Organisation for Economic Cooperation and Development
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TAKING A SYSTEMATIC AND STRATEGIC APPROACH TO SUSTAINABILITY

A Resource Book for Sustainable Development Strategies

Second Draft

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ACRONYMS

AIDS	Auto Immune Deficiency Syndrome
AKRSP	Aga Khan Rural Support Programme
CAIPI	
CAMPFIRE	Communal Areas Management Plan for Indigenous Resources, Zimbabwe
CBO	Community-based organisation
CBD	Convention on Biological Diversity
CD Rom	Compact disc – read only memory
CDS	City Development Strategy
CSD	Commission for Sustainable Development
CDF	Comprehensive development framework
CILS	Permanent Committee for Drought Control in the Sahel
DA	District Assembly
DAC	Development Assistance Committee (of OECD)
DANIDA	Danish International Development Agency
DEAP	District Environmental Action Plan
DFID	Department for International Development (UK)
EC	European Commission
EIA	Environmental Impact Assessment
FAP	Flood Action Plan, Bangladesh
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GNP	Gross National Product
GTZ	German Agency for Technical Cooperation
HIMA	*Hifadhi mazingira* (Swahili, meaning 'conserve the environment')
HIPC	Highly Indebted Poor Country
HIV-AIDS	Human Immuno-Deficiency Virus
ICLEI	International Council for Local Environmental Initiatives
IDA	International Development Agency
IDG	International Development Goal
IDT	International development target
IEC	Information, education and communication
IFC	International Finance Corporation
IIED	International Institute for Environment and Development
IPF	Inter-governmental Panel on Forests
IMF	International Monetary Fund
IPCC	International Panel on Climate Change
IT	Information technology
IUCN	World Conservation Union
LA21	Local Agenda 21
LCA	Life Cycle Assessment
LGO	Local Government Association
MEA	Multilateral Environmental Agreement
	Millenium Ecosystem Assessment
MSP	Multi-stakeholder process
MTEF	Medium Term Expenditure Framework
NAP	National Action Programme
NCS	National conservation strategy
NCSD	National Council for Sustainable Development
NEAP	National environmental action plan

NEDLAC	National Economic Development and Labour Council, South Africa
NEPP	National Environmental Policy Plan, The Netherlands
NFAP	National Forestry Action Plan
Nfp	National forest programme
NGO	Non-governmental organisation
NPACD	National Plan of Action to Control Desertification
NRTEE	National Round Table on the Economy and the Environment, Canada
NSDS	National sustainable development strategy
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
PRS(P)	Poverty reduction strategy (paper)
4Rs	Rights, Responsibilities, Returns/Revenues, and Relationships
RAP	Regional Action Programme
REC	Regional Environment Centre, Budapest
RMA	Resource Management Act, New Zealand
SADC	Southern Africa Development Community
SD	Sustainable development
SEA	Strategic Environmental Assessment
SIA	Social Impact Assessment
SL	Sustainable livelihoods
SLF	Sustainable livelihoods framework
SWOT	Strengths, Weaknesses, Opportunities, Threats
TFAP	Tropical Forestry Action Programme
UNCED	United Nations Conference of Environment and Development (1992)
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCC	United Nations Framework Convention on Climate Change
UNSO	UNDP Office to Combat Desertification and Drought (formerly UN Sahelian Office
WBCSD	World Business Council on Sustainable Development
WCED	World Commission on Environment and Development
WWF	Worldwide Fund for Nature
WRI	World Re sources Institute
WSSD	World Summit on Sustainable Development
WTO	World Trade Organisation

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Earth Council
International Council for Local Environmental Initiatives (ICLEI)
International Development Research Centre (IDRC)
International Institute for Environment and Development (IIED)
International Institute for Sustainable Development (IISD)
New Economics Foundation (indicators)
Overseas Development Institute (ODI)
Stockholm Environment Institute (SEI)
UNED Forum
World Conservation Union (IUCN)
World Resources Institute (WRI)
12.2.2 National NGOs
Sustainable Development networking Programme, Pakistan (SDNP)
12.2.3 Development Cooperation Agencies with units or programmes on NSDSs
DFID (United Kingdom Department for International Development)
GTZ (Deutsche Gesellschaft für Technische Zusammenarbeit, Germany)
12.2.4 Inter-governmental organisations
International Labour Organisation (ILO)

International Monetary Fund (IMF) (PRSP, HIPC)
Organisation for Economic Cooperation and Development, Development Assistance Committee (OECD/DAC)
UN Commission on Sustainable Development (CSD)
UN Development Programme (UNDP)
UN Environment Programme (UNEP)
UN Food and Agriculture Organisation FAO (TFAP, NFP)
World Bank

12.2.5 Private sector

Prince of Wales Business Leaders Forum
WBCSD (see also section 2.1.2e)

12.2.6 National organisations

The Netherlands – VROM (NEPP process)
UK: Department of the Environment, Transport and the Regions

12.3 Networks and information centres

CSE India
Eco-News Africa
Environmental Development Action in the Third World (ENDA)
Foundation for Media Alternatives (FMA)
Fundación Futuro Latinamerico (FFLA), Quito
Institute for Sustainable Development (ISD), Warsaw
Fundación Ambiente y Recursos Naturales (FARN)
International Network of Green Planners (INGP)
National Councils for Sustainable Development (NCSDs)
Network for Environment and Sustainable Development in Africa (NESDA)
Regional Environmental Center for Central and Eastern Europe (REC), Budapest
Southern Africa Research and Documentation Centre (SARDC)
World Summit on Sustainable Development (WSSD)

12.4 Training courses

APEC Sustainable Development Network
European Foundation for the Improvement of Living and Working Conditions
GTZ (Deutsche Gesellschaft für Technische Zusammenarbeit, Germany)

12.5 Indicators (see Box 5.9 for websites)

UN Commission for Sustainable Development (CSD)

12.6 Conventions

Convention on Biological Diversity
Convention to Combat Desertification
Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
Convention on Migratory Species (CMS)
Environmental Treaties and Resource Indicators (ENTRI)
Multilateral agreements (see Box 2.3 for key)
Ramsar Convention on Wetlands
UNDP Biodiversity Planning Support Programme
UN Framework Convention on Climate Change
World Heritage Convention

12.7 Other useful websites

12.8 Other sources of materials

ELDIS
International Association for Impact Assessment
MANDE
Worldwatch Institute
Yearbook of International Co-operation on Environment and Development

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PREFACE

In 1992, Agenda 21 called for all countries to develop national sustainable development strategies (NSDSs). These are intended to translate the ideas and commitments of the Earth Summit into concrete policies and actions. Agenda 21 recognised that key decisions are needed at the national level, and should be made by stakeholders together. It believed that the huge agenda inherent in sustainable development needed an orderly approach – a 'strategy'. But Agenda 21 stopped short of defining such a strategy, or even of guidance on how to go about it.

The UN held a Special Session to review progress five years after the Earth Summit. Delegates were concerned about continued environmental deterioration, and social and economic marginalisation. There have been success stories, but they are fragmented, or they have caused other problems. Sustainable development as a mainstream process of societal transformation still seems elusive. Strategic policy and institutional changes are still required.

The Rio+5 assessment led governments to set a target of 2002 for *introducing* national sustainable development strategies. The Development Assistance Committee (DAC) of the OECD, in its 1996 *Shaping the 21st Century* publication, called for the *formulation and implementation* of an NSDS in every country by 2005 (as one of seven International Development Targets). It also committed DAC members to support developing countries' NSDSs. But, again, no attempt was made to set out what a strategy would include or involve – in spite of growing experience with a number of international and local strategic models. 'How would I know one if I saw one?' one Minister asked.

This Resource Book is the companion to Policy Guidance (*Strategies for Sustainable Development: Guidance for Development Cooperation* (OECD-DAC 2001a). Both publications draw from international experience of many strategic approaches to sustainable development over the past two decades.

During 1999-2001, members of the OECD/DAC Working Party on Development Cooperation and Environment worked in partnership with eight developing countries to assess experience of country-level sustainable development strategies: Bolivia, Burkina Faso, Ghana, Namibia, Nepal, Pakistan, Tanzania and Thailand. Through dialogues involving stakeholders from government, the private sector and civil society, past and existing strategic planning experiences were analysed, key issues and challenges identified, and principles for best practice developed. An iterative process involving in-country discussions and three international workshops in Tanzania, Thailand and Bolivia, led to consensus on the final text of the Policy Guidance.

The Policy Guidance sets out best practice in developing and operating strategic processes for sustainable development, and on how development cooperation agencies can best assist developing countries in such processes, and includes a set of set of principles which underpin the development of effective strategies in many developing countries (Box 3.1).

In November 2001, a UN International Forum on National Strategies for Sustainable Development (held in preparation for the 2002 World Summit on Sustainable Development, WSSD) agreed guidance on NSDSs which confirms almost identical principles - but termed 'elements' (Box 3.2) and defined as being applicable to both developed and developing countries alike.

Following up on this, PrepCom3 for the WSSD in March/April 2002, noted the work of the OECD DAC and the Ghana Forum and called for the endorsement of the UN Guidance and

launch of a manual on NSDSs at the WSSD [*to be confirmed at PrepCom3 in March/April 2002*].

This Resource Book meets the needs of such a manual, providing in-depth information on processes and methodologies. It was prepared by the International Institute for Environment and Development, working in collaboration with members of the partner country teams (see above) and a wide range of other organisations and individuals. It will be of value to a wide range of organisations, institutions and individuals in both developed and developing countries concerned with strategic planning for sustainable development.