

Designing Policymaker Training to Address the Care Economy: A Facilitator's Manual





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United Nations Publication
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Acknowledgements

The manual was developed through collaboration between the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) and the Institute of Development Studies (IDS) in the United Kingdom, under the overall direction and guidance of Srinivas Tata, Director of the Social Development Division with ESCAP.

Cai Cai, Chief of Gender Equality and Social Inclusion Section with ESCAP, led the research team comprising Channe Lindstrøm Oguzhan, Social Affairs Officer, ESCAP; Jessica Henn, Consultant, ESCAP; Deepta Chopra, Professorial Research Fellow, IDS; and Chung-Ah Baek, Research Officer, IDS. The manual was authored by Deepta Chopra and Chung-Ah Baek.

Jessica Henn edited the final manual for publication and Daniel Feary designed the cover and layout.

This publication serves as the third publication in '**A Policymaker's Toolkit for Valuing Unpaid Care and Domestic Work and Investing the Care Economy**' which serves to empower policymakers in driving effective policy implementation for valuing and investing in the care economy. For a comprehensive understanding of the concepts and theoretical foundations of the Model Framework for Action, please refer to '**How to invest in the care economy: a primer**' and the '**Model Framework for Action on the Care Economy Concept Paper**' the first and second publications in the series respectively. For practical guidance on operationalizing the model framework, please consult the final publication in this Toolkit, '**Valuing Unpaid Care and Domestic Work and Investing in the Care Economy: A Policymaker's Guide**'.



Please scan the QR code to access the other publications in this series and for accompanying materials

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Introduction



What is the manual about?

This manual is designed to serve as a comprehensive guide for facilitators to design a training programme for policymakers and government officials in understanding and integrating the care economy into national policy frameworks. Developed through a collaboration between the Ministry of Women's Affairs of Cambodia (MOWA), the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) and the Institute of Development Studies (IDS), this manual aims to equip facilitators with knowledge and tools to conduct effective trainings, thereby enabling policymakers and development practitioners to develop and implement informed, impactful care-sensitive policies. Building on existing conceptual and theoretical frameworks on care that are explained in the first publication in this Toolkit, 'How to invest in the care economy: a primer', this manual addresses the importance of the care economy in policymaking, programme design and implementation. It utilizes the Model Framework for Policy Action on Care Economy (henceforth referred to as MFA), explored in publication two of the Toolkit, to acknowledge unpaid care work as a critical element that sustains the market economy and forms the bedrock of all development. It prompts critical questions and seeks out relevant data that can translate into evidence-led care-sensitive and gender transformative policies. This manual is not merely an instructional guide; it is a comprehensive toolkit to systematically interrogate and incorporate assessment of each element of the care economy, which is key to ensuring the care agenda is set and implemented in a manner that serves the needs of all members of society.

How to use

The manual is designed to provide a clear, step-by-step approach to conducting successful training and consultation sessions. It serves as a detailed guide for facilitators, encompassing session preparation, training structure, and the application of innovative techniques tailored to meet diverse learning objectives. Facilitators are encouraged to adapt the content to their specific context, utilizing this manual as a flexible tool to address the various needs and backgrounds of their audience. This manual includes an extensive range of tools and templates, designed to assist in organizing sessions, engaging participants in meaningful dialogue and evaluating

the outcomes. These resources are integral to ensuring that each training session not only disseminates knowledge, but also stimulates critical thinking and fosters a transformative learning experience. The manual's layout is intuitive, allowing facilitators to navigate through the content, identifying key areas for focus, and adapt methodologies to suit different learning environments.

How did it come about?

This manual is the result of executive consultations and training sessions conducted in countries such as Cambodia and the Philippines. These engagements provided valuable insights into the challenges and successes of implementing care policies at the national level. Drawing from these experiences, the manual synthesizes lessons learned and creative approaches to formulating and advocating for gender equality and the empowerment of all women and girls. It particularly addresses Sustainable Development Goal (SDG) target 5.4 which seeks to “recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.” Incorporating the MFA, jointly developed by ESCAP and IDS, the manual effectively bridges the gap between international targets and practical policy implementation. This enhances governmental engagement, guiding the development of inclusive and equitable policies that resonate with the global goal. By translating these objectives into actionable policies, the manual not only acknowledges the critical contributions of unpaid care work but also promotes a transformative shift towards gender equality and the empowerment of women and girls in a practical and impactful manner.

Structure

The manual is structured to transition from introducing the manual and objectives of the overall training to the myriad activities that it encompasses. The training lays out basic concepts relevant to understanding the care economy and country status analyses in addressing women's care needs. Then, it outlines the process of developing the MFA, setting a foundational understanding of the policy framework. Next, four key components – Policy Categories of Care, Political Economy of Care, Normative Principles and Levers of Change – are identified as relevant for ensuring a comprehensive assessment is done to identify priority policy areas and develop specific care policies that can meet the needs of men, women and households in reducing and redistributing the quantum of unpaid care work while ensuring affordable, accessible and high-quality services. Finally, it articulates strategies with key stakeholders in care policymaking. A three-day schedule is recommended for the training to ensure an in-depth engagement with the care economy and achieve the most effective outcomes. However, the sessions in this manual can be adapted or condensed to accommodate a shorter schedule, depending on the context.

Objective



To ensure that facilitators are able to design a training programme for intra-ministerial staff (3 days) with the following objectives:

- A To strengthen an understanding of the political economy for one chosen policy area, e.g., care infrastructure – including key stakeholders within and outside government
- B To enable policymakers to select policy entry points for the chosen priority area – e.g., strengthening care infrastructure
- C To agree on a shared set of principles to take care economy concerns into account for this chosen priority area

Setting up the training programme

- A Share the objectives of the training programme with the relevant stakeholders and agree on a training plan
- B The target audience for this manual is any facilitator who has the responsibility of delivering training on the MFA to policymakers
- C Facilitation

This manual provides detailed guidelines and tools for a three-day training with intra-ministerial staff, enabling facilitators to prepare comprehensively for their sessions. It guides facilitators on structuring the programme to ensure an engaging and informative experience for the target audience. The facilitators emphasize achieving each session's objectives through interactive activities, discussions, and group exercises, ensuring that the knowledge is both understood and applicable in their respective contexts.

i Importance checklist for facilitators

A facilitator has many things to prepare before the training starts. Therefore, it is beneficial to consult some important checklists so that they do not forget anything before entering the training programme.



Logistics checklist

- Make sure that the invitations go out in time and are clear in terms of which level of government stakeholders are being invited, and who is inviting them

- Set up space with small tables

- Ensure availability of a good translator (simultaneous), along with headsets with multiple languages available

- Make sure there is space for senior government officials to deliver speeches – e.g. podium/stage

- Ensure appropriate recording of sessions, photographer, videographer, etc.

- Ensure PPT facilities are appropriate and available – e.g., screen, lighting

- Ensure appropriate access for persons with disabilities– e.g., ramps/headsets/accessible materials



Materials checklist

- Facilitators manual presentation slides

- Resource kit containing: 1) Pre-session materials (background information, programme, excerpts for translation) 2) Model Framework for Action on the Care Economy Concept Paper; 3) Country level reports; 4) MFA assessment questions; 5) Table of policy categories of care; 6) Stakeholder analysis mapping; 7) T-chart for levers of change; 8) Table of action plan development

- Programme agenda

- Microphone, laptops or computers with online access to the relevant materials in each session

- Projector and screen

- Paper supplies (white, coloured and large poster), markers/pens (coloured and black), writing pads, notebooks, flip-chart paper

- Stationery (scissors, glue, sticky adhesive)

- Name tags



Facilitator's notes checklist

- Present and explain all the different steps of each session (e.g., objectives, methodology)
- Ask questions on a regular basis to elicit specific examples/experiences from the audience
- Give clear instructions when participants engage in group activities; ask each group to present their work and the others to add perspectives to spur further thinking and explore various approaches and perspectives of different groups
- Give each participant a hand-out; make sure that hand-out is clear, readable and to the point
- Refer participants to additional reading and resources, i.e., 'How to invest in the care economy: a primer'; the 'Model Framework for Action on the Care Economy Concept Paper'; 'and relevant ESCAP reports (e.g., Addressing Unpaid Care Work in ASEAN, COVID-19 and the Unpaid Care Economy in Asia and the Pacific, etc.)

ii Number of people:

- Minimum 10, maximum 20 people

Overall programme

A Objective

- i Identify strategic priority issue area under each care policy category
- ii Assess the Political Economy of Care for the strategic priority issue area using the assessment questions of the ESCAP MFA adapted for that priority area
- iii Assess the Levers of Change for the strategic priority issue area using the assessment questions of the ESCAP MFA adapted for that priority area
- iv Assess the Principles of Care for the strategic priority issue area using the assessment questions of the ESCAP MFA adapted for that priority area
- v Create an implementation plan with key indicators, targets, resources and responsibilities to move toward policy design, monitoring and evaluation mechanisms
- vi Identify strategies for working with key stakeholders

B Agenda for Intra-ministerial staff training

| Time | Day-1 | Day-2 | Day-3 |
|----------------|-----------------------------|---|------------------------------------|
| Morning | Opening Introduction | Recap of Day-1 Political Economy of Care | Recap of Day-2 Levers of Change |

Coffee Break

| | | | |
|--------------------------|---------------------------------------|---|--|
| Post Coffee Break | Understanding the Care Economy | Stakeholder Analysis Mapping (Group activity) | Identifying Levers of Change (Group activity) Levers of Change (Group presentation) |
|--------------------------|---------------------------------------|---|--|

Lunch

| | | | |
|-------------------------|--|--|--|
| Post Lunch Break | MFA Identifying Policy Priorities (Presentation and group activity) | Stakeholder Analysis Mapping (Group presentation) Normative Principles (PPT and group activity) | Policy Action Plan Developing Policy Action Plan (Group activity) |
|-------------------------|--|--|--|

Coffee Break

| | | | |
|--------------------------|--|---|--|
| Post Coffee Break | Identifying Policy Priorities (Group presentation) Sharing Agenda for Day-2 | Normative Principles (Group presentation) Sharing Agenda for Day-3 | Policy Action Plan (Group presentation) Closing and Next Steps – Strategies to engage with key stakeholders |
|--------------------------|--|---|--|

Section 3

Detailed agenda and instructions

Day-1

Identifying priority policy category



Objectives

- 1 Develop a basic understanding of the care economy
- 2 Understand the concept of the MFA and the 7-4-7 framework for action
- 3 Identify priority policy area



Agenda

| Time and duration | Session title | Activity | Objective/take away |
|----------------------------|---|---|--|
| 9:30 – 10:00 30 mins | Opening | Opening Remarks by Ministry Senior Official and ESCAP | To welcome participants and provide an overall overview of the training programme |
| 10:00 – 10:30 30 mins | Introduction | Grouped/Paired Introductions | Participants get to know each other and their respective job roles |
| 10:30 – 11:00 30 mins | Coffee Break | | |
| 11:00 – 12:00 1 hour | Understanding the Care Economy | Plenary | To develop an understanding of the building blocks towards care and its importance |
| 12:00 – 13:00 1 hour | Lunch | | |
| 13:00 – 14:00 1 hour | Model Framework for Policy Action on Care Economy (MFA) | Plenary | To build an understanding of the MFA |
| 14:00 – 15:30 1.5 hours | Identifying Policy Priorities | Plenary Group Activity | Participants learn four policy categories and identify strategic priority areas |
| 15:30 – 16:00 30 mins | Coffee Break | | |
| 16:00 – 16:45 45 mins | Presentation on Policy Priorities | Group Presentation | To foster collective learning and insights on prioritising policy areas |
| 16:45 – 17:00 15 mins | Sharing Agenda for Day-2 | | To summarize key outcomes and finalize plan for Day-2 |

Opening

TIMINGS

9.30am–10am

30 minutes

Description: This session sets the scene for the entire event, featuring a plenary speech by a distinguished Senior Minister. It is designed to provide participants with an overview of the key themes and objectives of the event and to motivate them for the sessions ahead.

Speakers: Senior Minister



Objectives

- 1 To welcome all participants and set a positive, inclusive tone for the training
- 2 To introduce the main themes and goals of the training, aligning participants' expectations and focus



Relevant materials

- Day 1 Introduction Slides
- Speech note (if applicable)
- Handout: Day-1 agenda



Note to facilitators:

- Coordinate with ESCAP contact persons in advance to invite a relevant Senior Minister. Please ensure all logistics details are addressed.
- Arrange for an ESCAP staff member to introduce the Senior Minister and invite them to the podium.
- There is an MC for the entire day that anchors the proceedings of the day. Ensure that sessions adhere to the scheduled timeline and smoothly transit between sessions.
- Ensure the stage is equipped with a microphone, podium, a pre-written speech (if applicable), and a glass of water at the podium.

Introduction

TIMINGS **10am–10.30am**

30 minutes

Description: This session aims to break the ice among participants, allowing them to get to know each other and their respective job roles. It consists of three activities: finding commonalities, individual introductions, and group introductions, each designed to foster a sense of community and awareness among participants.



Objectives

- 1 To facilitate participant introduction to build connections
- 2 To encourage group dynamics through common traits
- 3 To create a networking-friendly environment



Methodology

The facilitator arranges tables for group activities and designates a central or open space for group standing, followed by explaining three group activities:

- Activity 1: “What’s Common Between Us”: 10 minutes
- Activity 2: “Introduce Yourself”: 10 minutes
- Activity 3: “Group Introduction”: 10 minutes

ACTIVITY 1. WHAT’S COMMON BETWEEN US?

- Facilitator should ask all participants to stand in a circle.
- The activity’s purpose is to find commonality between the participants in the room. These identifying markers are based on colour of clothes they are wearing, the length of hair, and the colour of shoes.
- The purpose of this activity is to bring people to the room and make them observant of each other.

- Using these clues, ask people to step forward. Keep repeating this exercise until the participants can be roughly divided into equal-sized groups.
 - Participants wearing red/black/green/yellow/ pink/blue
 - Participants with glasses
 - Those with shoes that have a design/red colour/ laces on them
 - Participants wearing rings/earrings/chains
 - Participants wearing skirts/trousers/sarees
- At the end of 10 minutes, divide the participants equally into four groups, consisting roughly of five people each. Use any of the above criteria to organize each group.

ACTIVITY 2. INTRODUCE YOURSELF

- Each person in the group is asked to introduce themselves. Share their name and how they are feeling that morning.
-
- Repeat the exercise in small groups until everyone is introduced to each other.
-
- Within the group participants pair up with each other.

ACTIVITY 3. GROUP INTRODUCTION

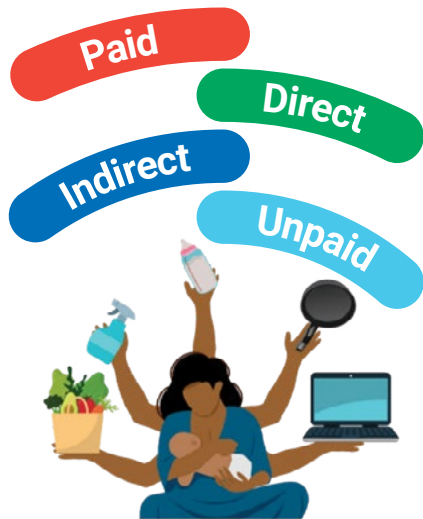
- Ask everyone to come back to the bigger circle and stand together.
-
- Each pair to introduce themselves: Name and how they are feeling.
-
- Go around until the whole group has been introduced.
-

| | |
|-----------|--------------------------------|
| SESSION 1 | Understanding the care economy |
| TIMINGS | 11am–12pm |
| | 60 minutes |

FIGURE 1 Definition of care



FIGURE 2 Care economy



Description: This session is designed to explore the concept of care, which is a cross-cutting theme across many SDGs. With a particular focus on unpaid care work (both direct and indirect), the session highlights the significant contribution of women in this sector, pressing issues surrounding the burden of care work for women, and the importance of taking an intersectional approach in making care policies. The session sets the steps for addressing the care economy for the recognition, reduction, and redistribution of unpaid care work. This session also provides a country-specific perspective on the political economy of care, focusing on mapping the status of care economy within different countries. Highlighting the work in the Asia-Pacific region by ESCAP, the session aims to deliver key findings and recommendations from relevant case studies and regional reports as a starting point to identify pathways into developing the best basket of care policies that address the national context of countries.



Objectives

- 1 To build the concept of care and care economy
- 2 To introduce and equip participants with the importance and necessity of care within the development paradigm
- 3 To inform participants of the status and challenges in the political economy of care within countries
- 4 To review and discuss the findings from the case status analysis as an instruction in developing the MFA



Relevant materials

- Session 1 slides
- United Nations, 'Sustainable Development Agenda' (<https://www.un.org/sustainabledevelopment/development-agenda/>)
- Reading materials: 'How to invest in the care economy: a primer', COVID-19 and the Unpaid Care Economy in Asia and the Pacific
- Global reports: Addressing Unpaid Care Work in ASEAN, COVID-19 and the Unpaid Care Economy in Asia and the Pacific, Caring in Times of COVID-19, and 'How to invest in the care economy: a primer'
- Country level reports: Cambodia, Indonesia, the Philippines, Lao PDR, Timor-Leste and Uzbekistan



Note to facilitators

- Introduce the concept of care, its importance in SDGs and the challenges when care work is unequally distributed.
- Ensure that the participants gain a deeper understanding of the care economy and the need for adopting an intersectional approach in making care policies responsive to the needs of women and girls.
- Identify similar approaches, trends, or strategic priority areas in the policy recommendations in ESCAP's work in the Asia-Pacific region.
- Ensure that this session is designed to provide a background of how the MFA was developed.

| | |
|-----------|--|
| SESSION 2 | Model Framework for Action on the Care Economy (MFA) |
| TIMINGS | 1pm–2pm |
| | 60 minutes |

FIGURE 3 Care-sensitive policy framework

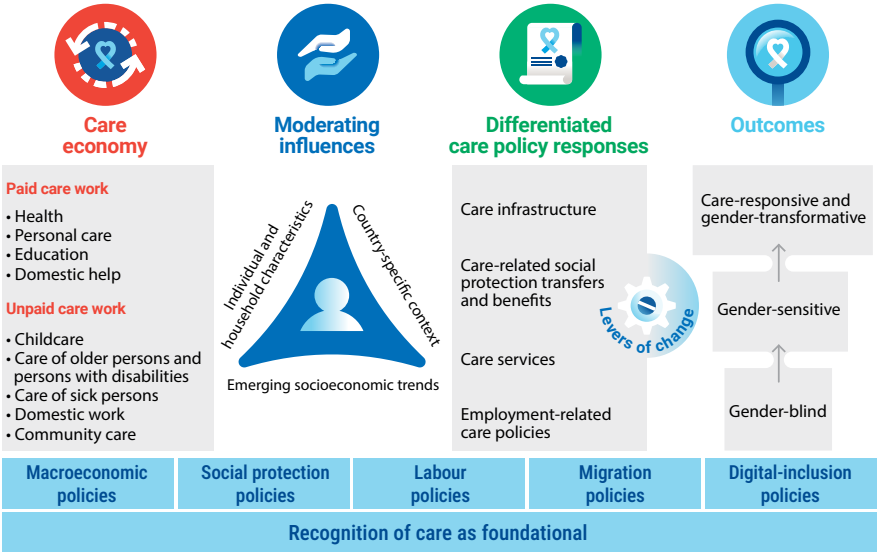
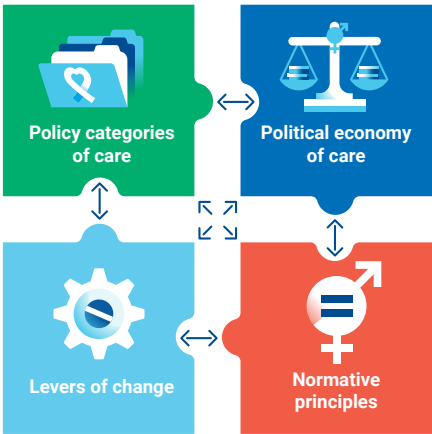


FIGURE 4 Model framework for policy action on care economy (MFA)



Description: This session introduces the MFA, developed in partnership by IDS and ESCAP. It provides an overview of the MFA, a primary tool to support care policymaking in ESCAP member states. Building on research findings of ESCAP and concepts discussed in the previous sessions, it introduces the '7-4-7 framework of action for operationalizing the Triple R' developed by Chopra and Krishnan (2022). The session is designed to describe how ESCAP's care-sensitive policy framework is operationalized in the '7-4-7 framework' and deliberate on the MFA's four key components – policy categories of care, political economy of care, normative principles, and levers of change – in detail in the following sessions.



Objectives

- 1 To provide a comprehensive overview of the MFA and its significance in shaping care policies
- 2 To establish a foundational understanding of the MFA's four components



Relevant materials

- Session 2 slides
- Handout: Model Framework for Action on the Care Economy Concept Paper







Note to facilitators

- Emphasize the importance of care work in economic growth and sustainable development, shifting narratives from positioning care as a burden to women's labour force participation to valuing it as a key economic contributor.
- Explain the concept of the MFA, how it was developed and its four components (policy categories of care, political economy of care, normative principles, and levers of change), using the MFA concept paper and '7-4-7' framework'.
- Explain each component of the MFA and demonstrate the interconnectedness between the four key components.

| | |
|-----------|-------------------------------|
| SESSION 3 | Identifying policy priorities |
| TIMINGS | 2pm–3.30pm |
| | 90 minutes |

FIGURE 5 Policy categories of care

| | | |
|--|---|--|
|  | Care infrastructure | <ol style="list-style-type: none"> 1 Transport 2 Fuel and energy 3 WASH 4 Care homes 5 Hospitals |
|  | Care-related social protection | <ol style="list-style-type: none"> 1 Cash transfers 2 Food vouchers 3 Tax benefits 4 Non-contributory schemes |
|  | Care services | <ol style="list-style-type: none"> 1 Public childcare 2 Public health 3 Formal care for persons who are sick, elderly or disabled |
|  | Employment-related care policies | <ol style="list-style-type: none"> 1 Flexible working arrangements 2 Shared parental leave provisions 3 Onsite crèche facilities |

Description: This session outlines the four care policy categories that comprehensively address care needs – care infrastructure, care-related social protections, care services, and employment-related care policies, followed by sub-categories based on the sectoral and issue types. It emphasizes the importance of identification of strategic priority areas in the design and implementation of the chosen policy area depending upon local, regional and national priorities in order to have the maximal effect in relieving the onus of care on women. However, this session also acknowledges the interconnection between these policy areas such that no aspect of care needs is ignored. How to prioritize policy areas will be further explored through a group activity in this session.



Objectives

- 1 To introduce four policy categories of care and issue specific areas to consider
- 2 To collaboratively identify and prioritize the most relevant/priority policy area for each relevant context, considering unique political, social and economic contexts
- 3 To facilitate a comprehensive discussion on the intersections of power, resources and societal norms in shaping care policies



Relevant materials

- Session 3 slides
- Handout: Issue specific coverage of care policy categories, matrix for group activity



Methodology

The facilitator starts the session with a presentation that explains the four categories of care. The facilitator emphasizes the importance of considering the unique political, economic and social contexts of countries when identifying and prioritizing care-sensitive policy areas. The facilitator aims to describe each component (care infrastructure, care-related social protection, care services, and employment-related care policies) for five minutes, but also highlights that a basket of policies across the different categories provides a segway to developing “comprehensive care systems”. After the presentation, the facilitator divides participants into four groups for the matrix mapping activity that assesses and identifies a priority area. The division should be made considering a mix of experiences, backgrounds and regions to enrich the analysis.

The facilitator instructs groups to discuss and decide which of the four care-sensitive policy categories (care infrastructure, care-related social protection, care services, and employment-related care policies) is most significant for their country to focus on first and why. Groups will be given 30 minutes to discuss and assign weights to the policy areas, from 1 to 4 (4: Most important, 1: Less important) to assess their relative importance based on the country’s specific needs and contexts.



Steps

- 1 Start the session by providing a comprehensive introduction to each of the four care-sensitive policy categories, highlighting their significance in shaping care policies in different countries (20 minutes).
- 2 Divide participants into four small groups, ensuring a diverse mix of backgrounds, regions and experiences (5 minutes).
- 3 After dividing groups, ask a question: "Which of the four care-sensitive policy categories – care infrastructure, care-related social protections, care services, and employment related care policies – do you think is important to focus on first and why?"
- 4 Participants are encouraged to discuss and identify four reasons on which they will assess each policy category, and then compare and rank the four categories on each reason by assigning weights 4-3-2-1 (30 minutes).
- 5 Encourage groups to consolidate their insights into a summary, reflecting their discussion and reasoning for prioritization.

Group presentation: Policy priorities

TIMINGS

4pm–4.45pm

45 minutes

FIGURE 6 Group summary table for policy categories of care

| Policy category | Group 1 | Group 2 | Group 3 | Group 4 |
|----------------------------------|---------|---------|---------|---------|
| Care infrastructure | | | | |
| Care-related social protection | | | | |
| Care services | | | | |
| Employment-related care policies | | | | |

Description: This session involves group presentations where participants will share their group discussion on identifying key policy areas. This collective review and discussion will provide a platform for understanding different perspectives and consensus-building on care policy priorities.



Objectives

- 1 To facilitate the presentation of group discussion on the prioritization of care-sensitive policy areas
- 2 To foster an environment for collective learning and insight sharing among participants
- 3 To encourage dialogues and consensus-building on the identified priority areas



Relevant materials:

- Session 3 slides: 'Group Summary Table'



Note to facilitators

- Ensure that each group has 5 minutes to present, followed by a 5-minute Q&A session.
- Ask each group to put their weights on a collective matrix and explain their reasons for weights in such a way.
- After all presentations, collate key insights, common themes and areas of divergence from the group presentations.
- Encourage all participants in a broader discussion, focusing on a collective understanding and identifying common practices.

Sharing agenda for Day-2

| | |
|---------|------------|
| TIMINGS | 4.45pm–5pm |
| | 15 minutes |

Description: This session reviews the discussion, synthesizes the insights gained and outlines the second day. It aims to ensure that all participants are aligned on the objectives and activities for the upcoming day and that any necessary adjustments are made based on the feedback and outcomes of the first day.



Objectives

- 1 To summarize and reflect on the key insights
- 2 To briefly explain the sessions for Day-2
- 3 To address any questions or clarifications needed by participants



Relevant materials:

- Day 2 Agenda Slide



Note to facilitators

- Start with a summary of the day's key discussions, highlighting major insights and outcomes.
- Share the agenda for Day-2 and open the floor for suggestions, feedback and questions from participants.

Day-2

Political economy of identified policy priority



Objectives

- 1 Identify political economy of each of the identified priority areas
- 2 Identify the shared values and principles towards realizing the care economy





Agenda

| Time and duration | Session title | Activity | Objective/take away |
|-------------------------------|--|---------------------------|--|
| 9:30 – 10:00 30 mins | Recap | | To bring back participants to the room and link to Day-1 |
| 10:00 – 10:30 30 mins | Political Economy of Care | Plenary | To develop an understanding of political economy of care |
| 10:30 – 11:00 30 mins | Coffee Break | | |
| 11:00 – 12:00 1 hour | Stakeholder Analysis Mapping | Group Activity | To apply the concepts learned in the previous session |
| 12:00 – 13:00 1 hour | Lunch | | |
| 13:00 – 13:45 45 mins | Presentation on Stakeholder Analysis Mapping | Group Presentation | To share diverse perspectives on stakeholder relationships and power dynamics |
| 13:45 – 15:30 1 hr 45 mins | Normative Principles | Plenary Group Activity | Participants learn seven normative principles and set standards to uphold these principles |
| 15:30 – 16:00 30 mins | Coffee Break | | |
| 16:00 – 16:45 45 mins | Presentation on Principles of Care | Group Presentation | To foster collective learning on different standards of normative principles |
| 16:45 – 17:00 15 mins | Sharing Agenda for Day-3 | | To summarize key outcomes and finalize plan for Day-3 |

Recap

TIMINGS

9.30am–10am

30 minutes

Description: The session reviews Day-1's key discussions and insights. It aims to reinforce understanding and ensure continuity.



Objectives

- 1 To summarize and reinforce the key points from Day-1
- 2 To clarify any outstanding questions or concerns



Relevant materials

- Day-2 Agenda Slide
- Handout: Day-2 agenda



Note to facilitators

- Lead a recap, actively engaging participants to ensure clarity and address any issues from Day-1.
- Share the agenda for Day-2.

| | |
|-----------|----------------------------------|
| SESSION 4 | Political economy of care |
| TIMINGS | 10am–10.30am |
| | 30 minutes |

FIGURE 7 Political economy of care

Description: This session introduces the political economic factors of care, taking into account the range of actors, interests, institutional contexts, ideas and power relations that determine how economies and societies are socially and politically organized. It is designed to engage in gendered political economy analysis at multiple levels – the national macro political economy analysis, a sectoral level political economy analysis, or a policy and issue area specific political economy analysis. At all levels, attention to care-relevant actors, ideas, institutions along intersectional lines will be undertaken.



Objectives

- 1 To provide an understanding of the political economy of care and its relevance in policymaking
- 2 To explore the process of conducting a political economy analysis, including stakeholder mapping and assessing institutional influences
- 3 To discuss the role of various actors and institutions in shaping care policies



Relevant materials

- Session 4 slides



Note to facilitators

- Clearly explain the complexities of the political economy of care, using examples to illustrate how these concepts play out.
- Emphasize a political economy approach to the gendered nature of actors, interests, institutions and ideas with respect to the care economy.
- Encourage participants to ask questions related to the application of political economy analysis in the context of care policy.

Group work: Stakeholder analysis mapping

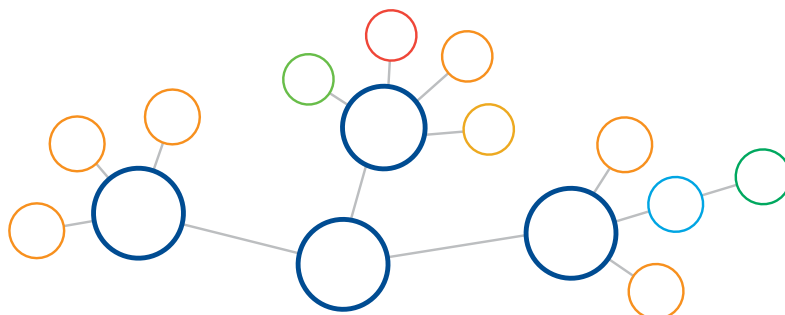
TIMINGS

11am–12pm

1 hour

Description: This group activity is an immersive exercise designed to apply the concept of the political economy of care. The activity focuses on assessing how power and resources are distributed and contested in different contexts and the implications for care policymaking. Participants will engage in mapping relevant actors and key stakeholders, identifying their driving interests and incentives, listing formal and informal institutions, and understanding ideas and discourses that shape public and political views.

FIGURE 8 Stakeholder analysis mapping



Objectives

- 1 To identify and analyse key stakeholders in care policymaking
- 2 To illustrate the power dynamics and relationships between governmental departments and other relevant stakeholders
- 3 To identify potential allies and barriers in the implementation of care policies



Relevant materials

- Stakeholder Analysis Mapping slide
- Handout: Sample of stakeholder analysis mapping from other countries (if applicable), MFA assessment questions of political economy of care
- Relevant stationery (e.g., large paper sheets or a whiteboard for mapping, markers in various colours, including red for indicating barriers, sticky notes or labels for identifying stakeholders)



Methodology

The facilitator starts this session by explaining the group activity (if possible, the facilitator shows an example of a completed stakeholder map). The facilitator ensures that the groups are the same as on the previous day to maintain continuity and then guides participants through the stakeholder mapping process, ensuring participants understand the importance of each stakeholder's role and power dynamics. Each group is provided with a handout of MFA assessment questions of political economy of care to guide their analysis and discussions.

The facilitator should check that all necessary materials are available at each table, including markers, large paper sheets or whiteboards and sticky notes, and move around the room, providing support and guidance to groups during the activity.



Steps

- 1 Ensure that the groups are the same as on the previous day.
- 2 Ask each group to map the network of critical actors/stakeholders for their identified priority area:
 - Position relevant governmental department at the centre of the map
 - List relevant stakeholders on a separate paper
 - Plot all stakeholders around the relevant governmental department using circles and arrows
 - Use circles of varying sizes to indicate the power of each stakeholder: Three sizes of circle from the largest (very powerful) to the smallest (least powerful)
 - Place stakeholders as close or as far from the relevant governmental department circle based on the nature of the relationship and indicate the influence the relevant governmental department has by linking with an arrow
 - If a stakeholder is a barrier or may block reform, indicate them in red
- 3 Encourage each group to finalize their mapping for presentation in the following session

Group presentation: Stakeholder analysis mapping

TIMINGS

1pm–1.45pm

45 minutes

Description: This session involves group presentations where participants share their group discussions on mapping the network of key actors/stakeholders for their identified priority area. This collective review and discussion will provide a platform for considering formal structures in different contexts to reveal various underlying interests, incentives and institutions that enable or frustrate change.



Objectives

- 1 To facilitate the presentation of group discussion on identifying power dynamics and relationships between key stakeholders in care policymaking
- 2 To foster an environment for collective learning and insight sharing among participants



Relevant materials

- Stakeholder Analysis Mapping slides

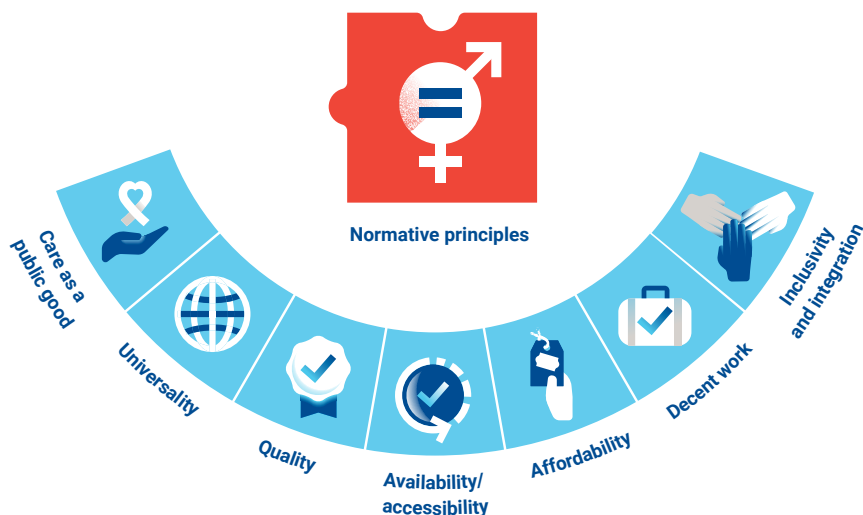


Note to facilitators

- Ask each group to present their stakeholder analysis mapping.
- Ensure that each group has 5 minutes to present, followed by a 5-minute Q&A session for other participants to engage with the presenting group.
- Ensure that each group adheres to this time limit to maintain a flow and allow equal opportunities for all groups.
- After all presentations, conduct a group reflection to discuss the collective insights and key takeaways.

| | |
|-----------|----------------------|
| SESSION 5 | Normative principles |
| TIMINGS | 1.45pm–3.30pm |
| | 1 hour 45 minutes |

FIGURE 9 Seven normative principles to guide policy action



Description: This session introduces seven normative principles of care: 1) Care as a public good; 2) Universality; 3) Accessibility; 4) Affordability; 5) Quality; 6) Inclusivity & Integration; 7) Decent work. This session, combining with a detailed exploration of each principle and group activity, is designed to incorporate a care-sensitive ethics or a feminist ethics of care dimension into care policymaking. It shows how a Right to Give and Receive Care is realized.



Objectives

- 1 To introduce and explain the seven normative principles of care, highlighting their critical roles in shaping care-sensitive policies
- 2 To engage participants in discussions on applying these principles to various policymaking areas, aiming for a balanced approach to care giving and receiving
- 3 To foster an understanding of the implications of these principles in different social and political contexts



Relevant materials

- Session 5 slides
- Handout: Table for group activity on normative principles, MFA assessment questions on principles of care under each category



Methodology

The facilitator starts this session by presenting the seven normative principles of care clearly; the facilitator takes 5 minutes to explain one principle and emphasizes how these normative principles not only serve as evaluative standards of care delivery, but also provide a guidepost for service levels, coverage, range of services, availability, and financial resourcing decisions. After the presentation, the facilitator facilitates a group activity focusing on the principle's applicability in their identified policy area. Each group will be encouraged to share context-specific insights and experiences related to the seven principles and asked to summarize key points from the discussion. During the group activity, the facilitator is encouraged to move between groups, offering guidance.



Steps

- 1 Begin by presenting the seven normative principles, discussing their foundations, implications and practical applications in policy development (40 minutes). The facilitator is encouraged to utilize examples and case studies to make the principles more relatable and understandable
- 2 After the presentation, outline the group activity's objectives and illustrate how the MFA assessment questions are designed to probe different aspects of policy development in light of the normative principles of care
- 3 Ask a question to each group, "How can these normative principles be applied in your specific policy area to enhance the balance and ethics of care giving and receiving?"
- 4 Guide participants to think about:
 - The current state of their identified policy area (e.g., access to resources, existing laws, societal norms)
 - How each normative principle can be applied to enhance policy effectiveness and ethics
- 5 Encourage groups to consolidate their insights and prepare to share them in the next session

Group presentation: Normative principles

TIMINGS

4pm–4.45pm

45 minutes

Description: This session involves group presentations where participants share their group discussions on setting and defining the standards for upholding the normative principles of care under their identified policy area. This collective review and discussion will provide a platform for articulating the quality and quantity of care that must be provided in different society to ensure the dignity and resilience of its members.



Objectives

- 1 To showcase how groups have interpreted and set standards for the normative principles
- 2 To foster a collective learning environment where participants can gain insights from diverse perspectives



Relevant materials

- Session 5 slides



Note to facilitators

- Ask each group to present their analysis of normative principles of care.
- Ensure that each group has 5 minutes to present, followed by a 5-minute Q&A session; encourage that each group adheres to this time limit to maintain a flow and allow equal opportunities for all groups.
- After all presentations, collate key insights, common themes and areas of divergence from the group presentations.
- Encourage all participants in a broader discussion, focusing on collective understanding.

Sharing agenda: Day 3

TIMINGS

4.45pm–5pm

15 minutes

Description: This session reviews the key takeaways and discussions from Day-2, followed by briefing on the agenda and activities for Day-3. It summarizes the day's learnings, addresses any questions and ensures that all participants are clear about the objectives and schedule for the next day.



Objectives

- 1 To provide a comprehensive summary of Day-2, highlighting major insights and outcomes
- 2 To confirm the agenda for Day-3, incorporating participant feedback
- 3 To address any questions regarding the Day-2 sessions and the upcoming day's activities



Relevant materials

- Day 3 Agenda



Note to facilitators

- Provide a concise summary of the key discussions and learnings from Day-2 and actively solicit feedback from participants.
- Share the agenda for Day-3, ensuring that all participants understand the schedule and objectives.

Day-3

Next steps and action plan



Objective

- 1 Identify levers of change
- 2 Identify next steps towards realizing care economy
- 3 Develop a concrete action plan



Agenda

| Time and duration | Session title | Activity | Objective/take away |
|--------------------------|------------------------------------|--------------------|--|
| 9:30 – 10:00 30 mins | Recap | | To bring back participants to the room and link all the three days |
| 10:00 – 11:00 1 hour | Levers of Change | Plenary | To develop an understanding of the levers of change |
| 11:00 – 11:30 30 mins | Coffee Break | | |
| 11:30 – 12:15 45 mins | Identifying Levers of Change | Group Activity | Participants apply levers of change to identified policy areas |
| 12:15 – 13:00 45 mins | Presentation on Levers of Change | Group Presentation | To share group analyses of levers of change |
| 13:00 – 14:00 1 hour | Lunch | | |
| 14:00 – 14:30 30 mins | Policy Action Plan | Plenary | To develop an understanding of main components of developing a policy action plan |
| 14:30 – 15:30 1 hour | Developing Policy Action Plan | Group Activity | Participants detail a structured action plan for identified policy areas |
| 15:30 – 16:00 30 mins | Coffee Break | | |
| 16:00 – 16:45 45 mins | Presentation on Policy Action Plan | Group Presentation | To foster an environment for peer learning on different approaches in developing plan |
| 16:45 – 17:00 15 mins | Closing and Next Steps | | To summarize key insights from three days and outline future directions for policy design and implementation |

Recap

TIMINGS 9.30am–10am

30 minutes

Description: The session reviews key insights and outcomes of Day-2.



Objectives

- 1 To provide an overview of Day-2's discussions
- 2 To clarify any questions and ensure all participants are aligned for Day-3



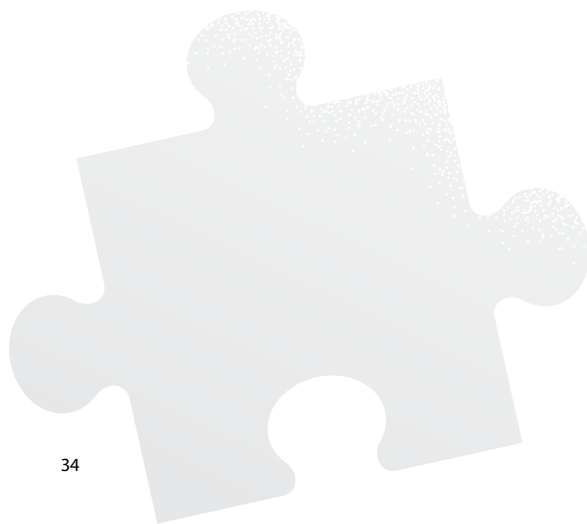
Relevant materials

- Day 3 Agenda Slide
- Handout: Day-3 agenda



Note to facilitators

- Lead a recap and share the agenda for Day-3.



| | |
|-----------|-------------------------|
| SESSION 6 | Levers of change |
| TIMINGS | 10am–11am |
| | 60 minutes |

FIGURE 10 **Levers of change**

Indicates levers that are also covered in the political economy of care

Description: The session introduces the levers of change, the last component of the MFA. It focuses on the three identified levers and their subcategories that are integral to informing the selection, design and composition of a basket of care policies. Participants will explore the multifaceted role of these levers in policymaking and understand their application in various contexts.



Objectives

- 1 To provide a detailed introduction into the concept of levers of change within the MFA and their importance in care policymaking
- 2 To encourage participants to critically analyse how these levers can be leveraged in their countries to enhance care policy frameworks



Relevant materials

- Session 6 slides



Note to facilitators

- Start this session by explaining the concept of levers of change as key elements for effective care policymaking; emphasize that these levers serve as a catalyst in transforming theoretical principles into actionable and effective policies, ensuring that normative principles are realized in tangible forms.
- After the introduction of the concept, present each of the three levers and their subcategories, shedding light on their contributions:

COHESIVE POLICY ECOSYSTEM

- Regulatory framework: Highlighting legal codification of care
- Gender budgeting: Demonstrating fiscal allocation's impact on gender-equitable outcomes

STAKEHOLDER MAPPING:

- Women's voices in decision-making: Ensuring women's perspectives shape care policies
- Whole-of-government approach: Illustrating the need for intra-ministerial collaboration in care policy

RESEARCH AND ADVOCACY

- Care disaggregated data: Focusing on the importance of targeted data for policy precision
- Sex, age and disability disaggregated data: Discussing the need for nuanced, inclusive policy design
- Advocacy for norm change: Understanding the shift in social norm and its effect on care distribution
- Present case studies and examples that showcase the impact of these levers in different policy contexts and set the stage for subsequent group discussions.

Group work: Identifying levers of change

TIMINGS

11.30am–12.15pm

45 minutes

Description: This activity allows groups to apply the levers of change to a specific policy area identified in Day-1 within the care policy category, such as care infrastructure, care-related social protection, care services and employment-related care policies. Groups are encouraged to use the MFA assessment questions to analyse their priority area, identifying strengths and challenges.



Objectives

- 1 To apply the concept of levers of change to specific priority areas in care policy
- 2 To evaluate what is working well and identify gaps or challenges in these areas



Relevant materials

- Session 6 slides
- Handout: MFA assessment questions, T-charts.



Methodology

The facilitator prepares MFA assessment questions related to the three levers of change and ensures that the groups remain consistent. The facilitator provides MFA assessment questions on the three levers of change and materials for creating a T-chart. Participants will be guided on how to use a T-chart for analysis.



Steps

- 1 Explain the objective and structure of the group activity and ensure that the groups remain the same as Day-1
- 2 After brief introduction of the activity, distribute MFA assessment questions and T-chart materials to each group

- 3 Explain how to use a T-chart, with one side for 'strengths' and the other for 'gaps/challenges':
 - At the top of the T-chart, write the name of the priority care area the group is analysing (e.g., Access to Water under Care Infrastructure).
 - In the left column – strengths, list out all the positive aspects, strengths and successful elements related to the lever of change in the chosen priority area, being specific and using examples where possible
 - In the right column – gaps/challenges, identify any gaps, challenges or areas that need improvement in relation to the lever of change in the chosen priority area, including specific issues, obstacles, concerns that need to be addressed.
 - Under each point, participants can add a brief explanation note to provide more context or detail, which will be helpful when presenting and discussing the findings with others
- 4 Groups discuss their chosen priority area using the MFA assessment questions and develop the T-chart to categorize their discussions into strengths and challenges
- 5 Groups are encouraged to finalize their T-chart and prepare to present their T-chart

Group presentation: Levers of change

TIMINGS

12.15pm–1pm

45 minutes

Description: This session involves group presentations where participants share their group analyses that assess what is considered right and good for society using a T-chart. This collective review and discussion provide a platform for sharing insights on application of the levers of change in different policy care areas.



Objectives

- 1 To showcase each group's analysis of their chosen policy area using a T-chart
- 2 To facilitate knowledge sharing and collaborative learning among participants



Relevant materials

- Levers of Change T-Charts
- MFA Assessment Questions for Levers of Change



Note to facilitators

- Ask each group to present their T-chat for analysing levers of change in their identified policy area.
- Ensure that each group has 5 minutes to present, followed by a 5-minute Q&A session; encourage each group to adhere to this time limit to maintain a flow and allow equal opportunities for all groups.
- After all presentations, collate key insights and common themes.
- Encourage all participants in a broader discussion, focusing on collective understanding.

| | |
|-----------|--------------------------|
| SESSION 7 | Action plan |
| TIMINGS | 2pm–2.30pm 30 minutes |

FIGURE 11 Funnel approach to implementing the care economy MFA

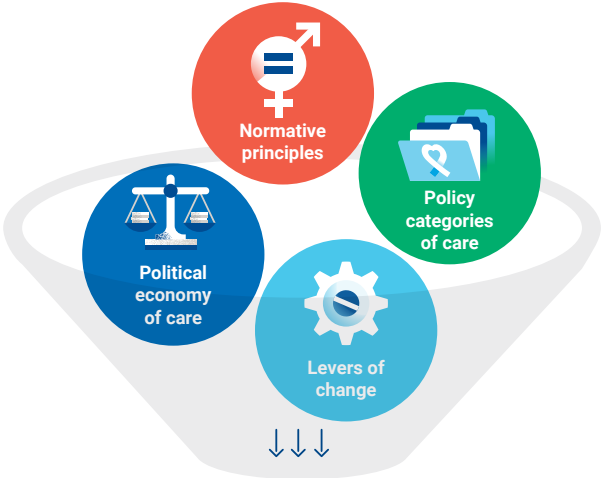
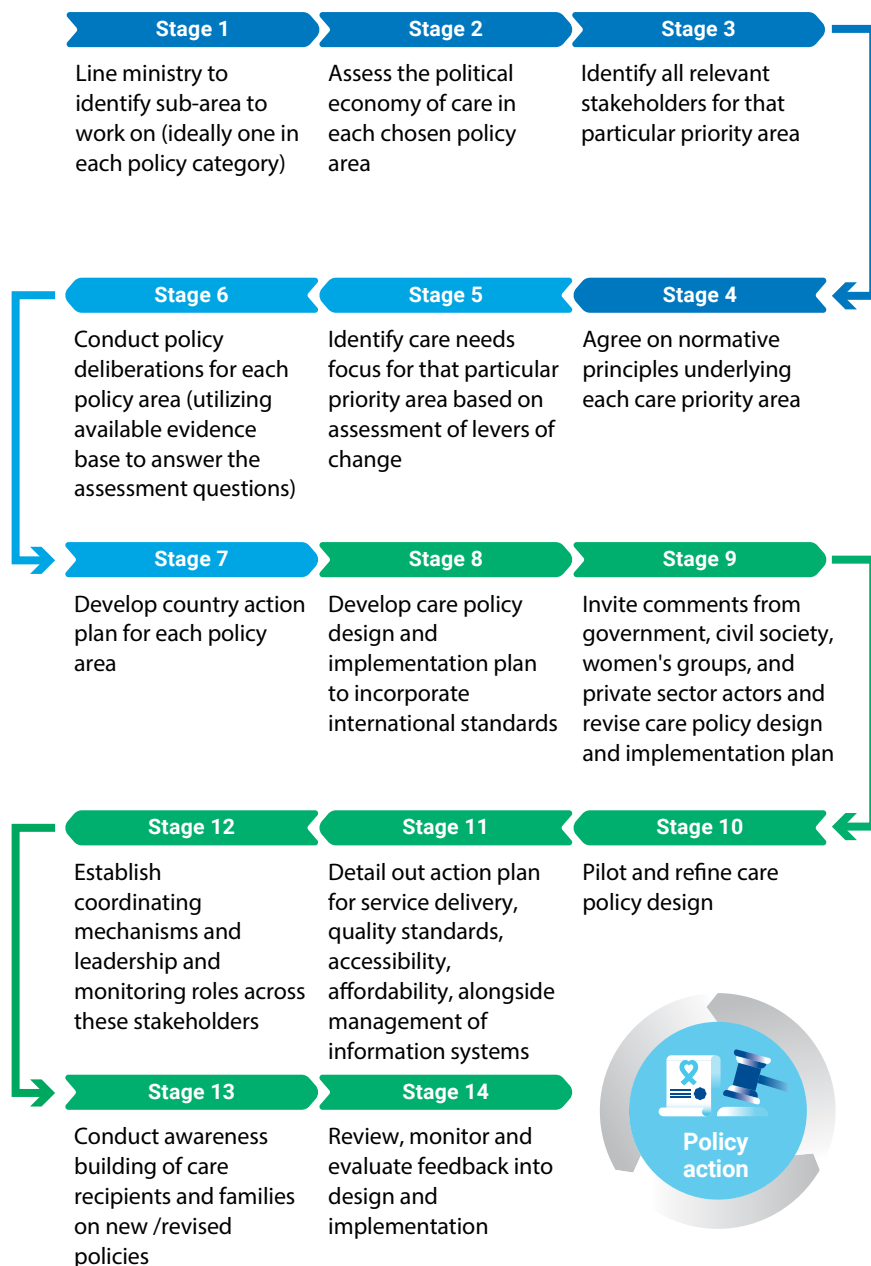


FIGURE 12 Plan for implementing policy action on care economy

Description: This session guides participants through the main components of developing a policy action plan, such as indicators, targets, resources, timelines and responsibilities. The session proposes a funnel approach in which the assessment of each element of the MFA can be carried out to ensure all pertinent aspects and questions are considered to develop a plan for implementation.



Objectives

- 1 To introduce the main components necessary for a comprehensive policy action plan
- 2 To provide a clear understanding of how to construct an actionable and effective plan for policy implementation



Relevant materials

- Session 7 slides



Note to facilitators

- Explain the importance of structured planning of policy implementation and outline the session's objectives.
- Explain the steps that policymakers can follow to systematically and comprehensively address all aspects of the policy process, ensuring the effective design of gender-differentiated care-sensitive policies that meet the needs of different contexts.
- Present each component of action plan (Indicators, Targets, Resources, Timeline, and Responsibilities) by using examples to illustrate how each component is developed and its role in the overall plan.
- Encourage participants to ask questions to provide additional explanation as needed and ensure clarity and understanding before moving on to the group activity.

Group work: Developing a policy action plan

TIMINGS

2.30pm–3.30pm

1 hour

Description: The session is designed to develop a detailed action plan tailored to chosen priority areas, incorporating a systematic approach to policy implementation. Each group will identify specific indicators, targets, resources, timeline and responsibilities, informed by the previous session, using a structured table format to make care-sensitive policies effective and actionable.



Objectives

- 1 To utilize the insights from the MFA assessment questions for developing concrete action plans
- 2 To identify specific, actionable steps for implementing care-sensitive policies in various areas



Relevant materials

- Action Plan table slide
- Handout: Tables for action plan development, sample of policy action plan from different countries (if applicable)



Methodology

The facilitator begins the session by instructing groups on the objectives and distributes the table format and sample actions plans to each group for reference. During the instruction, the facilitator provides examples to illustrate a well-constructed action plan. The facilitator should offer continuous guidance and clarification throughout the activity, helping each group to effectively structure their plans.



Steps

- 1 Explain the activity's purpose and expected outcomes.

- 2 Explain how to use the table, highlighting the importance of each column and distribute examples of completed tables to s as a guide:
 - Groups brainstorm and list potential indicators that can measure the success or progress of their priority policy area. Indicators should be specific, measurable and relevant.
 - For each indicator, groups set realistic and achievable targets that should be time-bound and align with the policy area's objectives.
 - Groups identify the resources needed to achieve each target. This includes financial, human and technical resources. Consideration should be given to the source and availability of these resources.
 - A timeline for achieving each target is established, considering the complexity and urgency of actions required.
 - Groups designate responsibilities for each aspect of the plan, ensuring accountability and clear roles.
- 3 Groups are encouraged to finalize their action plans to prepare for presenting their discussions in the next session.

Group presentation: Policy action plan

TIMINGS

4pm–4.45pm

45 minutes

Description: This session involves group presentations where participants share their policy action plan. This session provides an opportunity for participants to showcase their understanding of the planning process and receive feedback.



Objectives

- 1 To allow participants to present their developed policy action plans
- 2 To facilitate peer learning and feedback on the planning approaches used by different groups



Relevant materials

- Action Plans



Note to facilitators

- Ask each group to present their action plan of indicators, targets, resources and responsibilities.
- Ensure that each group presents for 5 minutes, focusing on how they addressed each component, followed by a 5-minute Q&A session; encourage each group to adhere this time limit to maintain a flow and allow equal opportunities for all groups.
- After all presentations, facilitate a group reflection to highlight common themes or approaches that emerged during the presentations.

Closing and next steps

TIMINGS

4.45pm–5pm

15 minutes

Description: The session summarizes the key outcomes of the three-day training, outlines the next steps and provides a platform for final remarks. It aims to conclude the programme with a clear direction for future actions and sustained collaboration among participants.



Objectives

- 1 To summarize key outcomes and insights throughout the three days
- 2 To identify strategies for engaging with key stakeholders
- 3 To outline next steps and future directions for policy action



Relevant materials

- Closing slides
- Speech note (if applicable)



Note to facilitators

- Summarize the three-day workshops, highlighting major achievements and future actions.
- Encourage continued engagement and collaboration among participants.

Designing Policymaker Training to Address the Care Economy: A Facilitator's Manual is the penultimate publication in the Policymaker's Toolkit for Valuing Unpaid Care and Domestic Work and Investing in the Care Economy. This manual, a collaborative effort between the Ministry of Women's Affairs of Cambodia, the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), and the Institute of Development Studies (IDS), provides a comprehensive guide for facilitators aiming to integrate the care economy into national policy frameworks. Grounded in the Model Framework for Policy Action on Care Economy jointly developed by ESCAP and IDS, this manual provides facilitators with the necessary tools and knowledge to conduct impactful training sessions for policymakers and government officials. Structured with a clear, step-by-step approach, the manual assists facilitators in session preparation, training structure, and the utilization of innovative techniques tailored to diverse learning objectives. Drawing from experiences in countries like Cambodia and the Philippines, it distils valuable lessons and innovative approaches to identifying and developing specific care policies that can meet the needs of men, women and households in reducing and redistributing the quantum of unpaid care work.

