

policy

DEMOGRAPHIC OPPORTUNITY POLICY ANALYSIS



*Workshop Report
June 17–20, 2013
Amman, Jordan*

This publication was prepared by staff of the Health Policy Project.

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Demographic Opportunity Policy Analysis: Workshop Report

JUNE 17–20, 2013

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ABBREVIATIONS

DO	Demographic Opportunity
FP	family planning
HPP	Health Policy Project
HPC	Higher Population Council
M&E	monitoring and evaluation
RH	reproductive health
USAID	U.S. Agency for International Development

PURPOSE

As part of its ongoing work with the Higher Population Council (HPC) and other stakeholders working on the Demographic Opportunity (DO) in Jordan, the USAID-funded Health Policy Project (HPP) conducted a workshop on Policy Analysis and Advocacy and Communication. This workshop was requested by the HPC, following a previous, successful family planning policy workshop in March 2013. The purpose of the workshop was to

- Present the global experience of the Demographic Opportunity and describe the policies behind it
- Present new advances in policy analysis using a framework that links policy to systems and outcomes
- Discuss policy analysis from problem identification to impact assessment, including policy monitoring and evaluation (M&E), and policy research methodology
- Build capacity for policy
- Discuss the current state of achievement of and investment in Demographic Opportunity Policies, reflecting on family planning and reproductive health (FP/RH), social, and economic policies

See Annex A for the workshop agenda.

PARTICIPANTS

The participants in the workshop represented a variety of government ministries involved in the implementation of the 2009 Demographic Opportunity policies and representatives of the media. Among the ministries represented were: Communications and Information Technology; Planning and International Cooperation; Education, Higher Education and Scientific Research; Social Development; Health; Labor; and Water and Irrigation.

A full list of participants is found in Annex B.

INTRODUCTION

The workshop started with a welcome from the HPC. Rania Al Abbadi, the acting secretary general, represented discussed the importance of policy and the achievement of the Demographic Opportunity Policy. Dr. Nagham Abu Shaqra welcomed participants on behalf of the HPP, discussed the agenda and objectives, and gave participants an opportunity to communicate their expectations for the workshop and what they hoped to learn.

Expectations

1. What is policy? What is our definition of policy?
2. How do we develop and implement policy?
3. How do we advocate for policy through different channels?
4. Are these policies acceptable within the context of Jordanian community?
5. In what way should we communicate with the media, and how should we approach it, specifically? How can we sustain communication with the media?



Dr. Nagham Abu Shaqra

6. What and how can cultural issues and dimensions be addressed?
7. How can we define roles and responsibilities so there is no duplication or overlap?
8. How do we conduct monitoring and evaluation?
9. What can we do so we adopt policies after developing them and not just put them on the shelf?
10. How to develop policies for different sectors that serve the general population?
11. Do all policies require change in law?
12. Are policies specific to one sector or can they be applied to many sectors?

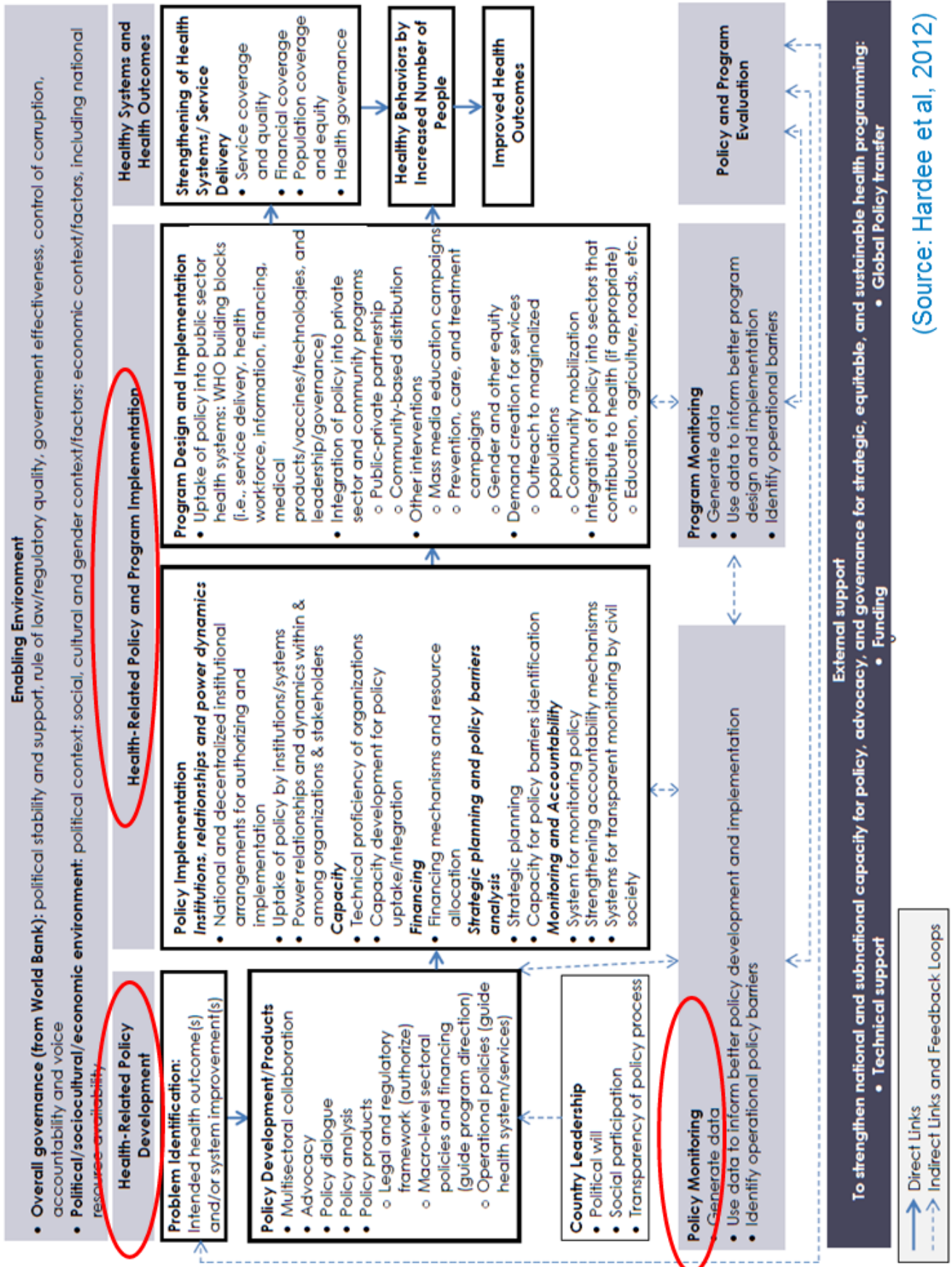
Global Experiences with the Demographic Opportunity

The first session on the first day focused on introducing key concepts related to the Demographic Opportunity, as well as the global experience with the Demographic Opportunity. Success stories and lessons learned were discussed using examples from different countries. A variety of historical and contemporary policies and demographic transitions were examined in detail, to explain what was ultimately successful for reaping the opportunity and what fell short. Although Jordan is not yet in the window of opportunity, its fertility has declined in recent years. With continued efforts in FP/RH and the adoption of and investment in the right socioeconomic policies, as demonstrated by other countries' success stories, Jordan may be able to benefit from the Demographic Opportunity. Three HPP Demographic Opportunity tools were also presented as examples of the project's relevant work in general and for other countries: the Demographic Opportunity Video (developed for Africa); the Animated Population Pyramid Web Application; and the Demographic Opportunity Model (in development).

From Policy to Systems and Outcomes

The afternoon of the first day included an introduction to the HPP conceptual framework (also translated into Arabic), linking health policy to health systems and health outcomes. Due to the participants' diverse backgrounds, the discussion of policies and outcomes was expanded to areas beyond the health sector to include labor, education, economic development, and financing. The conceptual framework, shown below, links the stages of policy (problem identification, policy development, policy implementation, and policy monitoring) with program implementation and outcomes. Each component of the framework was discussed using examples from Jordanian Demographic Opportunity policies, derived from the 2009 Demographic Opportunity document, the National M&E Plan, and the most recent national report.

Conceptual Framework: Linking Health-Related Policy to Health Systems and Health Outcomes

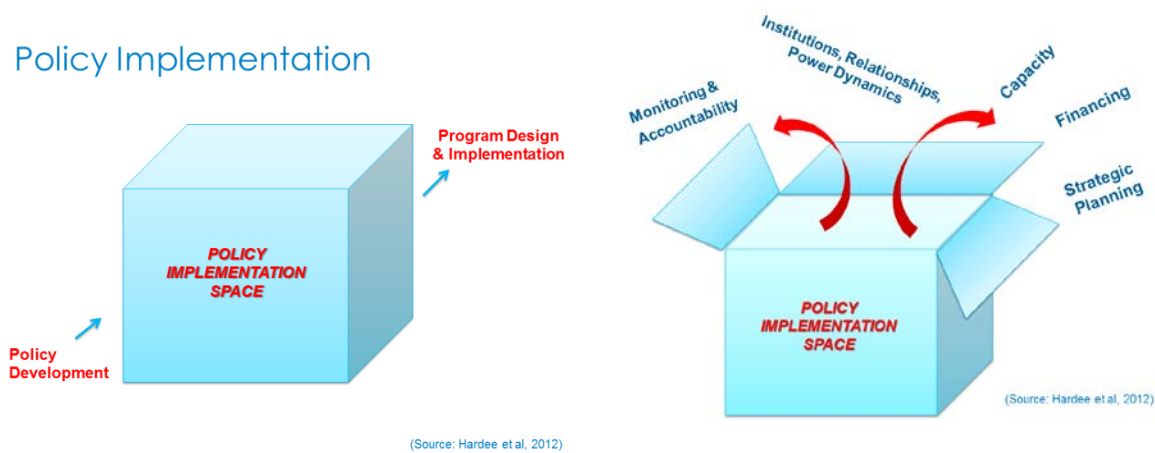


(Source: Hardee et al, 2012)

The policies, challenges, and recommendations from these national documents were used to illustrate different components of the framework, giving participants a more concrete grasp of the theory.

There was a particular focus on policy implementation and a description of the implementation space (see figure below) to convey the multidimensional nature of implementation. The dimensions of the implementation space are shaped by factors such as financing, strategic planning, capacity, institutions and relationships, and monitoring and accountability, all of which require consideration for policies to be operationalized properly. Institutions that are expected to implement policy, at both the national and decentralized levels, must be clearly defined and attention must be paid to the institutional relationships and power dynamics among organizations; organizations must have the capacity to implement the policy; financing must be sufficient and appropriate resource allocation mechanisms established to fund the policy; the policy should be accompanied by strategic planning and policy barrier analysis; and strong monitoring and accountability systems must be in place.

Policy Implementation



*Development & Employment Fund Staff
Asking a Question about Demographic
Opportunity*



HPP & HPC Staff

WORKING GROUPS

Following the presentations, participants broke into three working groups to discuss Demographic Opportunity policy issues that were identified in the April 2013 national report. The groups focused on three result areas of the Demographic Opportunity Policy:

1. Demography and Family Planning to achieve Demographic Transition
2. Economic Policies to Reap the Demographic Opportunity
3. Social Protection Policies Post-Demographic Opportunity

The working groups were asked to read through the challenges and recommendations related to reaching the DO peak by 2030 and use the material presented in the workshop to discuss and decide which aspects of policy development and implementation needed to be addressed to reach the goals of the DO policies.

Groups were also asked to answer a set of questions about policy response, components of the policy implementation space, priority areas for Jordan, and their recommendations for achieving those priority areas.



Day 1 working groups and group feedback

Example of Working Group Handout

Working Group 1. Demography

Background

Jordan's DO Policy was launched in 2010, and the first report on implementation was prepared in April 2013. The report was based on indicators outlined in the M&E plan for the DO policies (2012) and from data reported from participating ministries and institutions. The report includes the following main challenges and recommendations regarding the first result: *reach the demographic opportunity peak by the year 2030*.

Using the "PESTEL" system, the challenges and recommendations are organized under

- Policies
- Social and cultural
- Technology, methods, and services
- Public and institutional environment
- Legislative/legal
- Economic and finance

Working Group Task

1. Choose a facilitator and a rapporteur for the group. The rapporteur will take notes and present that group's findings in the plenary.
2. As a group, read through the challenges and recommendations related to reaching the DO peak by 2030.
3. Using the material presented in this workshop on policies, systems, and outcomes, discuss and decide what aspects of policy development and implementation need to be addressed to reach the goals of the DO policies.
4. Answer the following questions:
 - A. Which challenges/recommendations require a policy response (either a new or revised policy or better implementation of an existing policy?) What policies are needed (new, revised, better implemented?)
 - B. Which components of the policy implementation space are most important for addressing the challenges/recommendations? Are there any components that are not important? (see last page for a copy of the conceptual framework listing the components of policy implementation)
 - C. What are the three to five priority areas Jordan should work on this year to address the challenges and recommendations from the first report on the DO Policies related to demography?
 - D. What are your group's recommendations for achieving those priority areas? (for example: advocacy, policy development, better coordination in implementation, etc., to address each priority area)?

First result: Reach the demographic opportunity peak by the year 2030

A. Challenges & Recommendations/Policies

Challenges	Recommendations
<ul style="list-style-type: none"> ▪ Unavailability of family planning methods in all subsidiary health centers in the Kingdom. ▪ Lack of a sufficient number of specialized personnel in FP/RH; insufficient number of qualified medical personnel especially women, and bad consultation due to shortage of qualified staff and increased work pressure. ▪ Family planning is not considered a priority for some decisionmakers and that is reflected by fund allocations. ▪ Lack of a national information system on comprehensive family planning services is affecting the access to accurate information on indicator values. 	<ul style="list-style-type: none"> ▪ Increase number of qualified service providers through training more staff. Cooperating with the private sector in areas where public sector doctors are unavailable, assign public health educators from MOH to participate in FP counseling activities. ▪ Adoption of a policy set to introduce two new FP methods in subsidiary health centers to expand the use of diverse of a long-term means, and expand the service to the remote and poor areas (increase options available for family planning methods). ▪ Adopt a policy to introduce family planning counseling after birth and abortions in hospitals. ▪ Build-up databases, comprehensive information and studies to serve the decision makers, researchers and those interested in FP/RH. ▪ Promote programs to empower women economically and socially and to provide additional services needed for working moms (such as the availability of nurseries, working hours, and transportation, etc.), which enable them to combine family obligations, work responsibilities, and participation in public life.

B. Challenges & Recommendations/Social and Cultural

Challenges	Recommendations
<ul style="list-style-type: none"> ▪ Low efficiency and effectiveness of advocacy initiatives and community mobilization and awareness due to poor perception of FP concept and how it is influenced by religion, traditions and social concepts among an engaged and married couples. ▪ Presence of a culture that does not support empowering women economically. 	<ul style="list-style-type: none"> ▪ Promote healthy lifestyles, especially for youth, and educate women about reproductive health as it has a positive impact on many indicators needed to achieve Demographic Opportunity through the intensification of awareness and education programs by all available means especially in remote, poor areas with high population density. ▪ Activation of home visits programs to raise awareness on FP/RH issues, and provide counseling services on FP/RH. ▪ Promote empowering women economically through available means (community awareness programs).

C. Challenges & Recommendations/Technology, Methods, and Services

Challenges	Recommendations
<ul style="list-style-type: none"> ▪ Quality and coverage of reproductive health services. ▪ Lack of doctors in public and private sectors trained to provide family planning services, especially in remote poor areas 	<ul style="list-style-type: none"> ▪ National efforts focusing on the quality of FP/RH, and increase available options from modern family planning methods. ▪ Institutionalization of training programs and initiatives to increase awareness of family planning within national

<p>with high population density.</p> <ul style="list-style-type: none"> ▪ Appropriateness of vocational training programs and technical education and women's availability. ▪ Lack of service supporting women's work. 	<p>institutions' programs.</p> <ul style="list-style-type: none"> ▪ Training public and private sector physicians on providing FP/RH consultation and services, especially for women working in remote poor areas with high population density. ▪ Provide vocational training programs and technical education for women. ▪ Provide needed services for working women (such as nurseries, flexible working hours, transportation, etc.).
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D. Challenges & Recommendations/Public and Institutionalized Environment

Challenges	Recommendations
<ul style="list-style-type: none"> ▪ Shortages and occasionally outages of some family planning methods as a result of provision and bidding procedures. ▪ Turnover of qualified personnel trained in the field of family planning within a specific geographic area for long periods of time. ▪ Weakness in the supervision and control of staff working in the field of family planning. 	<ul style="list-style-type: none"> ▪ Reduce the time needed to finalize procedures for bidding and supply. ▪ Reduce the turnover of qualified staff in the field of family planning, and provide other staff in places of shortage. ▪ Supervise and control staff working in the field of family planning.

E. Challenges & Recommendations/Legislative and Legal

Challenges	Recommendations
<ul style="list-style-type: none"> ▪ Non-activation of legislation relating to the role of midwives in providing family planning services in underserved areas of high population density. ▪ Relative deficiencies in the legislation, including laws and regulations related. ▪ Requiring doctors' supervision for midwives to insert IUDs while there is a shortage of doctors in remote areas. ▪ Lack of supportive legislation for the MOH to cooperate with the private sector to receive family planning services in areas where there are no physicians. ▪ High incidence of female marriages under the age of eighteen. 	<ul style="list-style-type: none"> ▪ Activation of legislation related to the role of midwives in the provision of FP services in underserved areas with high population density. Activating the decision of His Excellency the Minister of Health on the possibility of trained midwives providing FP services. ▪ Study the possibility of developing legislation to enable MOH to cooperate with private physicians to meet the shortfall in the number of female doctors, especially in remote and poor areas. ▪ Activate legislation related to providing services to support women's work such as the provision of nurseries at workplace. ▪ Activate the law of the minimum age of marriage for females.

F. Challenges & Recommendations/Economic and Finance

Challenges	Recommendations
<ul style="list-style-type: none"> ▪ Ministry of Health's limited budget affects FP/RH allocations. ▪ High cost of FP services in the private sector. ▪ Low rate of women's economic participation. 	<ul style="list-style-type: none"> ▪ Constant search for multiple sources of funding to support the FP/RH programs, especially for purchasing FP methods and implementing FP/RH programs. ▪ Provide incentives for female doctors working in the field of FP/RH in the public sector to work in remote and

	<p>challenging areas.</p> <ul style="list-style-type: none"> ▪ Including FP methods within the health insurance programs in the public and private sectors. ▪ Promote women's work through reducing the procedures and restraints of parties funding the micro and small businesses.
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EVALUATION

Overall, the participants evaluated the workshop favorably, with 22 of 24 participants giving an overall rating of good or excellent, and 10 participants giving a rating of excellent. However, the response rate of participants was approximately 50 percent. Participants most consistently reported that the trainers' ability to answer questions and knowledge of the material exceeded their expectations; they also stated that relevancy of the handouts could be improved. They also reported that they appreciated the discussions and the working groups, but would have preferred more time being allowed for these, and a more interactive lecture style and training method. Participants also found the workshop sessions to be lengthy. More details from the evaluation are found in Annex 3.



NEXT STEPS

To conclude the workshop, participants were asked to discuss the next steps needed, based on their experience and what they learned in the workshop. The crowd-sourced recommendations for next steps were to

1. Determine a party with higher authority to ensure implementation and increase cooperation between stakeholders
2. Provide the workshop participants with the report, presentations, and the names and addresses of the attendees
3. Improve coordination between the liaison officers
4. Review the recommendations and challenges of the national report

ANNEX A. WORKSHOP AGENDA

Part 1: Advances on Policy Analysis

June 17–18, 2013

Day 1, June 17, 2013		
8:30–9:00	Welcome Coffee and Registration	
9:00–9:15	Welcome	Rania Abbadi, Secretary General Assistant, HPC
9:15–9:45	Introductions, Agenda, and Expectations	Dr. Nagham Abu Shaqra, HPP Country Director
9:45–10:00	Demographic Opportunity: Setting the stage	Dr. Karen Hardee, HPP Deputy Director for Population and RH
10:00–11:00	Global Experience with the Demographic Opportunity	Bernice Kuang, Policy Analyst, HPP
11:00–11:30	Coffee Break	
11:30–1:00	<ul style="list-style-type: none"> Jordan’s Demographic Opportunity, Expectations and Experiences from the first Monitoring and Evaluation report for the three results (demography, economy, social protection) Discussion of the Challenges 	Khaled Al Rashdan, Population and Development Advisor, HPC Dr. Karen Hardee
1:00–1:15	Coffee Break	
1:15–3:00	Linking Policy, Systems, and Outcomes (including discussion) <ul style="list-style-type: none"> What is policy? A new way of linking policy with programs and outcomes Policy implementation 	Dr. Karen Hardee
3:00	Lunch, End of Day 1	

Day 2, June 18, 2013		
8:30–9:00	Welcome Coffee	
9:00–9:30	Recap of Day 1	Dr. Nagham Abu Shaqra
9:30–11:30	Linking Policy, Systems, and Outcomes (including discussion [continued]) <ul style="list-style-type: none"> • Policy capacity • Policy monitoring • Methodologies for policy evaluation 	Dr. Karen Hardee Bernice Kuang
11:30–12:00	Coffee Break	
12:00–1:45	Working groups linked to the three-step policy plan in the DO policy document: <ol style="list-style-type: none"> 1. Demography 2. Economic participation <ul style="list-style-type: none"> • Vocational training • Entrepreneurship and self-employment • Women's contribution to the economy 3. Social protection 	HPP team
1:45–2:45	Groups Report Back	Dr. Nagham Abu Shaqra
2:45–3:00	Next Steps	HPC/HPP
3:00	Closing and Lunch	

Part 2: Advocacy/Communication

June 19–20, 2013

Day 3, June 19, 2013		
8:30–9:00	Welcome Coffee	
9:00–10:30	Registration, Opening, Brief on the Workshop Agenda and the Participants	Dr. Farag ElKamel
10:30–11:00	Coffee Break	
11:00–12:30	Introduction to Communication and Learning <ul style="list-style-type: none"> How to learn through communication: <i>General rules and lessons learned</i> <i>Working groups</i>	Dr. Farag ElKamel
12:30–1:00	Coffee Break	
1:00–2:30	Problem Identification and Situational Analysis <ul style="list-style-type: none"> Identify the problem, audience and media-related obstacles <i>Working Groups</i>	Dr. Farag ElKamel
2:30–3:00	Mood Meter	Dr. Farag ElKamel
3:00	Lunch, End of Day 3	

Day 4, June 20, 2013		
8:30–9:00	Welcome Coffee	
9:00–10:30	Media Strategy and Objectives <ul style="list-style-type: none"> Identify objectives Develop a media strategy <i>Working Groups</i>	Dr. Farag ElKamel
10:30–11:00	Coffee Break	
11:00–12:30	Develop messages, and produce and test media materials for community and decision makers <ul style="list-style-type: none"> Develop media messages Production and pretesting <i>Working Groups</i>	Dr. Farag ElKamel
12:30–1:00	Coffee Break	

<p>1:00–2:30</p>	<p>Media plan for broadcasting, publishing, and monitoring</p> <ul style="list-style-type: none"> • Media plan for broadcasting and publishing • Campaign monitoring and evaluation • Assess the workshop impact <p><i>Working Groups</i></p>	<p>Dr. Farag ElKamel</p>
<p>2:30–3:00</p>	<p>Mood Meter</p>	<p>Dr. Farag ElKamel</p>
<p>3:00</p>	<p>Closing and Lunch</p>	

ANNEX B. PARTICIPANT LIST

- Jordan Enterprise Development Corporation
- Department of Housing and Urban Development
- Development and Employment Fund
- National Aid Fund
- Employment Technical and Vocational Education & Training Fund
- Social Security Department
- Investment Promotion Foundation
- Development Zones Commission
- Ministry of Communications and Information Technology
- Ministry of Planning and International Cooperation
- Ministry of Education
- Ministry of Higher Education and Scientific Research
- Ministry of Social Development
- Ministry of Health
- Ministry of Labor
- Ministry of Water and Irrigation
- Water Authority
- Ministry of Environment
- Higher Council for Science and Technology
- Higher Health Council
- Ministry of Finance
- Department of Statistics
- Ministry of Industry and Trade
- Ministry of Transportation
- National Council for Family Affairs
- The Ministry of Public Sector Development

No.	NAME	ORGANIZATION
1	Ms. Rania Al Abadi	SG Assistant/HPC
2	Ms. Hana Al suob	SG Assistant/HPC
3	Ms. Manal Al Ghazawi	HPC
4	Ms. Sameera Hassan	HPC
5	Mr. Khalid Al Rashdan	HPC
6	Mr. Mousa Al Husin	HPC
7	Mr. Ameen Jaber	HPC
8	Mr. Mohammad Al Badareen	HPC
9	Dr. Jamal Abu Saif	Higher Health Council
10	Dr. Ne'meh Al Bara'wi	Ministry of Health
11	Eng. Faten Shaaban	Ministry of Water and Irrigation
12	Eng. Haneen Qublan	Water Authority
13	Mr. Ahmad Al Rusan	Ministry of Environment
14	Ms. Amal Al Tamimi	Jordan News Agency–Petra
15	Mr. Hazem Akroosh	Jordan News Agency–Petra
16	Mr. Anwar Al Zyadat	Arab Al-Yawm newspaper
17	Mr. Kamal Zakarneh	Al Dustor newspaper
18	Ms. Nayfeh Shahwan	Jordan TV
19	Mr. Raed Harasis	Jordan TV & Radia
20	Mr. Wasfi Al Dhni	Amn FM Radio
21	Mr. Yaseen Odat	Armed Forces Radio
22	Mr. Mohammad Ayasrah	Department of Statistics
23	Dr. Suhair Al Mefleh	Ministry of Development–Media
24	Mr. Ayman Al Barakat	Ministry of Development
25	Ms. Mai Khalil Asfour	Housing & Urban Development corporation
26	Mr. Nariman Daradkah	Housing & Urban Development corporation–Media
27	Mr. Bassam Nassir	Ministry of Labor
28	Dr. Mohammad Aladwan	Ministry of Labor–Media
29	Eng. Abeer Al Khaldi	Ministry of Transportation
30	Mr. Hamed Al Shraideh	Ministry of Communication and Information Technology
31	Ms. Khitam Al Sageer	Ministry of Higher Education and Scientific Research
32	Ms. Nida'a Fraihat	Ministry of Social Development
33	Mr. Daif Allh Olimat	Ministry of Public Sector Development
34	Mr. Yousef Shipli	Ministry of Awqaf
35	Mr. Sinan Majali	Ministry of Awqaf

36	Mr. Hisham Al Hamaideh	Ministry of Awqaf
37	Ms. Ghada Al Fayez	Development and Employment Fund
38	Ms. Haifa Batarseh	Social Security
39	Mr. Najeh Al Shamali	Ministry of Water and Irrigation–Media
40	Ms. Lana Al zoubi	Jordanian Foundation for Enterprise Development Media
41	Ms. Mira Husain	Jordanian Foundation for Enterprise Development
42	Ms. Munifa Al Tal	Development Zones Commission
43	Ms. Mai Sultan	National Council for Family Affairs
44	Dr. Abed Al Rahim Arqan	National Aid Fund
45	Mr. Najeh Sawalha	National Aid Fund–Media
46	Mr. Mohammad Al Alami	Higher Council for Science and Technology
47	Mr. Ahmad Al Badareen	Operating and Training Council
48	Ms. Safa’ a Al Rayan	Land Transport Authority
49	Dr. Ibrahim Eliwan	Ministry of Planning
50	Dr. Muntaha Abu Al Ghanam	Ministry of Education
52	Ms. Shorouq Kafaween	Ministry of Industry and Trade
53	Ms. Aseel Al Momani	Jordan Investment Board

1	Dr. Nagham Abu Shaqra	HPP
2	Dr. Diaa Hammami	HPP
3	Dr. Farag El Kamel	HPP
4	Faten Naffa	HPP
5	Rawan Quarashi	HPP
6	Bernice Kuang	HPP

ANNEX C. EVALUATION

Overall Rating of the Workshop				
Rating	Excellent	Good	Fair	Poor
	10	12	2	

Rating of the Workshop Content and Presentation				
	Exceeded expectations	Met expectations	Needs improvement	NA
Workshop Content				
The material is well-organized	4	18	2	
Presented at the right level	6	15	4	
Practicality of material to my job	4	15	5	
Handout material useful to my job	6	10	8	
Effective working group exercises	4	17	2	
Presentation				
Effective presentation style	4	16	5	
Trainer's knowledge of the subject	7	17	1	
The trainer covered the topic clearly	4	15	6	
Trainer responded well to questions	11	14	0	

Liked most about the workshop

- Dr. Karen and Bernice presentations (3 participants)
- Allowing discussions and opening the door for questions and answers
- The venue and smoothness in presentation
- Working groups and exercises (2 participants)
- Training materials (2 participants)
- Focusing on policy with special consideration to its details
- Interactivity of the working groups (2 participants)
- Good organization and cooperation (5 participants)
- Good presentation of the subjects and training materials
- Participation of representative from different institutions which had enriched the workshop (3 participants)
- The interactivity of the participants with the trainer
- Clarifying the concept of Demographic Opportunity and being introduced to the liaison officers
- Ability to differentiate between different concepts and enhance awareness

Liked least about the workshop

- Time management in relation with the presented materials (2 participants)
- Allocate more time for discussions
- Long hours (4 participants)
- The presentations were unclear despite the capabilities of the trainers
- Better management of the discussions was required
- The presented materials were just head points and unclear
- Methods used for presentation were not interactive (lecturing style) (2 participants)
- Lack of versatility in training methods
- The HPC presentation
- Participants' discussions were out of the workshop context (2 participants)

Suggestions for improvement

- Include exercises on how to develop a comprehensive policy; from defining a problem till the development of a comprehensive policy ready to be presented
- Allocating more time for discussions and conduct more workshops
- Commit to the training materials and provide new and valuable information
- Reduce the time allocated for the workshop
- Conduct more workshops and implement the recommendations
- Commit to the allocated time and the need a proper preparation
- Provide us with the soft copy from the presentations (2 participants)
- Trainers presentation methods
- Conduct a more intensive workshop
- Shorter workshop and should use more interactive training methods
- Shorter sessions required
- Enhance the cooperation between the liaison officers and the HPC to be updated (2 participants)

Other notes

- Excellent organization and cooperative team from HPP
- Include all participants in any future workshops
- Experts had asked many questions without giving valuable information to the participants
- More time to be allocated for working group exercises

