

Road Map to a National Sustainable Development Strategy for Botswana

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NSDS cycle



What is sustainable development?



EM to balance the 3 Pillars where possible

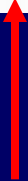


Social

Economic

Environment

Beware upsetting the fine balance



Social

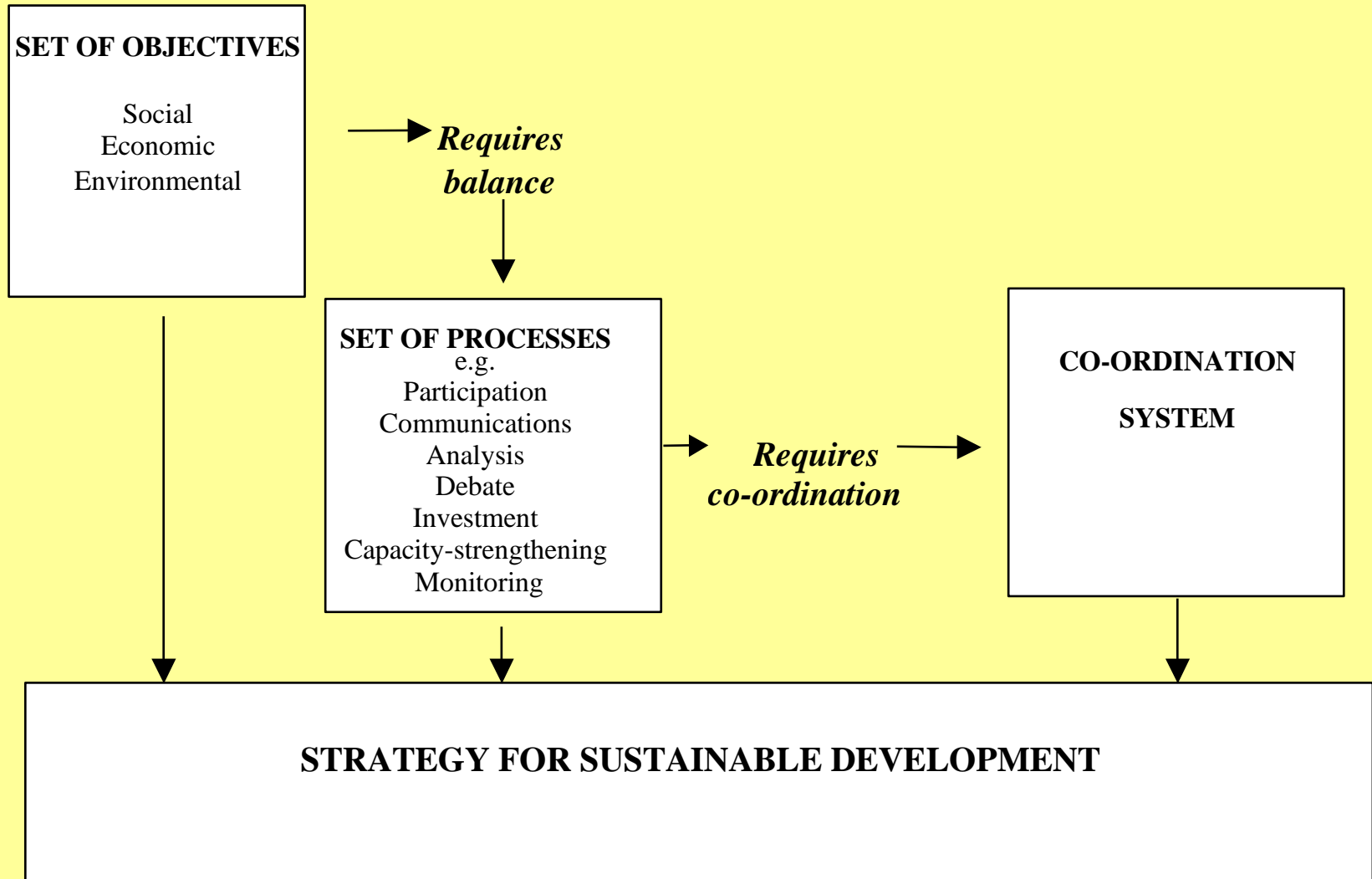
Economic

Environment



Environment

Systematic rationale for NSDS



Changing approaches to strategies

FROM	TO
<p><i>Master plan</i> for SD (gets increasingly out of date)</p>	<p>Builds a system of <i>coordinated mechanisms & processes</i> dealing with SD priorities step-by-step</p>
<p><i>One-off initiative</i></p>	<p><i>Continuous process</i> + monitoring, leaning & improvement</p>
<p><i>Fixed</i> ideas and solutions</p>	<p>An <i>adaptive, learning</i> system offering coherence between activities</p>

<p>Management based on <i>precedent</i> or <i>evidence</i> only</p>	<p>Also <i>experimentation and managing uncertainty</i></p>
<p><i>State</i> alone is responsible</p>	<p><i>Society</i> as a whole is responsible</p>
<p><i>Narrow</i> participation</p>	<p><i>Multi-stakeholder</i> approach</p>
<p>Focus on <i>outputs</i> (projects, laws, etc.)</p>	<p>Focus on <i>outcomes</i> (impacts) and the quality of participation and management <i>processes</i></p>

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Sector-based research and planning

Partnerships and *integrated* research and planning

Externally-driven (in developing countries)

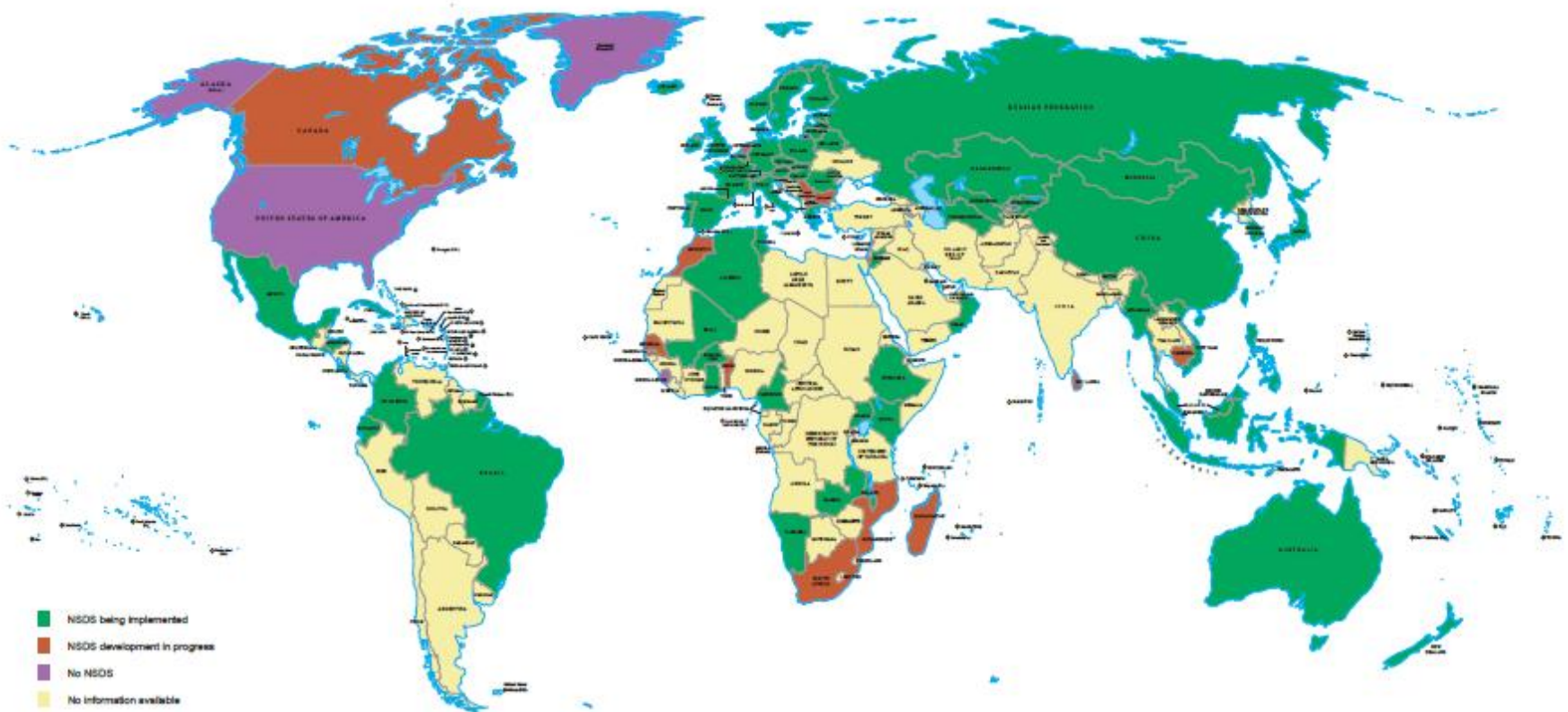
Country-driven, locally-owned

Focus on *costly 'projects'* (and a consequent dependence on external assistance)

Focus on *cost savings* and *domestically-driven* and financed investment and development

NSDS – The 2008 world position

National sustainable development strategies: The global picture



The map tracks progress towards the Y2000 (2002) target for countries to formulate and begin implementation of national sustainable development strategies by 2005. The map is updated on a regular basis. We encourage Governments to submit new information or advise us of corrections through sdg@un.org.

LAST update: 4/05/2008

The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or any area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

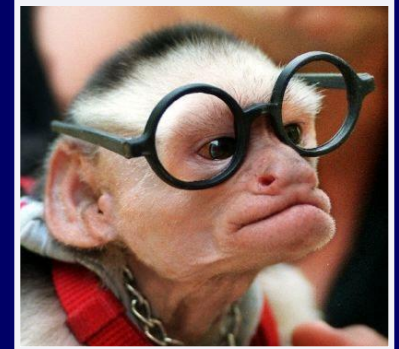
* Dotted line represents approximately the Line of Control in Jammu and Kashmir agreed upon by India and Pakistan. The final status has not yet been agreed upon by the parties. Cross-match with the colours used for Jammu & Kashmir (palest colour) and China.

So what is an NSDS – 1 ?



● Put simply

- Agreeing **vision** of sustainable Botswana for the country and its people want [what kind of place/future you want].
- Agreeing how to get there with **safeguards** (eg environmental & social)
- Understanding the **issues, opportunities and the challenges**
- **Planning** the necessary actions
- Securing the **capacity** to coordinate, manage, invest and deliver (institutional requirements & fitness)
- **Not just a document** (process + docs + actions)



So what is an NSDS – 2 ?



- **Process** – not a document
- **Coordinated** set of participatory and continuously improving (learning) processes – of 
 - Analysis, debate, capacity strengthening, planning and investment
 - Multidisciplinary / multisectoral
 - Seeks to **integrate** the short and long term economic, social and environmental objectives of society
 - Through mutually supportive approaches wherever possible - and manages **trade offs** where this is not possible

Building blocks – mapping the playing field, synergies, conflicts, and gaps



Synergies



PRSP

Climate
NAPA

Biodiversity
strategy &
action plan

Sector
policies,
strategies
& plans

National,
District &
Urban
Develop't
plans

Private
sector
initiatives

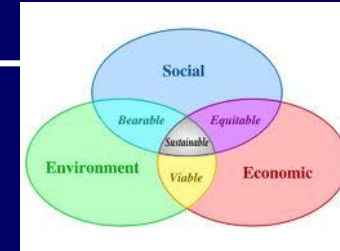
NGO/CBO
initiatives

Others

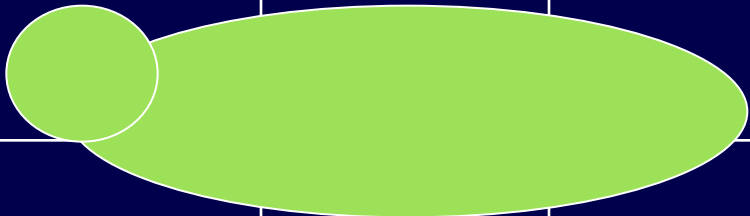
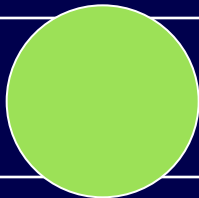
Gaps, disconnects, conflicts

Strategy Principles & Characteristics 1

- **Integration** of economic, social and environmental objectives
- **Coordination** and balance between sector and thematic strategies and decentralised levels, and across generations
- **Broad participation**, effective partnerships, transparency and accountability
- **Country ownership**, shared **vision** with a **clear timeframe** on which stakeholders agree, **commitment** and **continuous improvement**



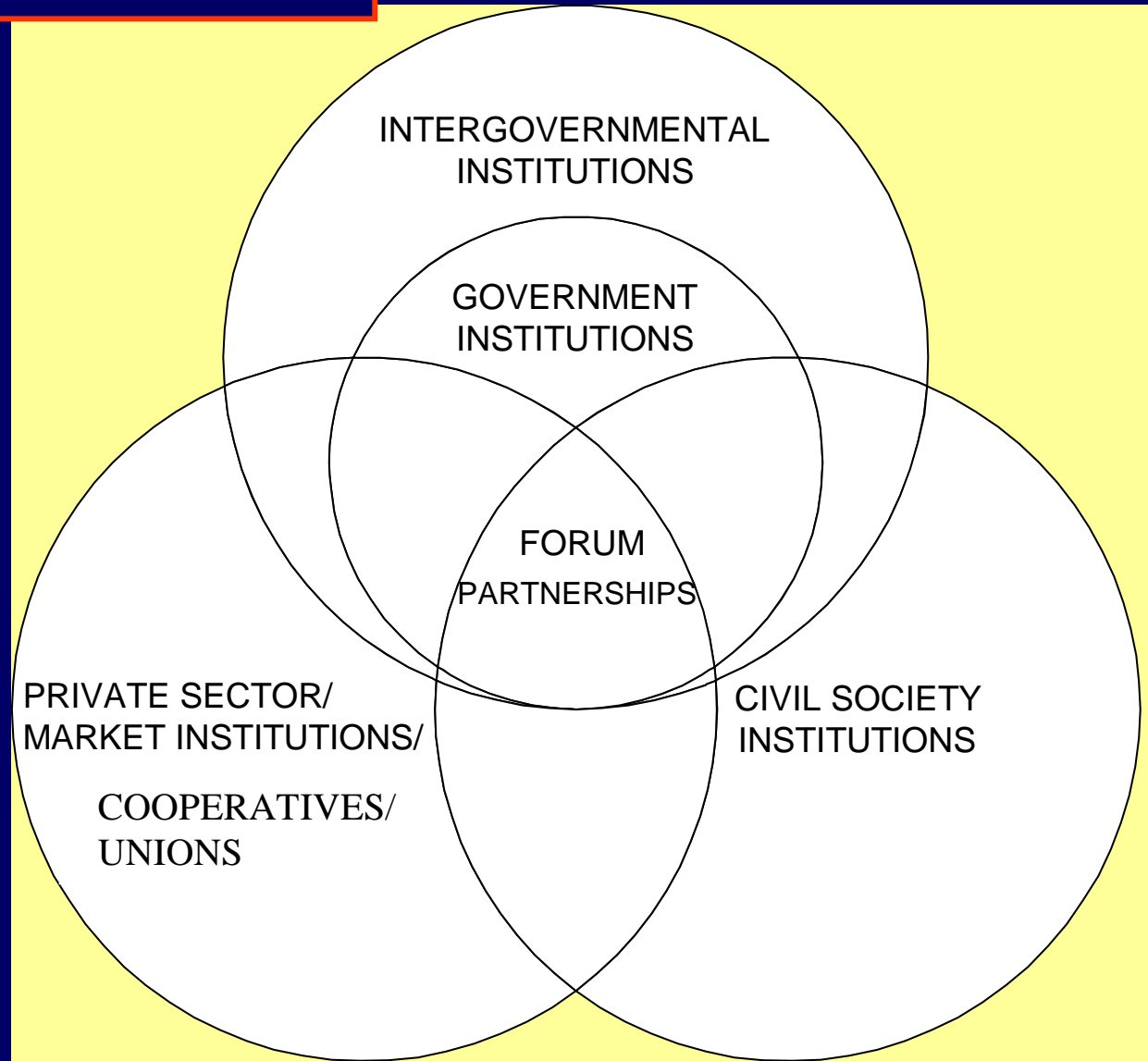
Participation map

	Government	Academia	Sectors	Private sector	Communities in specific regions
Regional, eg, SADC					
National					
Provinces, regions					
Local					
Household					
Marginal groups					

Gap

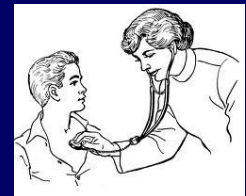
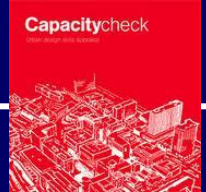


Sustainable development triad



Strategy Principles & Characteristics 2

- *Developing capacity* and an enabling environment, building on existing knowledge and processes
- Focus on *priorities, outcomes* and coherent *means of implementation*
- Linkage with *budget* and *investment* processes
- Continuous *monitoring and evaluation*



Benefits of NSDS approach

Most likely if follow principles of good practice

- **Integration**
 - **Politics, administration, investment**
 - **Pillars, institutions, sectors**
 - **Levels – regional , national, local**
- **Vision for country**
- **Good analysis – basis for sound decisions**
- **Stakeholder buy-in (ownership & commitment) & consensus**
 - **eg, on vision, key issues, priorities, solutions (how to get there), etc**
- **Institutional coordination and change**
- **Focusing capacity-building where most needed**
- **Framework for sustainable growth and tackling key issues (eg climate, poverty, water, Linking development and**



Getting Going - Key steps 1

The logo for 'scope' is displayed in a white-bordered box. The word 'scope' is written in a lowercase, sans-serif font. The letter 'o' is replaced by a yellow circle with a horizontal line through its center, resembling an equals sign.

● Scoping exercise

- Identify stakeholders' views on priority issues that need to be addressed
- Estimate benefits
- Preliminary examination of the opportunities for, and challenges

Key steps 2 – not a rigid sequence

- Establish/strengthen a **Secretariat** or *coordinating body*
 - Acceptable to stakeholders, with sufficient authority and resources to co-ordinate the steps and the continuing strategy mechanisms
- Establish or strengthen a **Steering Committee** or *equivalent multi-stakeholder forum*
 - (e.g. NCSD) with a broad balance of representation from government, the private sector and civil society acceptable to stakeholders
- Seek/improve **Political commitment**
- Secure or confirm a **mandate**



Key steps 3

- Identify the **stakeholders** that will own the preparation and implementation of the NSDS
 - Define and seek agreement on (potential) roles (i.e. their rights, responsibilities, rewards, and relations)
- Ensure **broad-based ownership** by key ministries and agencies, civil society and the private sector
- Mobilise the **required resources** – identify, secure, and allocate in a timely and accountable manner the required:
 - Skills, and sources of knowledge and learning;
 - Management, legal and institutional support;
 - Financial resources



Key steps - 4



● Map out the strategy process - taking stock of *existing processes and mechanisms*:

- Catalogue the range of **existing strategies** related to SD
- Identify the **issues covered, vision, goals, and responsibilities**
- Identify **mechanisms and processes** used by existing strategies
- Review **achievements** of these mechanisms in terms of synergies, clashes and gaps, and their outcomes
- Determine the existence/extent of **sectoral policy conflicts and inconsistencies**, and the work necessary to resolve them
- Identify what is required to **improve synergies and plug gaps**

Key steps 5

- Develop or improve **coherence and coordination** between strategy frameworks at all levels from international to local; and between and within sectors.



- Establish or improve the **ground rules** governing the strategy process

- How decisions will be made and agreed, and uncertainty dealt with
- How to co-ordinate means for negotiation of trade-offs and conflict manag't



- Establish and promote a **schedule or broad calendar** for the strategy process

- Determine activities, responsibilities, capabilities and resources needed, and their timing



- **Promote** the strategy as a unified concept. Possibly publish a '**prospectus**'



Key steps 6 *[heart of strategy]*



- Establish or improve provisions for **regular analysis, debate, communication, planning, implementation, monitoring and review** so all stakeholders can best play their part:
 - **Means for analysing** sustainability, stakeholders, mechanisms and processes, and scenarios
 - **Regular stakeholder fora and other means for participation** (thematic, national, decentralised and local) to reach and improve consensus on basic vision, goals, principles, system components, pilot activities, targets and responsibilities, and to review progress
 - **Communication and information systems** to ensure regular flows of information concerning both the strategy and sustainable development between stakeholders and between fora. This will include development of key information products to improve awareness and stimulate action, and the establishment of knowledge management systems

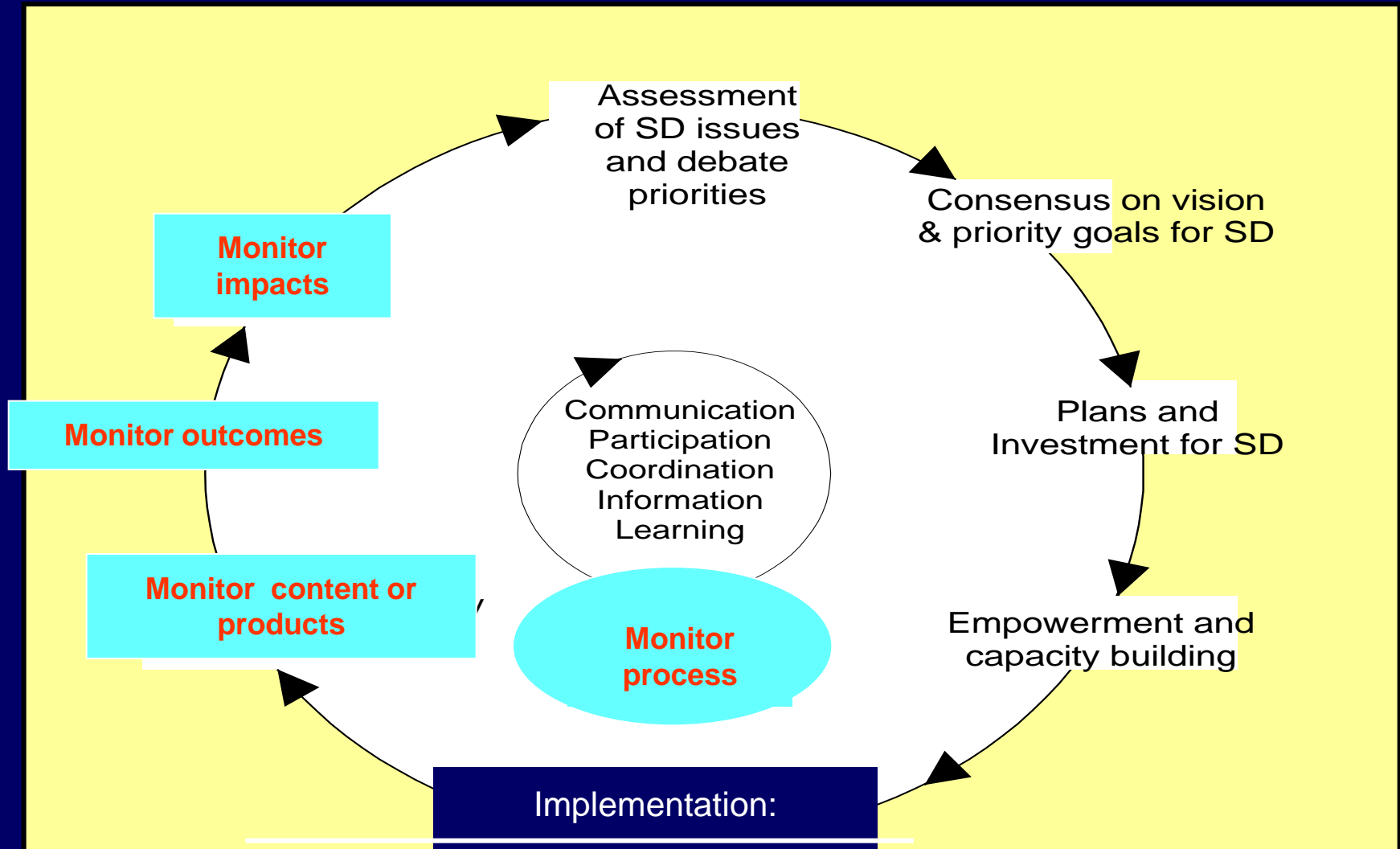
Key steps 7 [*heart of strategy*]



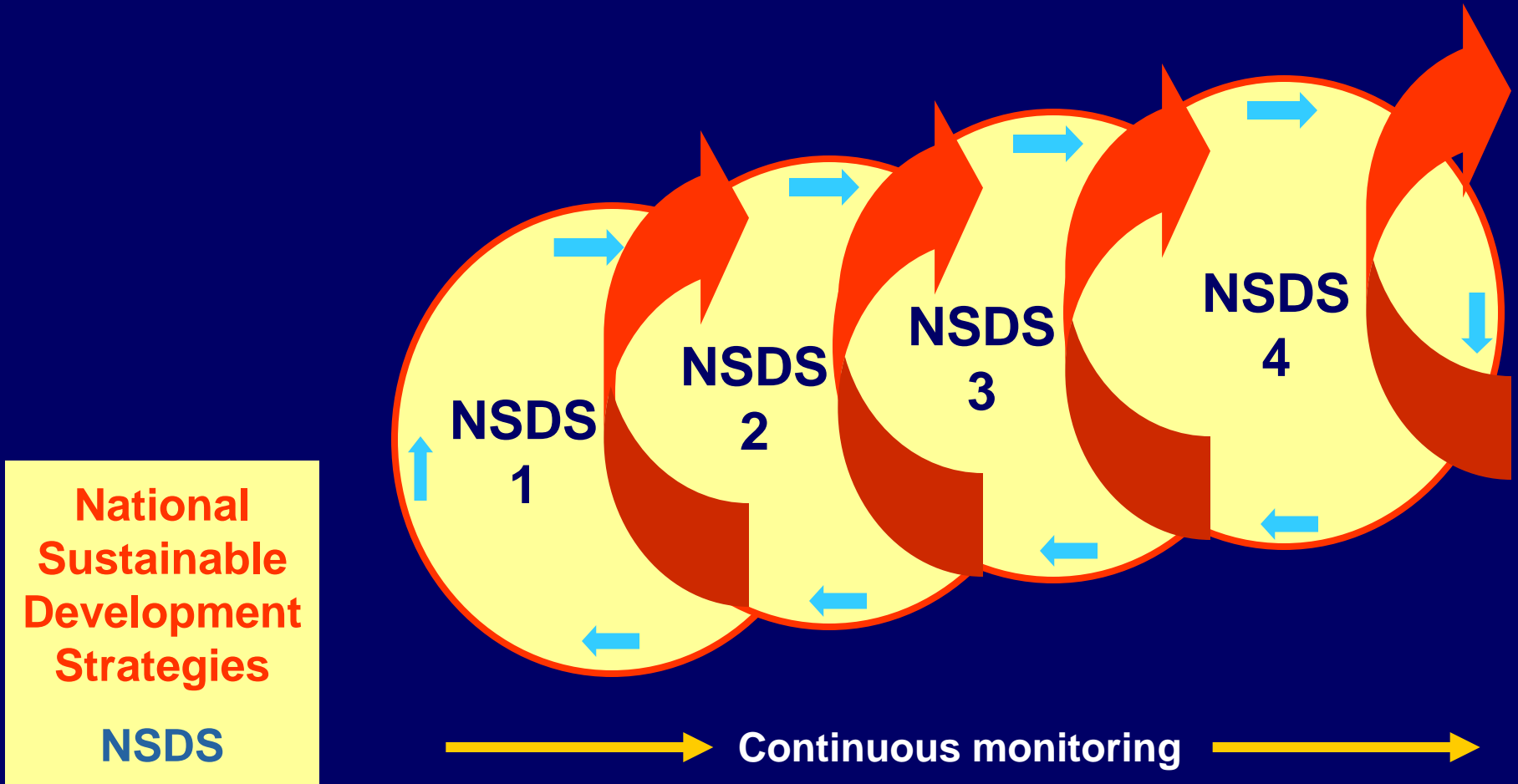
- **Major decision-making arrangements**, notably: structures and roles; handling global and local values and risk; means of delivering consensus and handling negotiations; and ways of linking those involved
- **Implementation services and control mechanisms** – means for selecting policy implementation instruments (regulations, incentives and voluntary mechanisms) and applying them
- **Means for planning investments** – tasks involved in making the case to different investment sources, and the criteria that should be used
- **Monitoring and accountability mechanisms** to assess both strategy processes and their results. These will include: developing and reviewing sustainability indicators, baselines, standards and codes of practice; identifying and encouraging innovative processes to promote the culture of action-learning; independent monitoring; and feedback to decision-making



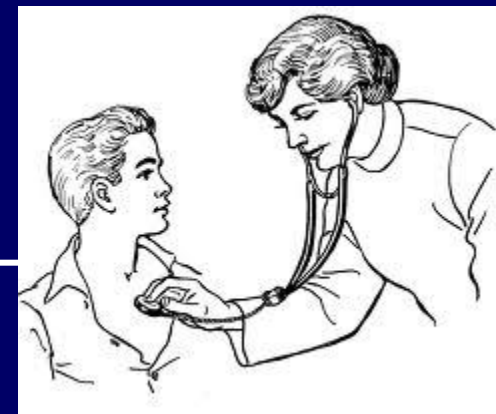
Four key elements in monitoring the NSDS cycle



Continuing strategy & monitoring cycles



Approaches to NSDS monitoring



- National peer reviews
- Internal reviews
- External auditing
- Parliamentary reviews
- Budgetary reviews
- Indicator-based monitoring
- Public, local monitoring
- International monitoring
 - Reports to CSD, UN conferences, national progress reports

NSDS Challenges 1

- **Think and behave in new, open, participatory ways that provide for dialogue and consensus-building**
- **Agree what is needed and how to get there**
- **Identify motivations to encourage bureaucrats to work differently**
- **Work in support of each other to achieve cross-sectoral integration and synchronisation**

NSDS Challenges 2

- **Identify and support existing constructive institutional relationships and experiments**
- **Secure genuine political support**
- **Use NSDS principles and system to continuously improve such political will**
- **Secure bold leadership to kick off the whole NSDS process**

EARTHSCAN

Sustainable Development Strategies

A RESOURCE BOOK

Year	2014	2013	2012
Top 300 Industry Sector	1324.35	-5.73	-110.25
RESOURCES	1327.49	+1.39	+18.26
Oil	1456.39	-5.77	-89.16
Coal & Gas	1268.69	+1.99	+24.77
BASIC INDUSTRIES	1129.32	-5.13	-61.01
Chemicals	844.56	-4.63	-41.01
Construction & Bld Matls	1071.10	-5.68	-64.48
Forestry & Paper	1268.09	-6.45	-87.43
GENERAL INDUSTRIALS	1023.09	-7.11	-78.37
Aerospace & Defence	604.16	-5.38	-34.37
Diversified Industrials	905.95	-7.53	-47.00
Electronic & Elect Equip	1064.35	-7.51	-85.47
Engineering & Machinery	737.47	-6.01	-47.14
CONSUMER GOODS	1023.09	-7.11	-78.37
Food & Beverages	864.35	+9.51	+89.31
Apparel & Textiles	1124.35	-5.73	-110.25
Other Consumer Goods	104.03	+5.16	+6.81



Strategies
Website

www.nssd.net

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THAT'S LIFE by Mike Twohy

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