the future. In the 1960s, the emergence of a global perspective and the evidence of the adverse effects of economic growth such as environmental degradation and increased inequalities, catalyzed the formulation of a new utopia. "What if we could simultaneously enjoy the benefits of human development, the enrichment of societies and the long-term sustenance of ecosystem services?" Fifty years ago, in the run-up to the United Nations Conference on the Human Environment, Ignaci Sachs, Francesco di Castri and Maurice Strong proposed sustainable development as an avenue to achieving this utopia.

After the adoption of the World Conservation Strategy in 1980 and once the Brundtland Report coined the phrase "sustainable development" in 1987, the term became unavoidable and marked the shift from utopia to concept.

"But how can we measure a society's progress toward this ideal?" It was this question, raised by one of my students in 1988, that initiated the process that led to the Sustainable Development Analysis Grid (SDAG). We first had to ask the right questions and broaden our perspective. By adopting an open, transdisciplinary approach, we were able to benefit from the numerous and diversified insights of those who held part of the truth. We had to question conventional approaches and engage actors in the field. To begin with, sustainable development does not exclude anyone. It is based on dialogue and the desire to do better in building the future we want, together. This objective cannot be achieved through power struggles. It requires the skills and involvement of all actors to the extent of their abilities. Sectarianism is deadly. Fundamentalism only leads to exclusion. Openness to alterity is a prerequisite for success.

Over the years, the representation of the sustainable development model has expanded beyond the three static "pillars" that are still too often cited in official discourse. The dynamic model comprising six dimensions (cultural, social, ethical, economic, environmental and governance) is truly innovative insofar as it considers the complexity of human development on a planet with finite resources. The method of combining weighting to calibrate, assessment to qualify, and improvement analysis to enhance is essential to establishing priority goals. It makes it possible to identify the best choices in a consensual manner and to measure progress. It guarantees stakeholder buy-in, and therefore the success of policies, strategies, programs and projects (PSPPs) analyzed using the SDAG. The advent of Agenda 2030 and the Sustainable Development Goals (SDGs) in 2015 triggered the adaptation of the SDAG approach to this global framework that all countries must embrace, and gave birth to the SDG Target Prioritization Grid (SDG-TPG).

With a system-level assessment, the concept of sustainability can be operationalized and utopia brought within reach. The SDAG was already 20 years old when the Institut de l'énergie et de l'environnement de la Francophonie [Institute of the French-speaking world for energy and the environment] became the Institut de la Francophonie pour le développement durable [Institute of the French-speaking world for Sustainable Development]. We must pay tribute to the Institute's director, Ms. Fatimata Dia, for her keen foresight and to Mr. Tounao Kiri for his determination in recognizing the tool's potential and providing the funds needed to test it in the member countries of the Organisation internationale de la Francophonie (OIF). Collaboration between the Institut de la Francophonie pour le développement durable (IFDD) and the University of Quebec at Chicoutimi (UQAC) has supported its development as well as the creation of complementary tools for systemic sustainability assessment. I would also like to acknowledge the contributions of Mr. Sibi Bonfils, the Global Shift Institute team and my former students and colleagues who participated in the development of these powerful and complementary tools that are made available to you.

Nothing comes out of nowhere. It's not enough to dream, call for change or curb growth to build a better future. Twenty years ago, Francesco di Castri compared sustainable development to craftsmanship: "It becomes a matter of craftsmanship in the noblest sense of the word, a bit like the 'craftsmanship of nature' which has been, and still is, the force and essence of biological evolution, creating the diversity of genes, species and ecosystems. Craftsmanship implies precision, taking initiative and setting a clear objective, using the potentialities and elements available to us, not forcing ourselves to imitate what others are doing. The solutions borne of this universal craftsmanship can only lead to diversity and innovation, similarly to the way biological and cultural evolution has unfolded throughout the history of nature and man [translation]." The SDAG and the SDG Target Prioritization Grid are among the tools of the "craftspeople of the future" that we can all become.

Di Castri, Francesco, 2002, Les conditions gagnantes du développement durable, in Villeneuve, C., 2005, Le développement durable, quel progrès, quels outils, quelle formation? IEPF, Collection Actes #6, pages 17-28.

A WORD FROM THE DIRECTOR

CÉCILE MARTIN-PHIPPS
DIRECTOR
FRANCOPHONIE INSTITUTE FOR SUSTAINABLE DEVELOPMENT
INTERNATIONAL ORGANISATION OF THE FRANCOPHONIE

The adoption of the 2030 Agenda for Sustainable Development marks a turning point in history. For the first time, the world has set goals and targets aimed at enhancing the living conditions of present and future generations while safeguarding our planet. This new paradigm compels us to reassess our consumption and production habits, invest in science, technology and innovation, and embrace more ambitious public policies.

The International Organisation of the Francophonie (OIF), through the Francophonie Institute for Sustainable Development (IFDD), is fully committed to this transition. It was actively involved in the negotiations leading to the adoption of the Sustainable Development Goals (SDGs) and currently assists its member states and governments in achieving their targets by encouraging the integration of the SDGs into policies, strategies and projects.

Thanks to the strategic partnership between the IFDD, the Chair in Environmental Consulting at the University of Quebec at Chicoutimi (UQAC) and the Global Shift Institute, "systemic sustainability assessment tools" have been developed, including the Francophonie Sustainable Development Assessment Grid and the SDG Target Prioritization Grid. These tools have been tested, validated and implemented in practical

situations by countries and local communities, and are an integral part of the United Nations toolkit for implementing sustainable development.

As the Decade of Action comes into force, La Francophonie is proudly accelerating the deployment, dissemination and adoption of these tools by providing enhanced grids, concise and user-friendly manuals, free online training accessible to all, and a web version that exponentially expands the functionality and potential of the tools.

This user manual will serve as a practical guide to help regional, national, local and private entities in evaluating the extent to which their actions take the SDGs into account, promoting dialogue for consensus-based decision-making, and proposing strategies or suitable courses of action towards building a more sustainable, fair and resilient world. With the COVID-19 pandemic causing delays and setbacks to global efforts, the challenges of implementing the SDGs are greater than ever. The OIF, alongside states and governments, will continue to facilitate the appropriation of these tools and to support the increased empowerment of their users in the conduct of sustainable development planning processes.

The OIF would like to ackowledge Canada's commitment to implementing the 2030 Agenda for Sustainable Development, which includes support for the translation of the tools for La Francophonie and their user manuals into English. Through the project "Transformational Approach to Integrating the SDGs in Local Communities", led by Institut EDS at Université Laval and funded by the Government of Canada, the tools are now accessible to a vast number of actors at the national and local levels, not only in Francophone communities but also globally.

Finally, I would like to express my gratitude to all the experts and partners who contributed to the design and dissemination of these tools, particularly the Chair in Environmental Consulting of the University of Quebec at Chicoutimi (UQAC), headed by Professor Claude Villeneuve, and the Global Shift Institute, under the coordination of its president, Mr. Sibi Bonfils.

USER MANUAL
SSDAG

TABLE OF CONTENTS

HISTORY OF THE SSDAG

INTRODUCTION

The Simplified Sustainable Development Assessment Grid falls within the system-level sustainability assessment methodologies. It was developed as part of the OIF's efforts to support states, local communities, businesses and organizations in understanding, planning and implementing the principles of sustainable development.

SIMPLIFIED SUSTAINABLE DEVELOPMENT ASSESSMENT GRID

The SSDAG is a systemic questioning tool covering the social, environmental, economic, cultural, ethical, territorial and governance dimensions of sustainable development.

The simplified version of the SDAG allows for rapid and comprehensive determination whether a given policy, strategy, program or project (PSPP) addresses with optimal effectiveness the principles and issues of sustainable development in its multiple dimensions and promotes the improvement of human conditions.

If this is not the case, the avenues for improvement that emerge from the assessment are implemented to make the necessary adjustments in order to more effectively address these principles and issues.

The SSDAG enables users to situate themselves in relation to the principles of sustainable development and to identify ways to continuously improve their compliance with these principles.

Constantly evolving and frequently updated, the SSDAG reflects the evolution of knowledge, practices and international consensus on sustainable development. It addresses the major issues of sustainable development including poverty, health, education, access to goods and services, biodiversity, and climate change among others.

From the perspective of an approach focused on concrete, systemic and concerted action, mastering the tools that enable effective consideration of the principles and issues of sustainability in development policies, strategies, programs and projects is of paramount importance.

→ THERE ARE TWO VERSIONS OF THE SDAG:
A COMPLETE VERSION AND A SIMPLIFIED VERSION.

SSA
SYSTEMIC SUSTAINABILITY ASSESSMENT TOOLS

The tools developed by the University of Quebec at Chicoutimi (UQAC) and the OIF for the purpose of systemic sustainability assessment are tools for questioning, reflection, dialogue and decision support. It is important to note that the simplified SDAG provides less detailed assessment results than the complete SDAG.

SYSTEMIC SUSTAINABILITY ASSESSMENT "makes it possible to put into perspective the multiple dimensions of sustainable development, the synergies and antagonisms between the various objectives, and the means implemented to achieve them. It also implies effectively communicating the key elements that emerge in order to generate stakeholder support and participation [translation]" **(Villeneuve et al., 2015).**

TOOLS OF THE SSA FAMILY:

+ SDAG // SUSTAINABLE DEVELOPMENT ASSESSMENT GRID (VILLENEUVE ET AL., 2016))

+ SDGS // SUSTAINABLE DEVELOPMENT GOVERNANCE SHEETS (VILLENEUVE ET AL., 2016)

+ SDG-TPG // SDG TARGET PRIORITIZATION GRID (INSTITUT DE LA FRANCOPHONIE POUR LE DÉVELOPPEMENT DURABLE)

+ SSDAG // DEVELOPMENT ASSESSMENT GRID (INSTITUT DE LA FRANCOPHONIE POUR LE DÉVELOPPEMENT DURABLE)

// NOTE

"This posture "promotes stakeholder involvement, entails multidisciplinarity, facilitates communication and informs decision-making. The tools are designed to enable consideration of the various dimensions of SD, prioritization of actions to be undertaken, integration of stakeholder input, evaluation and continuous improvement as part of an iterative process, as well as accountability [translation]"

(Tremblay et al., 2016).

THE SIMPLIFIED SDAG PROVIDES LESS DETAILED ASSESSMENT RESULTS THAN THE COMPLETE SDAG.

PSPP
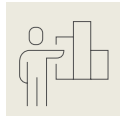
POLICIES, STRATEGIES, PROGRAMS AND PROJECTS.

THE SIMPLIFIED SDAG WAS DESIGNED TO BE IMPLEMENTED IN CONTEXTS OF RESOURCE AND TIME CONSTRAINTS. . .

IN A NUTSHELL, THE SSDAG IS PARTICULARLY SUITED TO:

SITUATING THE **PERFORMANCE** OF A PSPP IN RELATION

TO THE 7 DIMENSIONS OF SUSTAINABLE DEVELOPMENT.

IDENTIFYING **WAYS TO IMPROVE** A PSPP.

SETTING **OBJECTIVES**

AND ESTABLISHING INDICATORS.

INFORMING DECISION MAKING OR STRIKING A COMPROMISE

TO PROMOTE STAKEHOLDER **OWNERSHIP** OF THE PSPP.

RAPID ASSESSMENT OF SMALL-SCALE PROJECTS

AND LOCAL COMMUNITY PROJECTS, OR

EARLY ON IN THE PLANNING PROCESS.

. . . IT GUIDES REFLECTION ON THE VARIOUS EFFECTS OF THE PSPP AND ELICITS CONCRETE AVENUES FOR IMPROVEMENT.

WHY THIS ASSESSMENT GRID?

THE OBJECTIVE OF THE SIMPLIFIED SDAG IS TO ENABLE A RAPID BUT EXHAUSTIVE REFLECTION ON THE SUSTAINABLE DEVELOPMENT CONSIDERATIONS ASSOCIATED WITH A POLICY, STRATEGY, PROGRAM OR PROJECT.

The SSDAG focuses on the multiple effects of PSPPs and elicits proposals for concrete improvements to enhance the consideration of sustainable development issues.

The original 166 objectives have been grouped into 72 objectives and linked to one of the seven dimensions of sustainable development addressed in this tool.

7 DIMENSIONS AND PRINCIPLES OF SUSTAINABLE DEVELOPMENT.

EACH OF THE SEVEN DIMENSIONS IS TARGETED TOWARD MEETING NEEDS

–

SOCIAL DIMENSION
12 OBJECTIVES

Targets social needs and individual and collective aspirations, health and well-being needs, as well as quality-of-life needs.

ENVIRONMENTAL DIMENSION
10 OBJECTIVES

Targets the material needs of individuals and communities as well as their financial empowerment.

ECONOMIC DIMENSION
10 OBJECTIVES

Targets the quality of the natural environment and resource sustainability needs, as well as the redefinition of the human-nature relationship.

ETHICAL DIMENSION
9 OBJECTIVES

Targets the need for affirmation, expression, protection and enhancement of the diversity of cultural traits.

CULTURAL DIMENSION
7 OBJECTIVES

Targets the need for equity, consistency and identification with common values.

TERRITORIAL DIMENSION
12 OBJECTIVES

Targets needs relating to infrastructure and collective and territorial identity, as well as action adaptation to local contexts.

GOVERNANCE DIMENSION
12 OBJECTIVES

Targets needs relating to infrastructure and collective and territorial identity, as well as action adaptation to local contexts.

72 OBJECTIVES

SSDAG ALLOWS FOR RAPID ASSESSMENT OF POLICIES, STRATEGIES, PROGRAMS AND PROJECTS.

THE ASSESSMENT INVOLVES WEIGHTING, EVALUATING, AND IDENTIFYING OPPORTUNITIES TO ENHANCE PRIORITY OBJECTIVES.

THIS ASSESSMENT METHOD ALLOWS TO PRIORITIZE THE ACTIONS TO BE UNDERTAKEN WITHIN A PROCESS OF CONTINUOUS IMPROVEMENT.

The SSDAG should be used :

+ EX ANTE

in order to ensure appropriate knowledge acquisition and needs assessment, as well as to identify underrepresented or missing elements required for the improvement of a PSPP.

+ DURING IMPLEMENTATION

to ensure that planning is pertinent, to direct actions, look for compromises, and formulate priority improvements.

+ EX POST

to validate all the orientations taken. This involves going over the actions taken, because some of them may have counter-intuitive effects. The process can also guide the acquisition of knowledge with a view to improving future PSPPs.

WHEN TO USE THE SSDAG?

PSPPs should be evaluated on a regular basis to ensure that they are moving in the desired direction.

SSDAG SHOULD BE USED WITHIN A PROCESS OF CONTINUOUS IMPROVEMENT.

A FIVE-STEP METHOD

01

Preliminary steps

02.1

Weighting

02.2

Evaluation

01 //
PRELIMINARY STEPS

02 //
USE

03 //
INTERPRETATION

AN ITERATIVE APPROACH

The methodology proposed in this manual is intended to be flexible and adaptable. It is an iterative process in the sense that it is possible and even desirable that grid users go back and repeat steps at any time in order to make changes or clarifications, as the case may be.

METHODOLOGY

02.3	03	04 - 05

Prioritization

Avenues for improvement

Interpretation

Assessment and communication
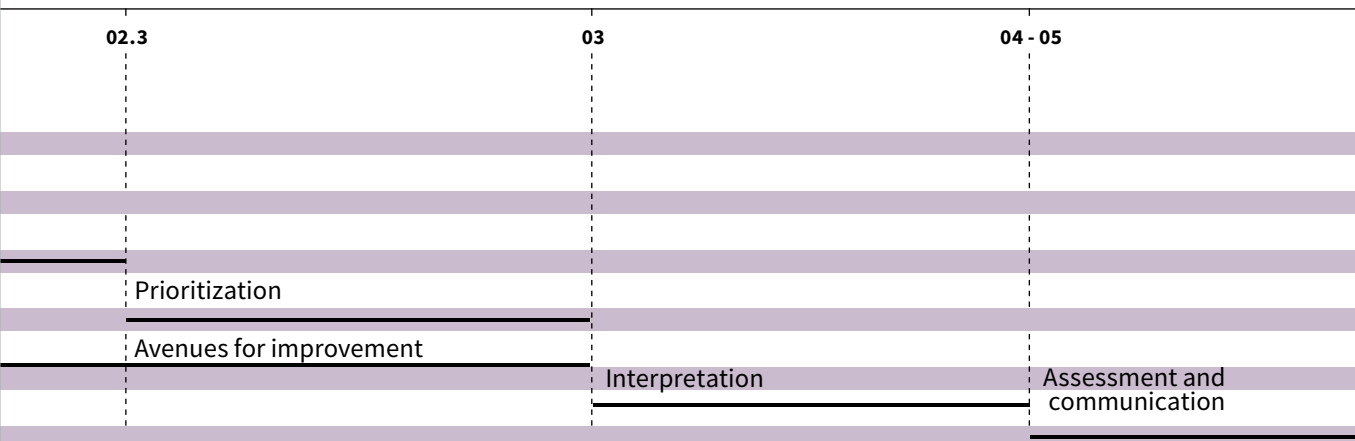
04 //

ASSESSMENT

05 //

COMMUNICATION

THE STEPS ESCRIBED IN THIS USER MANUAL

01 //
-

PRELIMINARY STEPS

-

The preliminary steps can be done by filling out the **[PSPP DESCRIPTION AND OBJECTIVES AND SCOPE OF THE ASSESSMENT] TAB**.

01.1 KNOWLEDGE ACQUISITION
01.2 CHOOSING AN ASSESSMENT COORDINATOR
01.3 ASSESSMENT OBJECTIVE
01.4 SELECTION OF ANALYSTS
01.5 SCOPE OF THE ASSESSMENT
01.6 ASSESSMENT WORKSHOP

02.1 //
-

WEIGHTING AND JUSTIFICATIONS

-

For each objective, the following question must be asked: Is it indispensable, important or desirable for the PSPP to achieve this objective? Numerical values from **1 TO 3** are used to determine the importance of an objective for a particular PSPP.

In the **JUSTIFICATION OF WEIGHTING COLUMN**, explain the implications and motivations that justify the weighting assigned to this objective. Some elements of justification ("Why?") are provided in the comments for each objective. Allow a full day for the weighting of the 72 objectives.

02.2 //
-

EVALUATION AND JUSTIFICATIONS

-

Once weighted, each objective should be evaluated by answering the following question: How is the PSPP performing on this objective? Numerical values from **0 TO 10** are used to determine the performance of the PSPP against a given objective.

A high rating (above 6) should be justified in the **EVALUATION JUSTIFICATION COLUMN BY ACTIONS PLANNED OR ALREADY IMPLEMENTED** through concrete measures included in the PSPP. Allow a full day for the evaluation of the 72 objectives.

02.3 //

-

AVENUES FOR IMPROVEMENT AND PRIORITIZATION

-

The tool automatically generates a prioritization index – **REACT, ACT or MAINTAIN** – for each objective that has been weighted and evaluated, defining the nature of the actions to be taken. When the index shown is **"REACT" or "ACT"** and no avenues for improvement have been entered in the appropriate column, the cell will become red.

In the **AVENUES FOR IMPROVEMENT COLUMN**, indicate all the avenues considered and proposed during the analysis. Elements of justification **"Why?"** are provided in the comments for each objective.

03 //

-

INTERPRETATION OF RESULTS

-

The **[RESULTS] TAB** presents the overall performance of the PSPP analyzed against the seven dimensions of the grid. For each dimension, a table summarizes the weights and ratings entered during the analysis of each theme. These tables are connected to a radar chart which presents in a single graph the overall weights and performances as well as those obtained for each dimension.

These interpretive elements are intended to inform the assessment report.

04-05 //

-

ANALYSIS AND COMMUNICATION

-

It is recommended that all the data collected and analyses conducted using the SSDAG be described in an assessment report. This report should highlight the strengths of the PSPP and identify potential and priority improvements that can enhance the PSPP's sustainable development performance.

THE REPORT IS AN ESSENTIAL TOOL FOR THE COMMUNICATION OF THE ASSESSMENT RESULTS. SEE ASSESSMENT **REPORT TEMPLATE 04.1**

TREE DISPLAY

**14
TABS
-**

**INFORMATION
CONTENT**

INTRODUCTION

**HOW TO USE
THE SSDAG**

**METHODS OF
INTERPRETATION**

ASSESSMENT GRID

STEP 01

DESCRIPTION OF THE PSPP

OBJECTIVES AND SCOPE OF THE ASSESSMENT

STEPS 02-03

SOCIAL DIMENSION
12 OBJECTIVES

ENVIRONMENTAL DIMENSION
10 OBJECTIVES

ECONOMIC DIMENSION
10 OBJECTIVES

CULTURAL DIMENSION
7 OBJECTIVES

ETHICAL DIMENSION
9 OBJECTIVES

TERRITORIAL DIMENSION
12 OBJECTIVES

GOVERNANCE DIMENSION
12 OBJECTIVES

STEPS 04

RESULTS

STEPS 05

ANALYSIS OF IMPROVEMENTS

01 // PRELIMINARY
STEPS
-

01.1

KNOWLEDGE ACQUISITION
-

The first step in the assessment is to gain as thorough an understanding as possible of the PSPP, including its purpose, objectives and expected results, the conditions under which it is being implemented, and the current status of its implementation. This understanding is gained through research, panel presentations, field visits if possible, reading, etc.

Knowledge acquisition may include technical, legal, moral, social, economic, environmental, cultural, and other areas. Analysts may refer to impact studies, documents that the proponent has made available to the public, including media releases, to constitute and consolidate their database.

→ IT IS IMPORTANT TO ASK THE RIGHT QUESTIONS AND TO LEAVE THEM OPEN IF NO SATISFACTORY ANSWERS HAVE BEEN FOUND.

01.2

CHOOSING AN ASSESSMENT COORDINATOR
-

Their role is to coordinate the entire process in a manner that is conducive to reflection and discussion in the best possible conditions.

The assessment coordinator **MUST DEFINE THE PURPOSE OF THE ASSESSMENT AND PUT TOGETHER AN ASSESSMENT TEAM.**

They must have perfect knowledge of the tool and master its application methodology.

TIP :
ANALYSTS CAN PROVIDE THE SOURCES OF INFORMATION USED UNDER THE
[OBJECTIVES AND SCOPE OF THE ASSESSMENT] TAB.

01.3

ASSESSMENT OBJECTIVE(S)
-

The assessment can target several objectives :

+ Improving a PSPP
+ Identifying and communicating a PSPP's strengths
+ Carrying out sustainable development diagnostics
+ Preparing an accountability report
+ Supporting decision making
+ Etc.

It is essential that the assessment coordinator determine the objective of the assessment beforehand because it will affect the composition of the assessment team.

01.4

SELECTION OF ANALYSTS
-

The members of the team should be chosen according to the context and objectives of the assessment. Each group of analysts should include between **5 and 12 people from different backgrounds**, with complementary expertise so as to form a multidisciplinary team.

In addition to representatives of the proponent, sector experts and stakeholders, it is strongly recommended to include members of vulnerable, marginalized and minority groups.

The assessment coordinator must identify the team members who will participate in the weighting and those who will evaluate the objectives, as well as a facilitator and a secretary for each subgroup.

→ IT IS IMPORTANT TO NOTE THAT THE WEIGHTING CAN BE DONE BY A LARGER GROUP OF ANALYSTS WHO CAN POOL THEIR RESULTS AT A PLENARY SESSION. HOWEVER, FOR THE EVALUATION, IT IS PREFERABLE TO FORM A SUBGROUP OF ANALYSTS WHO ARE FAMILIAR WITH THE PSPP AND HAVE A SOLID GRASP OF SUSTAINABLE DEVELOPMENT ISSUES.

01 // PRELIMINARY
STEPS
-

01.5

SCOPE OF THE ASSESSMENT
-

The geographical, temporal and operational boundaries of the assessment must be defined in order to circumscribe the nature of the information to be collected.

Assessment scope must be delimited by the analysts, and it may not coincide with the PSPP initiator's definition thereof. All participants should have a clear understanding of the items included in the assessment scope.

→ IT IS STRONGLY RECOMMENDED THAT THE ASSESSMENT SCOPE BE DEFINED BY CONSENSUS BETWEEN ALL MEMBERS OF THE GROUP.

FIGURE
01.5

ALL PARTICIPANTS MUST HAVE A CLEAR UNDERSTANDING OF THE ITEMS INCLUDED IN THE SCOPE.

GEOGRAPHIC SCOPE
-
STUDY AREA COVERED BY THE ASSESSMENT
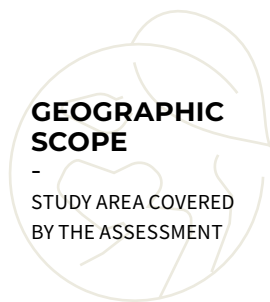
This area may be larger or smaller than the PSPP area, depending on the perspective of the assessment. It includes natural (physical, chemical, biological) and human (economic, political, social, cultural, etc.) factors potentially affected (positively or negatively) by the PSPP.

TEMPORAL SCOPE
-
REFERENCE PERIOD
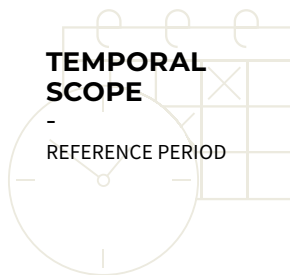
The reference period within which analysis and assessment of the potential effects of the PSPP must be carried out. This temporal scope is determined by the group of analysts, based on their judgment, to include, for example, the end-of-life stages of a PSPP such as post-mining site restoration.

OPERATIONAL SCOPE
-
PROCESSES, ACTIVITIES AND INFRASTRUCTURE

All the processes, activities, and infrastructure that are included in the assessment. The group of analysts may choose to add or remove processes, activities, or infrastructure. In this case, the operational scope must remain consistent with the geographic scope. Defining the operational scope is fairly straightforward for projects and more difficult for planning documents such as policies, strategies and programs.

01 // PRELIMINARY
STEPS
-
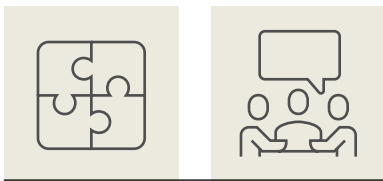
01.6

ORGANIZING AN ASSESSMENT WORKSHOP
-

Organizing an assessment workshop that promotes the participation and inclusion of all analysts requires careful planning. Here are some tips for a successful workshop:

+ Define clear and precise objectives for the workshop.

+ Plan all the information and documentation to be forwarded as well as the means of communication to be favored according to the participants' profile.

+ Contact participants and ensure that they have all the information and documentation they need to prepare their weighting and evaluation **BEFORE** the meeting.

+ Facilitate participation of groups who are often marginalized (e.g., translation into local languages).

+ Plan workshop organization and facilitation, including the time allotted to each step and group and subgroup functioning. **PLAN A FULL DAY FOR THE WEIGHTING OF THE 72 OBJECTIVES AND A SECOND DAY FOR THE EVALUATION.**

+ It is strongly recommended that analysts prepare their weights and evaluations ahead of the meeting. Someone can be put in charge of pooling the individual evaluations and calculating the averages. The workshop facilitator can begin the discussion with these average ratings. After the exchange of information, the analysts can try to establish a consensus rating. If this is not possible, each analyst may revise their original rating upward or downward in light of the information presented. The analysts can take the final average calculation as the group's rating.
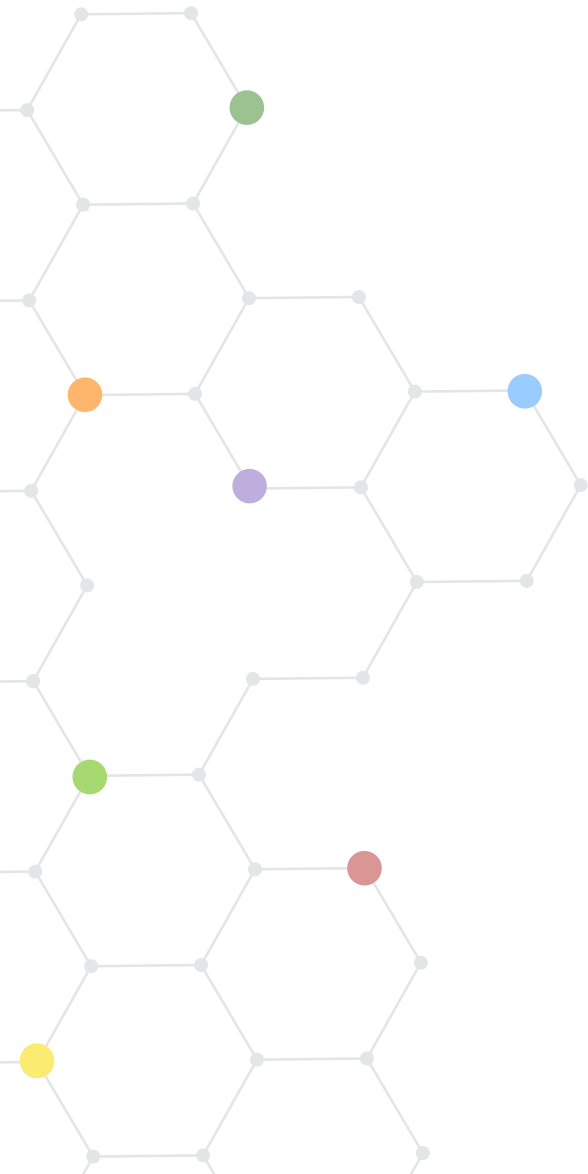
IT IS STRONGLY RECOMMENDED THAT ANALYSTS PREPARE THEIR INDIVIDUAL WEIGHTS AND EVALUATIONS AHEAD OF THE MEETING.

+ To ensure inclusive discussion, create smaller working groups of **5 TO 10** PEOPLE (and as many such subgroups as necessary).

+ For each subgroup, designate a **FACILITATOR**, who will be responsible for guiding the discussion, and a **SECRETARY** whose task will be to take notes and enter the information in the Excel tool.

+ Prepare the meeting space by arranging the room so that everyone can see the facilitator and the projections.

+ Ensure all participants' safe movement and comfort.

+ Provide the necessary equipment, which must include at least **ONE LAPTOP PER WORKING SUBGROUP**, PSPP information material, paper, pencils, etc., and ensure access to power outlets.

+ Schedule breaks and ensure participants' well-being (refreshments, food, etc.).

+ Invite participants to evaluate the workshop in order to gather feedback on the activities.

// NOTE

PROCESS COORDINATION AND FACILITATION CAN TAKE PLACE WITHIN ONE OR MORE PARTICIPATORY WORKSHOPS, **IN PERSON OR ONLINE.**

02 // USE

WEIGHTING AND JUSTIFICATIONS

-

THE 72 OBJECTIVES

Applying the SSDAG requires consideration of the entire set of objectives, even if some objectives seem removed from the PSPP at hand.

Analysts cannot eliminate any of them, **WHICH IS WHY THE POSSIBILITY OF ASSIGNING A WEIGHT OF THE VALUE OF 0 IS EXCLUDED**, insofar as each of the proposed items can raise sustainability issues. This is to avoid that stakeholders or issues they've raised are excluded from the questioning. Weighting and evaluating all objectives ensures the comprehensiveness of the assessment process.

During the discussions, analysts may mention planned or already implemented actions, as well as possible improvements. The purpose of note-taking is to record this information in the appropriate grid columns.

The weighting reflects the importance that analysts attach to an objective in the specific context of the implementation of the PSPP being assessed. **WEIGHTING SHOULD NOT BE BASED ON THE ACTIONS PLANNED IN THE PSPP**. An objective that is not considered at all by the PSPP may be deemed essential by analysts.

→ WEIGHTING IS A SUBJECTIVE RATING. HOWEVER, DIALOGUE ALLOWS DIFFERENT POINTS OF VIEW TO BE PUT ON THE TABLE AND DISCUSSED UNTIL A COMMON POSITION EMERGES. DIALOGUE IS THE BEST TOOL FOR CONSTRUCTIVE COLLECTIVE THINKING.

CONSENSUS implies general agreement but not necessarily unanimity. It is not the result of a vote. Consensus is achieved when all members of a group agree with the decision made by the group. They may "not necessarily agree with each aspect of the solution while remaining comfortable with the overall proposal" **(CCME, 2014)**.

Each objective is weighted according to its importance in the PSPP.
The group of analysts determines the weights by consensus.

A VALUE FROM 1 TO 3 MUST BE ENTERED IN THE
[WEIGHTING] COLUMN FOR EACH OF THE 72 OBJECTIVES
IN ORDER TO CALIBRATE THE ASSESSMENT GRID.

FOR EACH OF THE 72 OBJECTIVES, THE GROUP OF ANALYSTS MUST
ANSWER THE FOLLOWING QUESTION:

IS THE ACHIEVEMENT OF THIS OBJECTIVE INDISPENSABLE, IMPORTANT OR DESIRABLE FOR THE SUCCESS OF THE PSPP?

1 POINT ► **DESIRABLE**
Achieving this objective is not considered to be important, or it is not a concern in the context of the PSPP.

2 POINTS ► **IMPORTANT**
Achieving this objective is important, but it is not a primary concern of the SPPP.

3 POINTS ► **INDISPENSABLE**
Achieving this objective is important and it is one of the main concerns in the context of the PSPP. It is considered INDISPENSABLE for the successful implementation of the PSPP under review.

// JUSTIFICATION

The [WEIGHING JUSTIFICATION] COLUMN is intended to provide the opportunity to explain the value of the weighting assigned to each objective. This justification is not mandatory. However, it is very important to indicate in this column if any members of the assessment team do not agree with the consensus. In this case, it is strongly recommended to specify the reason for the disagreement and the alternative weighting desired by the disagreeing member(s).

02 // USE

WEIGHTING AND JUSTIFICATIONS

-

FOR EACH OF THE 72 OBJECTIVES, THE GROUP OF ANALYSTS MUST ANSWER THE FOLLOWING QUESTION:

HOW EFFECTIVELY DOES THE PSPP BEING ASSESSED MEET THE OBJECTIVE?

The evaluation may be performed by a different team of experts than the one that performed the weighting. Numerical values from **0 to 10** are used to determine the performance of the PSPP against a given objective. The following table provides a scale for this evaluation.

	CONSIDERATION OF THE OBJECTIVE	ACTIONS RELATED TO THE OBJECTIVE	IMPACT OF THE PSPP ON THE OBJECTIVE	DEGREE OF IMPLEMENTATION OF BEST PRACTICES WITHIN THE PSPP
0	Not taken into consideration	No specific action or adverse action	Significant negative impact	Worst practices
1	Not taken into consideration	No specific action or adverse action	Moderately significant negative impact	Worst practices
2	Not taken into consideration	No specific action or adverse action	Weak negative impact	Poorer performance than similar PSPPs
3	Not taken into consideration	No specific action	No impact	Poorer performance than similar PSPPs
4	Indirect consideration	Few, indirect or limited-scope actions	Maintains the status quo	Does not stand out from similar PSPPs
5	Poor consideration	Some specific actions of limited scope	Weak or indirect positive impact	Does not stand out from similar PSPPs
6	Moderate consideration	Some tangible actions	Positive impact	Implements good practices
7	Taken into consideration	Concrete actions and innovative elements	Positive impact	Stands out from similar PSPPs
8	Proper consideration	A number of concrete actions and tangible innovations	Significant positive impact	Stands out from similar PSPPs
9	Extensive consideration	A number of innovative actions	Very significant positive impact	Implements best practices
10	Full consideration	A large number of innovative elements and best practices	Very strong positive impact	Implements exemplary practices

A VALUE FROM 0 TO 10 MUST BE ENTERED IN THE
[EVALUATION] COLUMN FOR EACH OF THE 72 OBJECTIVES
IN ORDER TO CALIBRATE THE ASSESSMENT GRID.

Detailed knowledge of the PSPP is of primary importance here. Analysts determine the degree to which the PSPP takes into consideration each objective by means of an evaluation. It is strongly recommended that analysts prepare their individual evaluations ahead of the meeting.

The analysts proceed by averaging their respective ratings (rounded to the nearest unit). They may also choose to agree on a consensus rating. IT IS IMPORTANT TO JUSTIFY RATINGS ON THE BASIS OF CURRENT AND/OR FUTURE ACTIONS. The grid contains a column for the purpose of justifying the rating assigned to each objective.

// JUSTIFICATION

Planned or already implemented actions should be entered in the **[RATING JUSTIFICATION BY PLANNED OR ALREADY IMPLEMENTED ACTIONS] COLUMN**. These elements make it possible to justify the evaluation of each objective.

→ A RATING OF 7 OR HIGHER SHOULD BE JUSTIFIED BY CONCRETE MEASURES INCLUDED IN THE PSPP.

ALLOW A FULL DAY FOR THE EVALUATION OF THE 72 OBJECTIVES.

NOTE : IT IS POSSIBLE THAT THE WEIGHTING IS PERFORMED BY A FAIRLY LARGE GROUP AND THE EVALUATION BY A SMALLER GROUP OF ANALYSTS WITH SPECIALIZED EXPERTISE AND KNOWLEDGE OF THE PSPP.

02 // USE

WEIGHTING AND JUSTIFICATIONS

-

REACT, ACT, MAINTAIN.

A prioritization index is automatically generated by the tool for each weighted and evaluated objective, defining the nature of the actions to be taken: react, act or maintain.

This index identifies the objectives whose attainment warrants effort in order to improve the sustainable development performance of the PSPP. The more important an objective is (high weighting) and the lower its performance (low rating), the more urgent it will be to implement improvement measures (avenues for improvement).
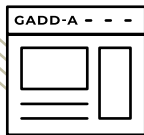
→ WHEN THE PRIORITIZATION INDEX IS AT THE **"REACT" OR "ACT"** LEVELS AND NO AVENUES FOR IMPROVEMENT HAVE BEEN ENTERED IN THE APPROPRIATE COLUMN, **THE CELL WILL BECOME RED.**

| THEMES	OBJECTIVES	WEIGHTING	EVALUATION	AVENUES FOR IMPROVEMENT	PRIORITY
1.1		3	1		
1.2		3	6		

NOTE : ALTHOUGH THE SSDAG TOOL AUTOMATICALLY GENERATES PRIORITIZATIONS, IT IS CRUCIAL THAT ANALYSTS MAKE THEIR OWN INTERPRETATION.

FIGURE

02.3

OBJECTIVE PRIORITIZATION MECHANISM

REACT Priority

ACT Priority

MAINTAIN Priority

LONG-TERM PRIORITY objective

NON-PRIORITY objective
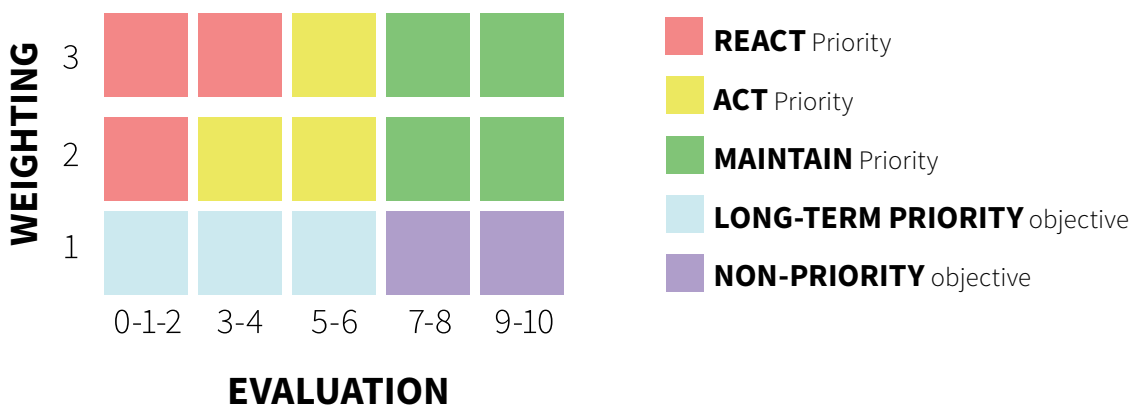
// AVENUES FOR IMPROVEMENT

In the **[AVENUES FOR IMPROVEMENT] COLUMN,** indicate all the improvements that were imagined and proposed during the analysis. "How" justification elements are provided for each objective in the comments. They are intended to help analysts justify their evaluation of each objective. Once the analysis is done, during the interpretation of the results, it is recommended to list all of the proposed improvements for the React, Act and Maintain priority objectives in the **[IMPROVEMENT ANALYSIS] TAB**. Each avenue for improvement must be entered on a separate line.

03 // INTERPRETATION

-

A VALUABLE DECISION SUPPORT TOOL

Thanks to a judicious organization of the results produced, the SSDAG tool provides maximum information on the decisions and actions that need to be taken in order to improve the PSPP. The tool automatically generates a large number of diagrams and tables illustrating the results of the objectives' weighting and evaluation.

THESE INTERPRETATION ELEMENTS ARE INTENDED TO DOCUMENT THE ASSESSMENT REPORT. When interpreting the results, it is recommended to review all the avenues for improvement listed in the **[AVENUES FOR IMPROVEMENT] COLUMNS** for each theme and to group them together in a document for the purpose of analysis. This can be done in the **[IMPROVEMENT ANALYSIS] TAB**. In order to facilitate analysis of all the avenues for improvement mentioned, we recommend using a separate line for each one of them.

PRIORITY IMPROVEMENTS // Once a sustainable development assessment has been carried out, it is appropriate to follow up on the implementation of improvements in relation to the key objectives identified in the assessment.

IMPORTANT NOTE // Although the tool provides suggestions for analysis interpretation, it is essential that analysts interpret the results themselves. Grid users should not rely solely on these suggestions for analysis. They must keep in mind that context can strongly influence an organization or a project management committee's actual priorities.

→ PRIORITIZE ACTIONS THAT IMPROVE THE PERFORMANCE OF THE PSPP IN AREAS REQUIRING ACTION OR REACTION, AS WELL AS AVENUES CONDUCIVE TO PSPP IMPROVEMENT WITH RESPECT TO SEVERAL OBJECTIVES SIMULTANEOUSLY.

A PSPP IS CONSIDERED TO HAVE A GENUINE SUSTAINABLE DEVELOPMENT FOCUS IF IT ACHIEVES A MINIMUM THRESHOLD OF 40% ON ALL SEVEN DIMENSIONS OF THE SSDAG. A PSPP WITH A SCORE BELOW 40% ON ANY OF THE DIMENSIONS SHOULD BE REVISED.

The first table in the **[RESULTS] TAB** presents the overall performance of the PSPP in relation to the seven dimensions of the grid. Each dimension is assigned a weighting and an average performance rating. In the first table, each score is an indicator of the PSPP's performance on one of the dimensions of sustainable development. It has no scientific value; it is used for the purpose of comparing performance across dimensions. These results are also displayed in chart form, allowing for a rapid appreciation of how well each area has been addressed.

FIGURE

03.0

OVERALL PERFORMANCE OF THE PSPP AS REGARDS SUSTAINABLE DEVELOPMENT

| DIMENSIONS	AVERAGE WEIGHTING	AVERAGE PERFORMANCE	CURRENT STATUS
SOCIAL	2.0	46 %	CAN BE IMPROVED
ENVIRONMENTAL	2.2	66 %	SATISFACTORY
ECONOMIC	2.1	33 %	PROBLEMATIC
CULTURAL	2.7	84 %	EXCELLENT
ETHICAL	2.2	65 %	SATISFACTORY
TERRITORIAL	1.6	31 %	PROBLEMATIC
GOVERNANCE	2.6	85 %	EXCELLENT

THE FOLLOWING QUALITATIVE ASSESSMENTS CAN SERVE AS A KEY FOR RESULTS INTERPRETATION.

Less than 20% Critical – adversely affected by the PSPP
20% to 39% Problematic – insufficiently considered in the PSPP
40% to 59% Can be improved – poorly considered in the PSPP
60% to 79% Satisfactory – taken into consideration in the PSPP
80% to 100% Excellent – extensively considered in the PSPP

FIGURE

03.1

PERFORMANCE OF THE PSPP FOR EACH
DIMENSION OF SUSTAINABLE DEVELOPMENT
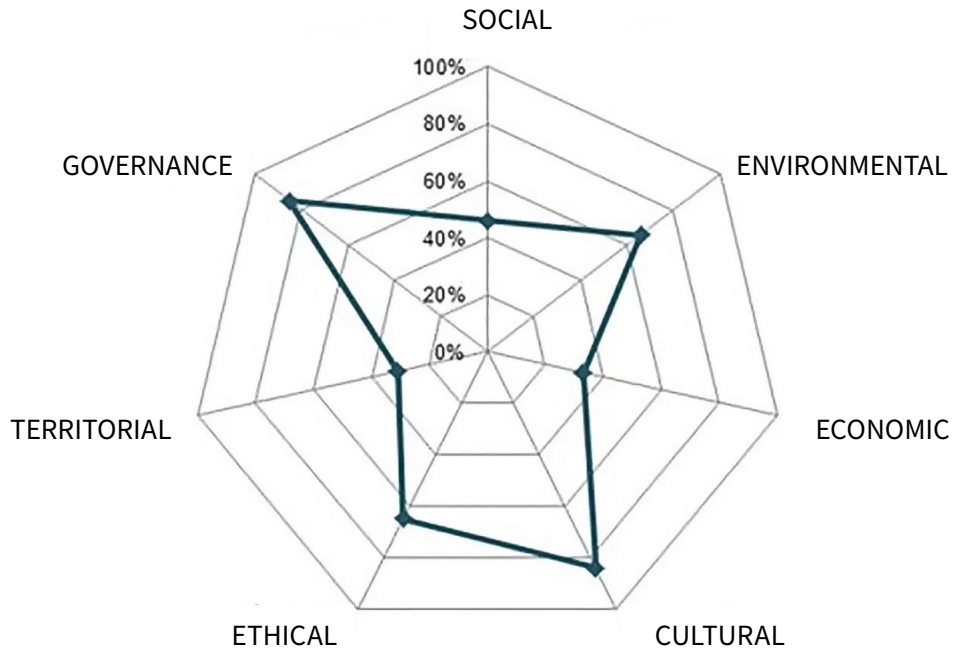
PERFORMANCE FOR EACH DIMENSION

The following tables and diagrams, which can be found in the **[RESULTS] TAB**, summarize the weighting and rating for all themes in each dimension. These results are also displayed in chart form, allowing for a rapid appreciation of how well each area has been addressed. The chart shows the weighting (inner figure) and the evaluation rating (outer figure) for each theme.

The solid line on the chart is situated at the value of 3, which represents both:

- the maximum weight that can be given to a theme and

- the limit below which the PSPP has adverse effects on the theme.

FIGURE

# 03.2 EXAMPLE WEIGHTING AND PERFORMANCE RATING FOR EACH THEME

In this example, the following themes were given the highest weighting: Ecosystem Knowledge, Biodiversity, Soils and Outputs. The Resources and Restoration themes are weighted low.

The Biodiversity, Climate Change and Continental Ecosystems themes are given little consideration. The themes Ecosystem Knowledge, Restoration and Marine Ecosystems are given extensive consideration in the project.

→ ACCORDING TO THE EVALUATION RATING, THE PSPP HAS AN ADVERSE EFFECT AS REGARDS RESOURCES.

THE ENVIRONMENTAL DIMENSION
-

THE COMPARISON PITFALL
-
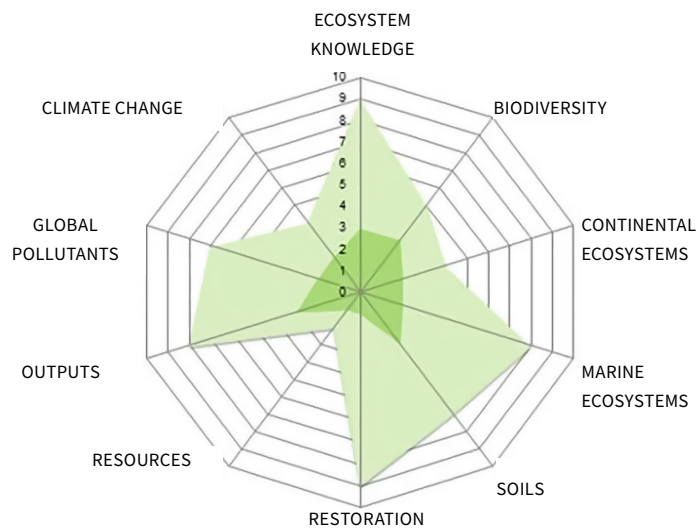
This assessment grid identifies the strengths and weaknesses of the **PSPP**, which allows for an **IMPROVEMENT PROCESS TO BE PUT IN PLACE**. In this regard, each **PSPP** is evaluated according to its own weighting. **WHAT MATTERS BEYOND A PSPP'S INITIAL PERFORMANCE IS ITS IMPROVEMENT**. When used optimally, the SSDAG allows to compare a **PSPP**'s performance at different stages as it evolves.

This approach avoids the pitfalls of comparing and rating in absolute terms. Indeed, while the SSDAG can be used to assess both a community garden project and a national sustainable development strategy, it would be unfair and inappropriate to compare their performance. However, if certain precautions are taken, projects of a similar nature, with similarly weighted objectives can be compared.

04 // ASSESSMENT

-

WHAT IS THE OVERALL **PERFORMANCE** OF THE **PSPP**

PSPPS WITH A FOCUS ON SUSTAINABLE DEVELOPMENT SHOULD ACHIEVE **A MINIMUM THRESHOLD OF 40% IN ALL SEVEN DIMENSIONS** COVERED IN THE SSDAG. PSPPS SCORING LESS THAN 40% IN ONE OF THE DIMENSIONS HAVE LITTLE CHANCE OF PERFORMING SUSTAINABLY. THEY SHOULD THEREFORE BE REVISED.

THIS SECTION PRESENTS THE ELEMENTS THAT WILL HELP TO **IDENTIFY POSSIBLE IMPROVEMENTS TO THE PSPP UNDER REVIEW**. THE ANALYSIS OF THE RESULTS SHOULD INCLUDE THE FOLLOWING THREE ELEMENTS :

01 - AVERAGE PERFORMANCE (%)

WHAT HAS ALREADY BEEN DONE, OVERALL PERFORMANCE AND BALANCE BETWEEN THE VARIOUS DIMENSIONS.

02 - STRENGTHS AND WEAKNESSES

WHAT SHOULD BE IMPROVED, PLANNED OR ALREADY IMPLEMENTED ACTIONS.

03 - PRIORITY IMPROVEMENTS

PROPOSED AVENUES FOR IMPROVEMENT FOR THE "ACT" OR "REACT"-LEVEL PRIORITIES.

→ SYSTEMIC SUSTAINABILITY ASSESSMENT REQUIRES CONSIDERATION OF THE 7 DIMENSIONS OF SUSTAINABLE DEVELOPMENT IN AN INTEGRATED MANNER.

// ASSESSMENT REPORT

It is recommended to draft an assessment report describing all the information collected and analyses conducted using the SSDAG. The report should highlight the strengths of the PSPP and identify potential and priority improvements with a view to enhancing its sustainable development performance. **THIS IS AN ESSENTIAL TOOL FOR THE COMMUNICATION OF THE ASSESSMENT RESULTS.**

SEE – SUGGESTED ASSESSMENT REPORT TEMPLATE 04.1

04 // ASSESSMENT

-

04.1

ASSESSMENT REPORT TEMPLATE

-

INTRODUCTION

+ PSPP summary description [PSPP DESCRIPTION] TAB

+ ASSESSMENT CONTEXT [ASSESSMENT SCOPE AND OBJECTIVES] TAB

+ ASSESSMENT OBJECTIVES [ASSESSMENT SCOPE AND OBJECTIVES] TAB

METHODOLOGY

+ Assessment premises

+ Selection of analysts
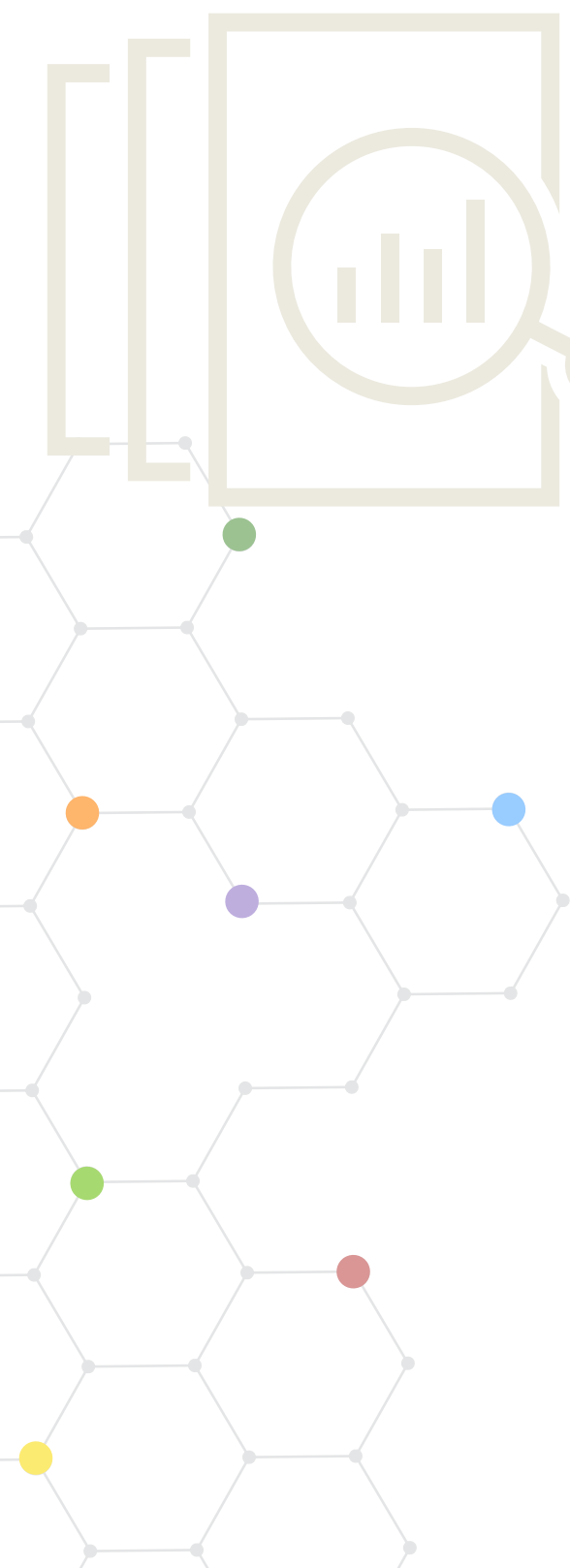
+ How the grid was used

PRESENTATION AND INTERPRETATION OF RESULTS

ANALYSIS OF RESULTS

+ Overall project performance and balance of sustainable development dimensions

+ Identification of strengths and weaknesses (see 04.2)

+ Identification of priority improvements (see 04.3)

+ Other elements deemed relevant

FOLLOW-UP TO THE ASSESSMENT

CONCLUSION

04.2

IDENTIFICATION OF STRENGTHS AND WEAKNESSES

// STRENGTHS

IN ORDER TO APPLY AN INTEGRATED APPROACH, IT IS STRONGLY RECOMMENDED TO

01 - First, identify the strengths of the PSPP as a whole.

02 - Second, proceed to the dimension-by-dimension analysis

To identify the strengths of a PSPP, the secretary of each group identifies the actions listed in all the cells of the [EVALUATION JUSTIFICATION BASED ON PLANNED OR ALREADY IMPLEMENTED ACTIONS] COLUMNS. These actions will be retained as the strengths of the PSPP.

Actions identified during the analysis must be pooled in order to highlight

+ The actions relating to several objectives (and even several dimensions) insofar as they promote progress of several aspects of sustainable development at the same time;

+ The actions relating to high performance objectives (equal to or higher than 7) insofar as they have a significant impact.

→ ANALYSTS MUST DRAW UP A DOCUMENT COMPILING THE ACTIONS IDENTIFIED DURING THE ANALYSIS.

04 // ASSESSMENT

-

04.2 (CONTINUED)

IDENTIFICATION OF STRENGTHS AND WEAKNESSES

// WEAKNESSES

Weaknesses are directly related to priority improvements. These are all "ACT" OR "REACT" priority level objectives that have received a rating of 6 or less.

Some actions that lead to progress on one objective may support (synergies) or hinder (antagonisms) the achievement of other objectives. It is important for analysts to keep these synergies and antagonisms in mind during the analysis. Actions targeted toward improving one or more objectives should not have a negative impact on other objectives.
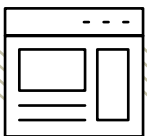
THE [IMPROVEMENT ANALYSIS] TAB FACILITATES THE ASSESSMENT EXERCISE BY LISTING THE PRIORITY IMPROVEMENTS. EACH AVENUE FOR IMPROVEMENT SHOULD BE ENTERED ON A SEPARATE LINE.

04.3
PRIORITY IMPROVEMENTS

Particular attention should be paid to "ACT" OR "REACT" priority level objectives which indicate weaknesses in the PSPP. The secretary of each group lists all the suggestions for improvement that were made during the analysis and that are included in the cells of the [AVENUES FOR IM-PROVEMENT] COLUMNS. These avenues for improvement must be manually entered in the [IM-PROVEMENT ANALYSIS] TAB. The collected avenues for improvement can then be analyzed by all participants in order to identify the priority improvements, i.e.

+ The improvements relating to several objectives and/or several dimensions;

+ The improvements relating to "Act" OR "React" priority level objectives because they will address the shortcomings of the PSPP.

→ THE SECRETARY MUST MANUALLY COMPILE THE AVENUES FOR IMPROVEMENT IDENTIFIED DURING THE ANALYSIS IN THE [IMPROVEMENT ANALYSIS] TAB.

IF THERE IS A LARGE NUMBER OF AVENUES FOR IMPROVEMENT PROPOSED BY ANALYSTS, IT IS RECOMMENDED TO CATEGORIZE THEM INTO GROUPS. THIS WILL MAKE IT POSSIBLE TO IDENTIFY **RECURRING THEMES IN THE AVENUES FOR IMPROVEMENT, WHICH WILL BECOME THE PRIORITY IMPROVEMENTS.**

04 // ASSESSMENT

-

FIGURE

04.3.1 **EXAMPLE** LIST OF OBJECTIVES ENHANCED THROUGH IMPROVEMENT

It is strongly recommended to indicate, for each priority improvement, the dimensions and objectives targeted, in particular those identified as "Act"- or "React"-level priorities. This can be done in table form in the assessment report, as in the following example:

IMPROVEMENT 1: PROMOTING THE USE OF SUSTAINABLE DEVELOPMENT TOOLS

DIMENSIONS	OBJECTIVES	PRIORITÉS
SOCIAL	HIGHER EDUCATION	ACT
ECONOMIC	RESPONSIBLE PRODUCTION	REACT
ECONOMIC	RESPONSIBLE CONSUMPTION	REACT
TERRITORIAL	HUMAN SETTLEMENTS	ACT
TERRITORIAL	LOCAL ISSUES	ACT
GOVERNANCE	MANAGEMENT	REACT
GOVERNANCE	ACCEPTABILITY	ACT

EACH OF THE PRIORITY AVENUES FOR IMPROVEMENT CAN ALSO BE ANALYZED INDIVIDUALLY FOR OPERATIONALIZATION AND IMPLEMENTATION PURPOSES BY:

+ Indicating the objectives affected positively and/or negatively by the improvements.

+ Assessing the level of feasibility: nil, low, moderate, high.

+ Including comments on the actions or measures to be taken: abandon the idea, improve the proposal, conduct a more detailed feasibility study, take immediate action.

+ Specifying how improvements can be implemented: funding, timeline, responsibilities, etc.

04.4

FOLLOW-UP TO THE ASSESSMENT

The SSDAG is a QUESTIONING TOOL. It aims to broaden stakeholders' thinking and stimulate DIALOGUE about PSPPs by integrating new sustainable development issues. In addition, it is a DECISION SUPPORT TOOL and an EVALUATION AND PLANNING TOOL. The results of the assessment illustrate the concerns that need to be addressed to ensure that the PSPP is sustainable. These results suggest improvements that need to be implemented and evaluated.

Sustainability assessment is not an end in itself; it is part of an overall approach to improving a PSPP within a perspective of sustainable development.

Following the sustainability assessment, it is appropriate to implement the priority improvements (especially those concerning poorly rated objectives). Implementation can be done through an ACTION PLAN, for example, outlining the measures to be put in place as well as OUTCOME INDICATORS (AND TARGETS) aimed at ensuring rigorous assessment of the improvements made to the PSPP.

FOLLOWING THE SUSTAINABLE DEVELOPMENT ASSESSMENT, IT IS APPROPRIATE TO IMPLEMENT THE PRIORITY IMPROVEMENTS THROUGH AN ACTION PLAN DETAILING THE MEASURES TO BE PUT IN PLACE.

04 // ASSESSMENT

-

04.4

FOLLOW-UP TO THE ASSESSMENT

When outlining the outcome indicators, stakeholders should be given the opportunity to agree on the proposed targets for improvement in relation to the objectives of the grid.

LET'S TAKE THE EXAMPLE OF THE OBJECTIVE OF COMBATING "CLIMATE CHANGE," WHOSE INITIAL RATING IS 4, I.E., IT IS INSUFFICIENTLY TAKEN INTO CONSIDERATION IN THE PSPP.

+ What quantitative or qualitative evidence would demonstrate an improvement conducive to a higher rating (6, 8 or 10)?

+ Could we propose an indicator related to the amount of greenhouse gases emitted?

Proceeding in this manner makes it is possible to measure more rapidly the effect of the proposed and implemented improvements, and to take corrective action, if necessary.

THE FOLLOW-UP TO THE ASSESSMENT SHOULD ALSO INCLUDE A DESCRIPTION OF THE FOLLOW-UP MECHANISMS TO BE PUT IN PLACE. It should outline the steps that will be taken to validate implementation and the need for subsequent sustainability assessment. Finally, the follow-up to the analysis is also an opportunity to develop and lay out the measures to be taken in order to align the PSPP with other PSPPs or to integrate the assessment with other systemic sustainability assessment tools.

TO GO FURTHER

Systemic sustainability assessment should not end with the PSPP under review. The principle of integration, endorsed in the 2030 Agenda for Sustainable Development, warrants systemic thinking and a holistic vision.

Depending on the implementation context of the PSPP concerned, analysts should keep in mind the importance of the overall system and the interdependence of its components.

These interdependencies can be :

+ VERTICAL,

between local, national and/or regional decision-making bodies;

+ HORIZONTAL,

between regional entities, departments and/or organizations with common concerns.

Enforcing the integration principle entails considering potential synergies and antagonisms between the PSPP assessed and other PSPPs implemented in the same territory. The goal is to identify and enhance positive impacts and/or limit negative impacts on any of the PSPPs.

L. Meuleman et I. Niestroy, Common but Differentiated Governance : A Metagovernance Approach to Make the SDGs Work, Sustainability, 2015, 7, 12295-12321. https://www.mdpi.com/2071-1050/7/9/12295

EFFECTIVE COMMUNICATION PROMOTES. . .

TRANSPARENCY

A RELATIONSHIP OF TRUST

MOBILIZATION

EFFECTIVE ACCOUNTABILITY

WITH A CONCERN FOR TRANSPARENCY, THE RESULTS OF THE SUSTAINABLE DEVELOPMENT ASSESSMENT SHOULD BE WIDELY DISSEMINATED.

05 // COMMUNICATION

-

AS A FIRST STEP, ONCE THE ASSESSMENT REPORT CONTENT HAS BEEN VALIDATED WITH THE ASSESSMENT SPONSORS, THE REPORT SHOULD BE MADE AVAILABLE TO THE PUBLIC IN ITS ENTIRETY, IDEALLY, INCLUDING A SUMMARY OF THE MAIN POINTS.

The results of the report should be presented to key stakeholders. This feedback should include the main sections of the final report: the assessment context and objective, a description of the various stages, the results of the weighting and evaluation, and a description of the priority areas for improvement.

Where resources permit, a digital platform can be used for communication throughout the process. **COMMUNICATION SHOULD BE BASED ON DIALOGUE AND COLLABORATIVE SHAPING OF SOLUTIONS.** Sponsors can thus have access to information at every stage of the assessment, and stakeholders can share knowledge, questions, comments and proposals for improvement.

Subject to availability of resources, it may also be appropriate to consider other means of communication to reach stakeholders who don't have access to the Internet. There are a range of means to improve communications and they vary greatly depending on the issues and expectations. Notwithstanding the complexity of maintaining effective communication channels and activities, sponsors should consider using a variety of methods (radio, television, newspapers, posters, etc.) to reach the different stakeholder groups.

THE OUTCOME OF A LONG EVOLUTION

CONCLUSION

THE SIMPLIFIED VERSION OF THE SUSTAINABLE DEVELOPMENT ASSESSMENT GRID IS THE OUTCOME OF A LONG EVOLUTION. INITIALLY BUILT AROUND THE SOCIAL, ECONOMIC AND ENVIRONMENTAL DIMENSIONS, IT WAS EXPANDED TO INCLUDE FOUR NEW DIMENSIONS: GOVERNANCE, ETHICS, CULTURE AND TERRITORY. IN THE WAKE OF THE ADOPTION OF THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT, IT ADDITIONALLY INCORPORATED INTO THE CONTENT AND OBJECTIVES ASSESSED THE SDGS AND THEIR 169 TARGETS. THUS, THE INITIAL GRID HAS BEEN GRADUALLY ADAPTED TO CONTEXTS WHERE RESOURCES (HUMAN, TECHNICAL, ECONOMIC AND FINANCIAL) AND TIME ARE IMPORTANT CONSTRAINTS.

CONCLUSION

The SSDAG has built on the results of implementing the initial grid in academic settings and in the field, making substantial gains in terms of thematic depth, user-friendliness, quality and readability of the responses provided to users.

This manual was designed with the targeted SSDAG users' particular contexts in mind. The stages of the various processes are clearly described, and charts and graphs are used to summarize them while emphasizing key points. For those who are already familiar with the SDAG, the manual will be a valuable aide-mémoire that will also introduce them to new features included in SSDAG for sustainability assessment of development-focused PSPP.

The SSDAG has been well received both in the field during full-scale trials in the target contexts and by users of the complete version. Although the latter yields more detailed results, the SSDAG effectively fulfils its role with the level of quality expected. It is particularly suited to conducting rapid assessments, assessments of small-scale PSPPs, validating a PSPP in the initial stages of development, as well as to application at the community-wide scale.

In addition to those directly involved in the development of the SSDAG on behalf of the Global Shift Institute, a large number of experts at the local government level, in universities, and in the private sector from various countries have contributed comments and suggestions in order to make the SSDAG the user-friendly tool producing readable results that it has become.

WE WISH TO EXPRESS OUR DEEPEST GRATITUDE TO EVERY ONE OF THEM.

APPENDIX
AVERAGE PERFORMANCE CALCULATION

The value for each objective is obtained by multiplying the evaluation rating value by the weighting value. The weighting is then multiplied by 100 to determine the maximum score the objective could have achieved and to obtain a relative value.

For example, if an objective is assigned a weight of 2, and an evaluation rating of 4, the value obtained would be 8 (i.e., 2 * 4) out of a maximum score of 20 (i.e., 2 * 10), for a value of 8/20. Repeat this calculation for each objective.

EXAMPLES:

AN OBJECTIVE:

+   weighted at 1 and rated at 4 will have a value of 4 out of a possible 10.
+   weighted at 2 and rated at 7 will have a value of 14 out of a possible 20.
+   weighted at 3 and rated at 2 will have a value of 6 out of a possible 30.

The overall result for a dimension is the weighted average of the values of all the objectives in that dimension. To obtain the weighted average, the software computes the sum of the values of all objectives, divided by the sum of the maximum achievable scores for all objectives.

TO CONTINUE WITH THE EXAMPLE OF THE THREE OBJECTIVES FROM THE TEXT BOX ABOVE:

+   an overall score of 24 (4 + 14 + 6)
+   out of a maximum possible score of 60 (10 + 20 + 30)
+   gives a performance (weighted average) of 40% (24/60) * 100.

This is how the average performance is calculated for each of the seven dimensions of sustainable development. These figures are then displayed on a radar chart on performance in relation to the dimensions of sustainable development, under the "Results" Tab of the SSDAG.

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