

**The OECD DAC Working Party on Development Cooperation and the Environment
Task force on National Strategies for Sustainable Development**

**OECD/DAC Donor-Developing Country Dialogues on
National Strategies for Sustainable Development**
(October 1999 - February 2001: 17 months)

Detailed Project Description

7 January 2000

Based on proposal prepared on behalf of the Task Force
By DFID and EC (DGVIII)
(Task Force Co-Leaders)

Supported by the International Institute for Environment and Development (IIED)

OECD DAC WP/ENV Task Force on National Strategies for Sustainable Development

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Executive Summary of the Project

OECD/DAC Donor-Developing Country Dialogues on National Strategies for Sustainable Development

Agenda 21 (UNCED, 1992) called for the preparation of national strategies for sustainable development (nssds). The OECD DAC in its “*Shaping the 21st Century*” document (1996), set a target of 2005 for nssds to be in the process of implementation. In 1997, the UN General Assembly Special Session set a target date of 2002 for all countries to have introduced such strategies. Shaping the 21st Century commits DAC members to support developing countries in the formulation and implementation of nssds through a partnership approach.

Despite these international targets, there is a lack of clarity on what an nssds actually is (there is no internally agreed definition, nor any official guidance on how to prepare an nssd). The donor community has done little work to understand the issue or to determine how best to assist developing countries with nssds. In the past, many strategic planning initiatives have had limited practical impact because they have focused on the production of a document as an end-product, and such documents have often been left without implementation. Instead, the focus of an nssd should be on improving the integration of social and environmental objectives into key economic development processes. In line with the clarification note endorsed by the DAC High Level Meeting in May 1999 (DCD/DAC (99)11), this proposal uses the following definition of an nssd: ‘a strategic and participatory process of analysis, debate, capacity strengthening, planning and action towards sustainable development’. However, an nssd should not be a completely new planning process to be conducted from the beginning. Rather, it is recognised that in an individual country there will be a range of initiatives that may have been taken in response to commitments entered into at the Rio Earth Summit (UNCED) or as part of commitments to international treaties and conventions and that these may be regarded in that country, individually or collectively, as the nssd. But the challenge is: to gain clarification on what initiative(s) make up the nssd; and then to identify what improvements need to be made to these initiatives – or developed between them such as umbrella frameworks, systems for participation and national sustainable development for a – so that they meet the (above) definition of an nssd.

The DAC Working Party on Development Cooperation and the Environment (WP/ENV) has mandated a Task Force, co-led by the European Commission and the United Kingdom, to produce guidance on best practice for assisting developing countries with the formulation and implementation of nssd processes. A scoping workshop in November 1998 brought together Task Force and developing country representatives to discuss the broad directions for this work. The workshop recommended a systematic in-country consultation with developing country partners in order to elaborate good practice for donors. The February 1999 meeting of the DAC WP/ENV endorsed the recommendation for informal consultations, or ‘dialogues’, in a number of developing countries and regions, involving donors and a range of stakeholders. The dialogues will review experience with nssds and examine how donors can best assist developing countries in such processes. As well as contributing to the production of generic guidance for donors, the country/regional dialogues aim to make a concrete contribution to nssd processes and donor coordination in the participating countries.

In support of the DAC Task Force’s work on nssds, the project will implement six dialogues in developing countries, five at country level and one at regional level, and will draw lessons from parallel strategy learning processes. This will lead to the preparation of draft DAC policy guidance on nssds and a draft sourcebook. This project document is based on a

proposal developed in accordance with draft Terms of Reference for the in-country dialogues prepared by the DAC Task Force on nssds (September 1999).

Activities and costs

1. **Six in-country dialogues:** Five at a country level (in Bolivia, Tanzania, Nepal, Burkina Faso and Thailand) and one at regional level (the Sahel/CILS countries). Each of the dialogues will be implemented by a in-country or regional team. The dialogues will involve a status review of strategic planning processes for sustainable development followed by the dialogues themselves involving stakeholder consultations, workshops and roundtables (their exact nature will vary).
2. **Support to parallel strategy learning processes:** The project will also collaborate with and provide limited additional funding to learn from and build on existing reflective and analytical work on strategic planning supported by DAC members/observers in Ghana, Namibia and Pakistan.
3. **Planning workshops:** There will be 3 workshops: an initial planning workshop, a mid-term review workshop, and a final workshop. These will be attended by representatives of the selected countries/region, donors, lead teams and resource persons on nssds.
4. **Publications and dissemination of outputs:** An issues paper on nssds, a status report and dialogue report for each country/region involved, and an overall synthesis report will be published through IIED. A sourcebook (bringing together the main issues and lessons from these reports) and guidelines for donors will be published by the OECD DAC Secretariat.
5. **International coordination and technical support** for the six dialogues. The Task Force has engaged IIED to facilitate and coordinate at the international level the implementation of the six dialogues and draw lessons from three parallel strategy learning processes. This will involve assistance for planning the approach, tracking progress (ensuring adherence to the timetable and agreed approach), reviewing and editing mid-term and final reports, drawing out generic and country specific lessons, developing an initial draft of DAC policy guidance and a draft sourcebook, and the provision of networking, liaison and administrative support. IIED will also be responsible for convening 3 workshops

There will be four phases

(a) **Phase 1:** (October 1999 - February 2000). **Preparation:** identification of lead institutions (5 in-country and 1 regional); securing commitment of government and key stakeholders in country/region for dialogues; establishing Steering Committees in countries/regions; preparation of an issues paper (by IIED) highlighting key nssd challenges; establishment of a document collection on strategic planning; convening an initial planning workshop, developing ToRs for the lead institutions and identifying in-country/regional steering committees.

(b) **Phase 2** (March - April 2000). **Status reviews:** will be conducted by the lead teams using a topic guide (to prompt discussion) developed by the DAC WP/ENV Task Force. IIED will provide support for planning the approach for the status reviews; reviewing and editing status reports; and information sharing on emerging nature of dialogues.

(c) **Phase 3** (May - October 2000). *Dialogues*: This phase will commence with a mid-term review workshop to consider the status reports and to plan and agree the nature of the dialogues. On the basis of the lessons arising from Phase 2, the final outputs of the initiative and mechanisms for their production and dissemination will be further defined at this stage. A progress report will be prepared and fed into the June 2000 meeting of the DAC WP/ENV.

Each dialogue will be organised by the lead teams, and will be based mainly on stakeholder consultations, and a 2/3-day round table attended by a wide range of stakeholders and donors, possibly with feeder events.

(d) **Phase 4** (November 2000 - February 2001). *Drafting of Guidance*: involving synthesis by IIED, in consultation with lead teams, of individual dialogue final reports to prepare an overview report drawing out common themes and lessons. A final workshop will review the results and develop an initial draft of policy guidance and consider the possible contents and format of a sourcebook.

Outputs.

Through IIED, the project will develop and publish:

- An issues paper on nssds challenges,
- 6 status reports on strategic planning processes,
- 6 dialogue reports,
- A synthesis report drawing out common lessons.

Through the DAC, it will develop and publish policy guidance and a sourcebook.

Additional outputs will include:

- Guidance on round-tabling procedures,
- Reports of the initial planning, mid-term and final workshops,
- A reference collection of nssd literature,
- Strengthening of existing nssd processes,
- The establishment (where possible) of partnerships between donors and developing countries for developing and implementing nssds.

Contributing Donors

The following donors are providing financial support for this project (in alphabetic order)

European Commission (DG8)

French Ministry of Foreign Affairs

German Agency for Technical Cooperation (GTZ)

Japanese Ministry of Foreign Affairs

Royal Norwegian Ministry of Foreign Affairs

Spanish Ministry of Foreign Affairs (Agence Espagnole de Coopération Internationale, AECI)

Swiss Agency for Development Cooperation

UK Department for International Development (DFID)

1: PROJECT SUMMARY TABLE

1	Country/region	Burkina Faso, Bolivia, Tanzania, Nepal, Thailand and Sahel/CILS countries
2	Project title	Support to the OECD/DAC Donor-Developing Country Dialogues on National Strategies for Sustainable Development
3	Thematic area	National strategies for sustainable development (nssds)
4	Locality of project	Coordinated from London, dialogues in selected countries/regions.
5	Target population	Donors and developing country governments and stakeholders
6	Estimated project duration	17 months
7	Estimated starting date	October 1999
8	Name and address of the coordinating organisation	IIED, 3 Endsleigh Street, London WC1H 0DD, England, UK. Tel: +44-171-388-2117; Fax: +44-171-388-2826; Email: Barry.Dalal-Clayton@iied.org OR Krystyna.Swidarska@iied.org
9	Local implementing agencies	Lead teams/organisations to be selected in target countries/regions (see 1)
10	Project objective	(a) To help developing countries reach the UN target of 2002 and the DAC target of 2005 for developing and implementing, respectively, nssds b) To assist the OECD DAC, through country/regional dialogues, to develop generic guidelines for donors for assisting developing countries to meet these strategy goals; to develop country-specific guidance for improving donor coordination on nssds; to directly support and assist 6 donor-developing roundtable dialoguing processes, and to provide coordination and technical support for the dialogues.
11	Expected results	a) Issues paper on nssd challenges. b) Status reports on strategic planning processes (5 countries and 1 region) c) Guidance on round-tabling procedures. d) 6 dialogues implemented (5 national, 1 regional) e) Reports of the dialogues f) Reports of the initial, mid-term and final workshops g) Reference collection of nssd literature. h) Synthesis report on common lessons i) Draft policy guidelines for donors. j) Sourcebook on nssds k) Establishment (where possible) of partnerships between donors and developing countries for developing and implementing nssds
12	Main activities	a) Phase 1 (October 99 – February 2000): Preparation : identify lead organisations for selected countries/regions; build constituency; establish Steering Committees; prepare issues paper on challenges; establish document collection; convene initial planning meeting; develop ToRs for lead organisations; support identification of in-country steering committees b) Phase 2 (March-April 2000): Status reviews : conducted by in-country lead organisations (planning the approach supported by IIED); review of reports; sharing of information on emerging nature of dialogues c) Phase 3 (May - October 2000): Dialogues : Mid-term review workshop, stakeholder consultations and roundtables organised by lead organisations. IIED will provide support, assist in production of progress reports and provide guidance/editing support for final dialogue reports d) Phase 4 (November 2000 – February 2001): Drafting of guidance : IIED will synthesise individual round table reports and, in consultation with lead organisation, prepare overview report on common themes/lessons, convene final workshop to review results and develop draft policy guidance for donors and consider contents/format of a sourcebook

2: BACKGROUND

2.1 What is a national strategy for sustainable development ?

Sustainable development is concerned with achieving a quality of life that can be maintained for many generations because it is: ecologically sustainable (maintaining the long-term viability of supporting ecosystems); economically viable (paying for itself with the costs not exceeding income); and socially desirable (fulfilling people's cultural, material and spiritual needs in equitable ways). It requires integrating these objectives to achieve a balance and making trade-offs between objectives where integration is not possible.

This demands taking a long-term view and addressing issues such as economic inequality and poverty, social instability and environmental degradation. It means providing opportunities to all stakeholders (including poor and marginalised people) for meaningful participation in the decisions that affect their livelihoods, and helping to build capacity to enable such participation. It is the responsibility of governments to provide the right political, institutional, legislative and economic framework to address these and a wide range of related issues.

A national strategy for sustainable development (nssd) is a tool (whatever its construct) that puts in place the strategic framework and activities that provide a response to these challenges. Recognising this, in May 1999, the DAC High Level Meeting endorsed the following definition of an nssd:

“A strategic and participatory process of analysis, debate, capacity strengthening, planning and action towards sustainable development.”

Thus, an nssd should be seen as a process or mechanism that:

- Facilitates improved ways of working;
- Enables informed debate amongst stakeholders and better communication;
- Provides the missing elements amongst existing strategic planning processes and generates connectivity and synergy between them;
- Facilitates integration and coherence between these processes;
- Seeks to build consensus about environmental, social and economic objectives, and allow for negotiating trade-offs where consensus cannot be achieved;
- Leads to more effective action in building towards sustainable development.

This definition places strong emphasis on an nssd as a process rather than just the production of a document. It accounts for the fact that, in the past, there have been many environment and strategic planning initiatives that have resulted in planning documents which have been implemented either only in part or not at all. In an ideal world, an nssd could be seen as an umbrella for all strategic planning. As such, it could provide a broad vision of the development objectives and directions for the nation over a particular time period, and a framework within which sector policies, plans and supporting legislation, procedures and actions could be developed, reviewed and harmonised¹. But, for many countries, a new umbrella initiative will not be a realistic option and would serve only to add to the plethora of existing policies and action plans. Rather the nssd approach would usually seek to build synergy and coherence between them, identifying gaps and prioritising further actions.

¹ Some countries have already developed such broad visions (e.g. Ghana Vision 2020) although they still tend to deal inadequately with the links between environment, social and economic issues.

Thus, to be clear, the OECD DAC/ENV Task Force, and this proposal, does not propose an nssd as a completely new planning process to be conducted from the beginning. Rather, it is recognised that in an individual country there will be a range of initiatives that may have been taken in response to commitments entered into at the Rio Earth Summit (UNCED) or as part of commitments to international treaties and conventions and that these may be regarded in that country, individually or collectively, as the nssd. Box 1 sets out a range of such strategic planning processes that individual countries may be engaged in. But the challenge is: to gain clarification on what initiative(s) make up the nssd; and then to identify what improvements need to be made to these initiatives – or developed between them such as umbrella frameworks, systems for participation and national sustainable development forums – so that they meet the (above) definition of an nssd.

Box 1: Strategic Planning Processes for Sustainable Development

Over the last 15 years, countries have responded to the challenge of planning strategically for sustainable development in different ways. For example:

- Some countries built on earlier or existing processes such as national conservation strategies (NCSs) - often assisted by IUCN, and national forestry action plans (NFAPs).
- Others developed national environmental action plans (NEAPs), usually with World Bank support.
- To date, very few countries have set out to prepare something actually labelled as a national strategy for sustainable development.
- More recently, there has been a trend to sub-nationalise such approaches with attention being given to provincial strategies and plans and more local processes such as district environmental action plans (DEAPs) and Local Agenda 21s, usually at the city level.
- Some countries have prepared National Agenda 21s and others have developed national “visions” for the future – usually for a generation ahead.
- In addition, under the Rio conventions (Climate, Biodiversity, Climate), countries are required to develop national action plans.
- The most recent initiative is the Comprehensive Development Framework (CDF), introduced by the World Bank in October 1998 as a concept for an holistic approach to development, and proposed in January 1999 to be piloted in a number of countries.
- Apart from all of this, all developing countries undertake national development planning and sector policy-making and planning and many other initiatives.

Many governments may see any one of these individual strategies/plans or the aggregate of several or even all of them as representing the country’s response to the imperative to develop a national strategy for sustainable development. But such documents have usually focused on sectoral issues or on mainstreaming the environment into national development planning. Very few countries have attempted to integrate all the dimensions of sustainable development (environment, social issues, economic aspects, governance, etc.) and as such, very few of these documents– on their own - can properly be considered as a strategy for sustainable development. Nevertheless, all of these plans and strategies provide key ingredients for an nssd. But there remains a need for connectivity and synergy between them, for instituting enduring processes of debate amongst stakeholders on the key dimensions of sustainable development in the country, for building consensus (where possible) on development options and for setting priorities for action.

2.2 Targets for nssds

Agenda 21 (1992) called for the preparation of national strategies for sustainable development (nssds) to turn its concepts into concrete policies and actions. The Development Assistance Committees' (DAC) strategy, *Shaping the 21st Century* (1996), sets a target date of 2005 for such strategies to be in the process of implementation in every country. The document commits DAC Members to supporting developing countries in the development and implementation of nssds, stressing the need for the DAC to engage developing country partners in all areas of its work. In 1997, five years after UNCED, the UN agreed a target date of 2002 for the introduction of nssds in all countries. Despite these calls and targets to develop nssds, no official or internationally agreed definition of what constitutes such a strategy has been forthcoming, nor has any guidance been provided on how to develop such a strategy.

Nevertheless, through these international targets, nssds are recognised as a key approach for ensuring the sustainable development (SD) of a country. However, the donor community has done little work to understand how they might best assist developing countries with such national strategies. Indeed, the concept of nssds is often only partially understood by donors and developing countries alike.

2.3 The need for guidance for donors on nssds

The international targets for nssds and DAC policy that commits donors to providing support for such strategies, coupled with the lack of understanding of how such strategies need to be developed and their functions, creates a real risk that support will be focused on the production of yet more documents that are not implemented. A great deal of money would be squandered and developing country attention and efforts would be diverted from addressing the real challenges to moving towards sustainable development.

There is a need to ensure that future investments in developing nssds do not repeat the mistakes of the past, but result in lasting processes of strategic analysis, debate and action. The documents that emerge (as periodic milestones) should provide a record of such matters as key issues, responses (in terms of policy and action), priorities actions, etc.

The WP/ENV has been mandated by the DAC to produce guidance for donors on how to promote such lasting nssd processes. A major effort is required to understand what kind of actions are required of donors to foster and assist such strategic planning processes for sustainable development. The WP/ENV has therefore decided to undertake a programme of research and analysis on nssds, based on dialogues with a range of stakeholders in a number of developing countries, in order to learn from current and past strategic planning efforts and thus to provide a basis for developing the guidance jointly with developing countries in a partnership endeavour.

It is anticipated that this work will demonstrate examples of success (things that have worked) and encourage a learning and sharing process between the developing countries involved as well as between donors and developing countries. It will also show those elements of existing strategic planning processes that could benefit from improved approaches, e.g. more effective participation of key stakeholders, better communication between central government, sub-national authorities and local communities and between institutions, and greater integration across sectors.

It is also expected that this guidance will underscore that an nssd should not be seen as a new and separate planning process (unless a particular country itself determines that it should be so).

This initiative also aims to learn from and support other initiatives of UN agencies and development banks in strategic planning (see Box 2). In particular, it will provide an important supporting input to the pilot exercises of the World Bank in several countries to develop Comprehensive Development Frameworks.

Box 2: Links with other initiatives

National strategies for sustainable development have been an issue on the agenda of donors since UNCED (and before). Many bilateral donors, multi-lateral development agencies, and international organisations have assisted individual developing countries with strategy and related processes such as national conservation strategies, national and sub-national environmental action plans, sector plans, local Agenda 21s and with associated capacity-building programmes (e.g. UNDP's Capacity 21). Individual donors have organised workshops and training events on strategies, e.g. EC DG8, Dutch NEDA, Norwegian MFA/NORAD, World Bank, NESDA. Nssds have also been of concern to the OECD since UNCED. In 1994, the DAC Working Party on Development Cooperation and the Environment organised a workshop on such strategies in Canada.

This initiative of the DAC WP/ENV comes at a time when there is considerable discussion about Comprehensive Development Frameworks (CDF) introduced by the President of the World Bank in October 1998 as a concept for an holistic approach to development, to be applied over a 10-15 year time-frame. The CDF was formally proposed in January 1999 to be piloted in a number of countries (Bolivia, Cote d'Ivoire, Dominican Republic, Eritrea, Ethiopia, Ghana, Kyrgyz Republic, Morocco, Romania, Uganda, Vietnam, West Bank and Gaza).

The CDF concept aims at "a better balance in policy-making by highlighting the interdependence of all elements of development – social, structural, human, governance, environmental, economic and financial." It envisages "the country in the driver's seat and with strong partnerships among donors, the private sector and civil society." The CDF will use a matrix as a management tool, providing all players with a shared framework of information to provide a basis to coordinate efforts, to examine the role of different stakeholders and to identify inter-sectoral linkages and information gaps. The matrix will vary from country to country depending on individual circumstances and priorities, and will evolve over time.

The CDF approach appears to embrace many elements which are encapsulated in the concept of an nssd. Whilst it emanated from the World Bank rather than from developing countries themselves, it has nevertheless captured international interest and support. Through the planned status reviews and dialogues, the WP/ENV initiative will complement and be able to influence the on-going development of the CDF concept particularly in those dialoguing countries which are CDF countries, but more generally elsewhere.

This WP/ENV programme is the first time that donors and developing countries will work together and collectively to share experience and, through a partnership process, develop guidance for future donor interactions with developing countries on sustainable development. It is expected that the dialogues will not come to an end with the conclusion of the DAC initiative, but will continue as part of on-going nssd activity.

2.4 Origins of this initiative

In support of the UN target on nssds and the objectives for donors set out in the DAC's *Shaping the 21st Century* policy document, the DAC Working Party on Development Cooperation and Environment (WP/ENV) decided, at its meeting in June 1998, to work towards elaborating '*good practices for donors in assisting developing countries with the formulation and implementation of nssds and mainstreaming sustainability in socio-economic development strategies*', as part of its 1998-2000 work programme. Members agreed that this work should draw on informal dialogues with developing country partners in order to '*identify key institutional processes, factors of effectiveness, indicators of implementation progress and priorities for donor support and improved coordination*'. A Task Force, led by the UK Department for International Development (DFID) and the European Commission (EC), was established for this purpose.

A scoping workshop involving Task Force members and developing country representatives was held at Sunningdale, UK, on 18-19 November 1998, to help define broad directions for the work. The workshop was hosted by UK DFID with technical and logistical assistance provided by IIED. It endorsed the need for a process of in-country dialogues to examine the role of donors in supporting nssds. The report of the workshop was discussed and approved by the DAC Working Party at its meeting in Paris on 24-25 February 1999. The report highlights some of the key challenges involved in developing and implementing nssds and priority issues to be addressed in future work; it also sets out proposals for dialogues based on discussions at the scoping workshop, and on subsequent consultations with Task Force members and developing country participants.

This project is based directly on the proposals of the DAC Task Force set out in the report of the scoping workshop and in the draft Terms of Reference for in-country dialogues (September 1999). It aims to provide the minimum number of dialogues (5 country and 1 regional) required to ensure sufficient depth and geographical representation to enable the development of meaningful and effective guidelines for donors. Additional countries or regions could be added if sufficient funds become available.

2.5 Beneficiaries (of the project) and parties involved

The beneficiaries of this project will include donors and developing countries. The proposal follows directly the construct of an umbrella DAC initiative which has been developed through the Sunningdale scoping workshop process by both donors and developing country participants and agreed by the DAC Working Party on Development Cooperation and the Environment. The proposal has been developed by DFID and EDC DG8 on behalf of the Task Force and with inputs from Task Force members, with support from IIED.

A number of donors and developing countries will be directly involved in dialogues in selected countries and regions.

The proposed developing countries and region to be invited to participate in the proposed dialogues (Bolivia, Tanzania, Burkina Faso, Nepal and Thailand, the Sahel (CILS countries) were selected by the Task Force from a list developed on the basis of expressions of interest from (a) donor agencies and their staff in country and regional offices and (b) from developing country participants at the Sunningdale scoping workshop or (c) through other contacts.

Final selection will depend on there being a suitable team drawn from organisations in the country/region with experience of working on strategic planning processes and with capacity or organise the process and credibility to mobilise a range of stakeholders. The lead team/organisation need not necessarily be a government agency, and could be an NGO, or a multi-stakeholder group - but governments should be involved and committed to the process.

In addition, the project will collaborate with and provide limited additional funding to learn from and build on existing reflective and analytical work on strategic planning supported by DAC members/observers in Ghana, Namibia and Pakistan.

2.6 Problems to be addressed/strengths/potentials

The dialogues in the selected countries and regions will aim to:

- Analyse what strategic planning processes (current and past) have been undertaken in response to the challenge of developing and implementing nssds; what lessons emerge from this; what challenges and opportunities are raised, particularly in terms of donor assistance;
- Examine how key stakeholders can meaningfully and effectively participate in strategy processes;
- Investigate how nssds can influence and be integrated with central development planning and socio-economic planning processes;
- Address skills and capacity needs, and institutional problems (particularly integrating and harmonising diverse sectoral interests and roles in support of sustainable development);
- Examine how to improve coordination and coherence between strategic planning processes and plans in support of the Rio conventions;
- Develop guidelines on how donors can best assist developing countries to meet the goal of developing and implementing nssds and identifying priorities for assistance and opportunities for partnership.

2.7. Documentation available

The main background document for this project is the report of the DAC scoping workshop held in Sunningdale, UK, endorsed by the Working Party at its February 1999 meeting [DCD/DAC/ENV(99)2].

Detailed analysis of past experience of nssds processes is provided in an IIED/IUCN book "*Strategies for National Sustainable Development: A Handbook for their Planning and Implementation*" which was distributed to governments, donors and practitioners around the world and is widely used as a source book (Carew-Reid et al. 1994). The DAC has also published the results of its Ottawa workshop (OECD 1995). More detailed consideration of lessons and principles and tools for supporting strategy processes is found in various IIED issues papers, focusing on: key dilemmas (Dalal-Clayton et al., 1994), participation in strategies (Bass et al, 1995), the strategy experience of small island states and the challenges they face (Bass & Dalal-Clayton 1995), green planing in industrialised countries (Dalal-Clayton 1996), scenario planning (Dalal-Clayton 1997), and the role of strategic environmental assessment (Dalal-Clayton & Sadler 1998).

In 1992-93, a series of workshops were organised in Africa, Asia and Latin America by IUCN, bringing together strategy practitioners to share their experiences and views. The

results of these workshops are captured in compendia of case studies for each region (Carew-Reid 1997, Lopez 1997, and Wood 1997).

Other analysis of past experience of national environmental action plans has been undertaken by the World Bank on national environmental action plans (Falloux & Talbot 1993, Lampietti & Subramaniam 1995, World Bank 1995) and by the regional Environmental Center for Central and Eastern Europe, Budapest (REC 1995a,b,c).

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3: THE PROGRAMME

3.1 Overall objective

The goal of the project is to encourage the implementation of nssds in all countries by 2005, so as to ensure that current trends in the loss of environmental resources are effectively reversed at both global and national levels by 2015.

3.2 Project Purpose

To assist developing countries in meeting the 2002 and 2005 international development targets for nssds.

The project will assist the OECD DAC Working Party on Development Cooperation and the Environment (WP/ENV) to develop two forms of guidance for donor support to nssds: guidance for policy formation on nssds, and a more detailed sourcebook on nssds. To develop these main outputs, the project will support 6 donor-developing country roundtable dialogues (5 national, 1 regional) to be implemented by in-country teams/institutions, and additional dialogues (if additional sources of funding becomes available). In addition, the project will collaborate with and provide limited additional funding to learn from and build on existing reflective and analytical work on strategic planning supported by DAC members/observers in Ghana, Namibia and Pakistan.

3.3 Results

- An issues paper drawing on experience of strategy processes, setting out key challenges.
- Status reports on current strategic planning processes produced as the first step in each country and regional dialogue
- Guidance on organising and facilitating dialogues and round tables.
- A reference collection established at IIED of key international nssd and related literature, including: reviews and research reports; guidelines; and key strategy-related documents from the countries and regions covered by the WP/ENV initiative. This will be housed at IIED's Resource Centre. Sets of key documents will be provided to the lead organisations and will be available to others engaged in the WP/ENV's initiative.
- A synthesis report on the lessons from the dialogues.
- Policy guidance and sourcebook on nssds and a sourcebook published by the DAC.

Objectively verifiable indicators will be that each of the above outputs are produced/achieved.

3.4 Activities

- Final selection of countries/regions for dialogues;
- Selection of in-country lead teams/institutions to coordinate the dialogues;
- Networking and information-sharing between the different dialogues;

- A set of 6 dialogues (5 countries, 1 region) established, at least one round table event held for each dialogue, and progress reports and a final report on lessons learned for each;
- An information record of the individual dialogues funded under this project;
- Three workshops: an initial planning workshop, a mid-term review workshop and a final workshop to discuss the results and develop guidance;
- A strategy for outreach (including publications) will be decided at the start of Phase 3. An addendum to contracts supporting this project may be required at that stage.

4: ASSUMPTIONS

4.1 Assumptions at different levels

- Expressions of interest in participating in the project and promoting/leading the process are forthcoming from organisations in individual countries or regions.
- Support can be generated within donor organisations for nssd processes.
- A suitable lead team/organisation can be identified/exists in candidate countries/regions with experience of working on nssd-type processes and with capacity or organise the process and credibility to mobilise a range of stakeholders.
- Governments and other stakeholders in the selected developing countries are willing to enter into dialogue with donors on nssds.
- Developing country governments and other stakeholders are interested in participating in the regional dialogue to share experience of nssds with donors.
- Donors are willing to work together at the country/regional level in dialogues with developing countries.
- Donors are willing to follow country-specific guidance for improving donor coordination, and are willing to coordinate their activities at the country level.

4.2 Risks and flexibility

The dialogues will be selected in politically-stable countries. However, should political circumstances change during the project in particular countries, the dialogue could be interrupted or, if there is civil unrest or some similar problem, it may need to be terminated. In such circumstances, alternative countries (from a reserve list) may need to be substituted. This deferred process should be able to be accommodated in the period scheduled for dialogues (May-October 2000).

5: IMPLEMENTATION

5.1 Physical and non-physical means

- 3 planning workshops;
- Dialogue workshops/roundtables in the 6 dialogue countries/region.

5.2 Organisation and procedures

The project is an activity of the WP/ENV Task Force on National Strategies for Sustainable Development which will provide overall direction for the work. Leadership of the Task Force is through DFID and EC/DG8. The Task Force will meet periodically (as needed) to review progress and will convene with dialogue country/region partners in three planning workshops.

The project will be coordinated by IIED. Throughout the work, IIED will liaise closely with the WP/ENV Task Force and developing country lead organisations involved in organising the dialogues. IIED will also assist with reporting to the DAC WP/ENV and attend DAC meetings. The terms of reference for IIED and the staff to be involved are listed in Annex E.

Coordination and technical support will involve:

- transfer of funds to in-country institutions;
- guidance for planning and conducting the status reviews and dialogues;
- communication and liaison with other Task Force members and developing countries;
- networking amongst the different dialogue initiatives;
- tracking progress to ensure objectives and deadlines are met;
- convening an initial planning workshop, a mid-term review workshop and a final workshop to review the results and develop guidance;
- guidance for and editing of status reports and reports of the dialogues
- drawing out lessons and preparing an initial draft of donor guidance and a draft sourcebook.

5.3 Timetable

(a) **Phase 1: preparatory phase** (October 1999 - February 2000)

Support for Identification of in-country lead institutions

The lead in-country team/institution will be identified through consultation with in-country stakeholders and donor offices. The ideal team/institution will be based in the country or region concerned and have the trust and confidence of the key stakeholders, as well as technical expertise on nssds and capacity to coordinate a dialogue process. IIED will assist the Task Force in identifying lead institutions.

ToRs for in-country institutions and identification of steering committees

IIED will assist in the preparation of detailed ToRs for the lead teams/organisations, administer financial transactions to the organisations and provide support for identifying in-country steering committees to guide each dialogue.

Building constituency for dialogues and establishing a Steering Committee

Designated Task Force members (donors) will make initial contacts with governments in the target countries/regions to ascertain commitment to engage in dialogues. Once such commitments are secured, each lead team/organisation will work to build broader constituency and support for the dialogues through consultations with a range of other key

stakeholders (private sector, academia, NGOs, civil society, etc.). At the same time the lead team/organisation will identify potential members for a Steering Committee.

Issues paper on nssds

IIED will prepare an issues paper on lessons learned to date from past nssds and similar initiatives, to identify key challenges and opportunities in developing and implementing nssds. The paper will draw on papers submitted for the Sunningdale scoping workshop, recent research by IIED and other literature. It will aim to provide background information for all those involved in the dialogues to ensure that they begin with a common basic knowledge of strategic planning processes.

Reference collection on nssds

IIED will establish a reference collection of key international nssd and related literature, including: reviews and research reports; guidelines; and key strategy-related documents from the countries and regions covered by the WP/ENV initiative. This will be housed at IIED's Resource Centre. Sets of key documents will be provided to lead teams/organisations and will be available to others engaged in the WP/ENV's initiative.

Initial Planning Workshop (planned for Late February 2000)

IIED will organise a workshop involving representatives of the selected countries/.region, donors, lead teams/organisations and invited resource persons. The purpose of the workshop will be to develop a sound basis for networking; agree ways of working, the principles of the approach and a timetable; and to share any concerns and experience. IIED will also provide support for facilitation of the workshop and will prepare a report of the workshop.

(b) Phase 2: Status Reviews (March -April 2000)

IIED will provide guidance for planning the approach for the status reviews, and will subsequently appraise and edit the status reports. Using a topic guide (as a prompt for discussions) prepared by the Task Force (and modified as necessary during the first planning workshop), the status review exercises will be undertaken by the in-country/regional teams. Each will involve consulting with key in-country stakeholders to consider the status of current (and planned) strategic processes. The status review reports will assist in the identification of key stakeholders and begin to involve them and to build a constituency of support for the dialogues. The status review reports will include recommendations for the dialogues, including on the approach to be followed, format, stakeholders and institutions to be involved, etc. IIED will assist this process by sharing information on the emerging nature and structure of each dialogue with other countries.

(c) Phase 3: Country and Regional Dialogues (May- October 2000)

This phase will commence with a mid-term review workshop to consider the status reports, and plan and agree the nature of the dialogues. On the basis of the lessons arising from Phase 2, the final outputs of the initiative and mechanisms for their production and dissemination will be further defined at this stage. A progress report will be prepared and fed into the June 2000 meeting of the DAC WP/ENV.

Each dialogue will be organised by the lead teams/organisations, and will be based mainly on

stakeholder consultations, and a 2/3-day round table attended by a wide range of stakeholders, possibly with feeder events.

Dialogues will be expected to make use of existing infrastructure (organisations, forums, initiatives) in the country/region. A broad spectrum of stakeholders will be involved, including government, civil society (not only NGOs), the private sector, economic planners, and the international community (including the World Bank, UNDP and Regional Development Banks). The dialogues will also include broad political representation, as well as actors involved in strategy and planning processes for the Rio Conventions.

The dialogues should make a contribution to nssd processes, and be incorporated as ongoing components of strategy processes, as opposed to being one-off events. Although the in-country dialogues are not intended to be nssd processes in themselves, they should also serve as a stimulus for action on nssds. They could help to foster donor support for nssd processes in the countries or regions concerned, and will facilitate donor coordination at country level, and provide country or region-specific guidance for support to nssds.

Country dialogues could be held at national or, in some cases, sub-national level (e.g. provincial). It is assumed that these will culminate in a participatory round table (2-3 days) attended by key stakeholders, but other feeder events (e.g. preparatory workshops and discussions) might be organised. *Regional dialogues* will involve a parallel process to that for the country dialogues: stakeholder analysis, status review covering the region, other papers, round table event. They will focus on sharing experience of national strategies rather than on regional strategies.

The main objective of each round table will be to examine the future directions for sustainable development in the country/region, focusing on national/regional priorities and challenges (e.g. Desertification Action Plans in predominantly dryland areas). Each will examine and report on practical experience to date in initiating and sustaining nssd processes, focusing on learning lessons that can provide guidance to donors on how they can best support such processes.

IIED will provide assistance to the lead organisations for planning the dialogues, organising and facilitating stakeholder round tables, preparing final dialogue reports, and drawing out country-specific lessons. The latter will then be reviewed and edited by IIED. Throughout the dialogues, IIED will provide a networking link between the different countries, track progress (e.g. adherence to the timetable and agreed approach), provide technical support and documentation to in-country institutions as required.

(d) Phase 4: Drafting of Guidance (November 2000 - February 2001)

A synthesis report drawing out common lessons from the six dialogues will be prepared, in collaboration with in-country lead teams/organisations. IIED will organise a final workshop for representatives of the Task Force and developing countries to review the results of the dialogues and assist in the development of guidance. An initial draft of guidance for policy formation on nssds will be prepared, as well as more detailed sourcebook. These publications will be published by the OECD DAC.

Final report

IIED will prepare a final report on the project for donors.

6 REPLICABILITY/DISSEMINATION OF RESULTS

It is intended that the dialogues will be established in such a way that they are not one-shot events but will be found to be a useful process which the participating stakeholders will wish to continue with as part of on-going nssd activity in the selected countries, and for on-going dialogue between donors and developing countries. It is hoped that the approaches can be adopted in other countries.

The results will be made available to stakeholders through country reports on the dialogues and these will feed into the synthesis report and the international workshop for wider sharing and distribution internationally through the final DAC report(s).

7: MONITORING AND REPORTING

7.1 Monitoring indicators

Indicators will be the:

- Production of papers and documents specified in section 5.2;
- Agreements reached to initiate dialogues in 5 countries and 1 region and sub-contracts signed with lead teams/organisations in each country/region;
- The successful completion of dialogues in each country/region and a report produced setting out the content and outcome of each process;
- The holding of an initial planning workshop, a mid-term review workshop and a final workshop to develop guidance, with participation of representatives of the participating countries/region, the Task Force and lead teams/organisations and Steering Committees, and IIED; and reports of the 3 workshops.
- The preparation of draft guidance by IIED (in consultation with the lead teams/organisations) and a draft sourcebook, the subsequent finalisation and publication of these by the DAC.

7.2 Reporting

Progress reports will be provided for Task Force meetings and DAC/ENV meetings. There will be outcome reports following the three planning workshops.

7.4 Visibility

The support of the Task Force and individual donors, as well as country governments, regional organisations, lead organisations and other partners will be made clear in all project documents and reports.

8: JUSTIFICATION

This project is essential for ensuring that the DAC WP/ENV work programme on nssds is successful in producing effective guidance for donors on how to assist developing countries in formulating and implementing national strategies for sustainable development. The

successful outcome of this project should lead to significant changes in the way that individual countries address sustainability issues. In particular, it should promote: the participation of key stakeholders; the integration of sectoral interests; the development of partnerships between donors, governments and other stakeholders; the coordination of strategic planning process for sustainable development and Convention-related planning processes; and the coordination of donor efforts towards assisting countries achieve sustainable development.

The project should ultimately lead to positive environmental and social impacts as nssd processes are developed and implemented through participatory processes which identify, prioritise and set agendas to address key sustainable development issues.

ANNEX A: LOGICAL FRAMEWORK

	Intervention logic	Objectively verifiable indicators	Sources of verification	Risks/assumptions
Goal/overall objectives	To encourage the implementation of nssds in all countries by 2005, so as to ensure that current trends in the loss of environmental resources are effectively reversed at both global and national levels by 2015.		International Development Targets (IDT) monitoring system	Progress being made towards achieving the other IDTs
Project purpose or specific objectives	To assist developing countries in meeting the 2002 and 2005 international development targets for nssds.	<ul style="list-style-type: none"> a) International recognition and agreement on what constitutes an nssd achieved by 2001. b) International agreement on best practice for nssds by mid 2001 	IDT monitoring system: internationally agreed indicator for nssds included	Nssds are implemented, and are supported by effective implementation of co-ordinated planning and strategies.
Result or outputs	<ul style="list-style-type: none"> 1. Policy guidance for donors produced. 2. Sourcebook produced including best practice guidance. 3. International understanding on developing and implementing nssds improved. 	<ul style="list-style-type: none"> 1/2a). Final reports of dialogues, draft policy guidance and draft sourcebook produced by end of first quarter of 2001. 1b) Final report and final draft policy guidance approved by DAC HLM by mid 2001. 3a) Shared understanding of nssds reflected in the UNGASS review in 2002 (Rio+10) 3b) Suggested indicators for the nssd target identified by early 2001. 	<ul style="list-style-type: none"> 1/2. DAC publication of policy guidance and sourcebook 3a) Agency policy statements speaking the same language. 	<ul style="list-style-type: none"> 1. Guidance is appropriate to the needs of development assistance agencies and developing countries and is adopted and implemented effectively by donors. 2. Sourcebook is appropriate to the needs of development assistance agencies and developing countries. Countries are committed to implementing nssds in line with the 2002 and 2005 targets. 3. Nssds are recognised as a useful measure for pursuit of sustainable development objectives

	4. Sustainable development processes in developing countries improved.	4a) Commitment from 5 countries and 1 region to take forward the recommendations emerging from the dialogues by 2002 4b) Tactical response to meet nssd targets reflected in bilateral programmes by 2002 and 2005.	4a) Country strategy papers 4b) Country M7E systems 4c) Developing country planning documents and processes	
Activities or inputs	1.Coordination by IIED 2.Documentation collection established 3. Preparation of Issues paper on nssds 4. Selection of countries/region 5. Selection of lead organisations 6. Dialogues (5 countries, 1 region) 7. Progress/final reports on dialogues & synthesis report on outcomes/lessons 8. Networking and information-sharing between participants 9. Three planning workshops 10. Production and dissemination of policy guidance and sourcebook by DAC	1. Progress reports submitted to Task Force. 2. Documents in IIED Resource Centre and sets delivered to lead organisations. 3. Issues paper published. 4. Commitment of selected developing governments secured by donors 5. Contracts signed with lead organisations 6. In country/region workshops and round tables held 7. Reports submitted to Task Force and published 8. Progress reports distributed amongst participants, Website established. 9. Planning workshop reports 10. Publication by DAC of guidance and sourcebook	1. WP/ENV Task Force reports 2. IIED Resource Centre Visitor record book 3. Paper published 4. Written commitment 5. Progress reports to donors. 6/7. Published dialogue and synthesis report(s) 8. Task force progress reports. 9. Report(s) submitted to Task Force 10. Documents published.	1.1 Workshop discussions identify and explore key issues, and deepen understanding (they did). 1.2 Environment officials in development co-operation agencies can convince agencies to support nssds 2 Dialogues contribute to initiating, informing implementation and/or reviewing nssd processes 3 The results of the dialogues and international workshop are useful for developing generic guidance <u>General Assumptions</u> WP/ENV Members are willing and able to fund the work of the Task Force on nssds. Members and developing country representatives participate actively in the planned activities All stakeholders are committed to working in partnership on nssds

	11. Internal donor awareness-raising and consensus-building initiatives	11. Coordinated common approach amongst donors to nssd processes	11. Internal donor reports, briefing documents, policy statements, and nssd support projects	
Preconditions	Political will to address sustainable development issues internationally and in countries. Political stability in individual countries.	Commitments in policy statements.	Government policy documents and official public statements.	Developing countries are interested and willing to engage in the initiative.

ANNEX B: IIED TERMS OF REFERENCE AND RELEVANT EXPERIENCE

Institutional ToRs

The implementation and facilitation of the dialogues is likely to be a time consuming process requiring careful and sensitive management. The ToRs for the in-country dialogues prepared by the Task Force (September 1999) recommend that an institution be commissioned to undertake this coordination/facilitation work at the international level, and that local lead organisations be commissioned to undertake the in-country work. International coordination is required to ensure the dialogues adhere to the agreed approach and timetable, to provide a networking link between the dialogues and avoid duplication, to report on progress and liaise with members of the Task Force, to provide technical support for planning the approach to dialogues and roundtables, to collate the information generated and draw out country-specific and generic lessons, and to prepare initial draft of the policy guidance for donors and a draft sourcebook.

IIED has the necessary technical and networking expertise to undertake this coordinating function and has been involved in the DAC Task Force's initiative on nssds since its inception.

IIED's Experience

IIED has been at the forefront of work on sustainable development strategies since the PrepCom negotiations leading up to UNCED when it helped frame language on the issue. Recognising the need for guidance, IIED teamed up with IUCN to gather experience from past practice in developing countries in developing conservation strategies, national environmental action plans and many similar initiatives. In 1992-93, a series of workshops were organised in Africa, Asia and Latin America, bringing together strategy practitioners to share their experiences and views. With further analysis and consultation, this led to the publication by IIED/IUCN in 1994 of "*Strategies for National Sustainable Development: A Handbook for their Planning and Implementation*". This handbook was distributed to governments, donors and practitioners around the world and is widely used as a source book.

IIED also assisted the OECD DAC to organise its 1994 workshop on such strategies in Canada, and has organised workshops and training events on strategies for a number of donors, governments and training institutions, e.g. EC DG8, Dutch NEDA, Norwegian MFA/NORAD, World Bank, NESDA, and various universities, and has made presentations at numerous international and local conferences.

Since 1994, IIED has continued to track and analyse the development and implementation of national strategies for sustainable development (nssds) or their equivalents. The institute has published a series of papers and books drawing out lessons and principles, and exploring planning tools to support them. These have focused on: key dilemmas, participation in strategies, the strategy experience of small island states and the challenges they face, green planing in industrialised countries, scenario planning, and the role of strategic environmental assessment (see section 2.8).

It has become evident that, in many cases, countries have placed more focus on developing strategies as documents rather than enduring processes, and IIED most recent work has focused instead on re-thinking approaches to nssds and promoting the idea of strategies as approaches which involve strategic analysis, debate and action for sustainable development. A paper setting out this concept was tabled at the meeting of the OECD DAC Working Party on Development Cooperation and the Environment in February 1998, as part of a three year

programme (1998-2000), “Rethinking Sustainable Development Strategies”, funded in-part by EC DG8. The latter programme is focused on sub-Saharan Africa and is assisting several countries to adopt such an approach involving strategic analysis and participatory stakeholder round table events.

Recently, IIED was commissioned by DFID, on behalf of an OECD DAC Task Force on strategies, to provide technical, logistical and administrative support for a DAC scoping workshop on nssds, held at Sunningdale, UK. This workshop represented the first phase of the Working Party’s initiative on strategies which this project proposal seeks to support.

Throughout the last decade, IIED has also coordinated the International Environmental and Resource Assessment Information Service (INTERAISE) - a project undertaken collaboratively by IIED, WRI and IUCN on behalf of the OECD DAC. This maintains a library collection of the nssds and equivalent documents, environmental profiles and similar reports from virtually all countries and agencies in the world. This is a valuable research tool. An information service on strategies is operated from IIED’s Resource Centre and periodic directories have been published listing these documents and providing abstracts.

IIED staff provide advice and field assistance to UNDP in the implementation of Capacity 21 and have worked with the World Bank on assessing the performance of National Environmental Action Plans. IIED has also pioneered the use of national round table events for donor interaction with developing countries on sustainable development issues: round tables were organised in 1994 for Sida in India and Zimbabwe; and in 1997 for the EC in Uganda.

The institute has a long track record over 25 years in undertaking international comparative projects, in networking and in collaborative work with partner institutions in developing countries. It is a member of numerous international networks (of particularly relevance to this project are the International Network of Green Planners and the IUCN strategies practitioner network in which IIED has played a key part) and convenor/secretariat of several others (e.g. the network of Participatory Learning and Action, the Haramata network of drylands specialists, the private sector forestry network and the IUCN Commission on Environmental, Economic and Social Policy). The institute works very closely with most of the individual members of DAC/ENV, is an observer to the Working Group, has supported the Working Group in many of its previous initiatives, and is very familiar with its procedures and ways of working.

Key tasks (not in chronological order)

1. Coordinate the project on behalf of DFID and the EC (Task Force Co-Leaders), manage the budget, arrange all financial transfers to third parties (lead teams/organisations, workshop venues, etc.); manage and track progress (to ensure adherence to deadlines and TORs, etc.) and provide progress reports and expenditure accounts as required;
2. Prepare an issues paper on nssds providing a background for all those involved in the dialogues (review of important literature, key issues and challenges, etc.);
3. Assist with selection of teams/institutions in the five selected countries and one region which will act as lead teams/organisations in facilitating and rapporteuring on dialogues;
4. Develop detailed TORs for each lead team/organisation – setting out their roles, tasks and responsibilities;
5. Provide support to lead teams/organisations in identifying in-country Steering Committees for the dialogues;

6. Provide support to lead teams/organisations in undertaking nssd status reviews in preparation for dialogues, and review and edit status reports prepared by those teams/organisations;
7. Advise and support lead teams/organisations in planning for dialogues;
8. Liaise and network continuously with the Task Force and with lead teams/organisations and share information amongst all participants on progress with the dialogues and on their evolving nature, and on the emerging lessons and experiences, etc.;
9. Attend the main roundtable workshop in each of the selected countries/region and provide technical support to the lead teams/organisations in managing the event;
10. Provide guidance to the lead teams/organisations on the scope of their final reports and assist with editing;
11. Review final reports of dialogues and prepare synthesis report in consultation with lead organisations;
12. Develop initial draft of policy guidance for donor support to nssds, and initial draft of sourcebook on nssds;
13. Establish a collection of relevant nsssd documents, from the selected countries and elsewhere as an information base – to be housed within and managed by the IIED Resource Centre;
14. Prepare for (including all necessary documentation for discussion), organise and facilitate three project planning workshops in developing countries - from amongst the 6 selected countries (initial workshop – late February 2000; mid-term review workshop – May 2000; final workshop to discuss results and develop guidance - Dec 2000);
15. Assist with the preparation of progress reports for DAC/ENV meetings (Nov 1999, June 2000, Feb 2001) and attend meetings in Paris.

ToRs for IIED staff

The IIED staff listed below will work together as a team and will all be involved in most activities and support each other in the various tasks.

Dr Barry Dalal-Clayton (Director for Strategies, Planning and Assessment)

Dr Dalal-Clayton will be responsible for overall project coordination and supervision. He will assume the main responsibility for project planning, identifying key contacts in-country, developing TORs for the in-country institutions, providing technical advice and support to in-country institutions, preparing progress reports, attending all project planning workshops, two of the in-country round tables and DAC/ENV meetings, preparing and issues paper on nssds, primary editing of the country status reports and final country dialogue reports, analysing outcomes and preparing the synthesis report, and preparing an initial draft of policy guidance and a draft sourcebook on nssds.

He has been deeply involved for the past decade in analysing approaches to national sustainable development strategies and environmental action plans, and in assisting governments in the development and implementation of such strategies. This work has involved:

- A three year study (1981-84) of nssds, conservation strategies, environmental action plans, green plans and similar approaches leading to the preparation of a handbook on their preparation and implementation (in collaboration with IUCN);
- Preparation of a series of issues papers on nssds (with Stephen Bass), e.g. on dilemmas in developing strategies, participation in strategies and strategy experience in small island states (see section 2.8);

- A major survey of industrial country experience in national green planning (leading to the Earthscan book “Getting to Grips with Green Plans”);
- Provision of advice on nssds to governments, donors and UN agencies on strategies, undertaking briefings and training courses, and assisting various countries to develop and implement strategies (e.g. Tanzania, St Helena);
- Developing and co-ordinating a 3-year action-research programme (1998-2000) in sub-Saharan Africa, in collaboration with the Network for Environment and Sustainable Development in Africa (NESDA), on Strategic Analysis, Debate and Action for sustainable development - as an alternative approach to sustainable development strategies;
- On behalf of the OECD DAC Working Party on Development Cooperation and Environment, organising a Donor-Developing Country Workshop on National Strategies for Sustainable Development, Sunningdale, UK, November 1998 (with Krystyna Swiderska);
- Assisting the Centre for Russian Environmental Policy, Moscow, in the development of an environmental policy for Russia - project funded by the UK Know How Fund Russia and undertaken in association with Scott Wilson Resource Consultants (1998-1999);
- Providing course seminars to MSc students at the Durrell Institute for Conservation and Ecology, University of Kent, Canterbury, on strategies for sustainable development (1998-1999)

Mr Stephen Bass (Director of Programmes)

Mr Bass will provide strategic advice and technical inputs at project planning workshops and will review key project reports. He will also attend all project planning workshops, two of the in-country round table workshops, and DAC/ENV meetings.

Mr Bass has considerable experience of national strategies. Most recently (1999), he was commissioned by DFID to design the mid-term review of Pakistan’s National Conservation Strategy. He has also been asked to act as an External Team member to assess evidence of mid-term review from Pakistan NCS (DFID - planned for 1999-2000). He has undertaken research on the impacts of strategies, and guidelines for best practice (1993-5) (see publications listed in section 2.8). Mr Bass was Senior Advisor to IUCN in the National Conservation Strategies of Nepal (1982-3) and Zambia (1984-6). He has also conducted many studies on forest policy processes. The most recent is a 6-country research project, *Policies that work for forests and people* (Ghana, Zimbabwe, Pakistan, India, Costa Rica, PNG). The final results will be published in 1999.

Ms Krystyna Swiderska (Research Associate)

Krystyna Swiderska will assist with planning, technical advice, preparing/editing reports and will have day-to-day responsibility for communication, liaison, networking and project information dissemination, organisation and financial administration. She will also attend all project planning workshops, two of the in-country round table workshops, and DAC/ENV meetings.

Ms Swiderska has assisted in the preparation of briefing papers on nssds for EC officials (1995-1996). In 1997 she organised and facilitated an EC-Uganda Roundtable on Sustainable Development in Uganda. She has conducted research on environmental integration in EC aid, including a study on policy networking on EC aid and sustainable development

Ms Swiderska has been involved in the DAC Task Force initiative on nssds since September 1998, and was responsible for assisting DFID in organising the Sunningdale workshop,

including the provision of technical inputs and the preparation of reports of the workshop. She is currently involved in a project focusing on the integration of planning initiatives under the Convention on Biological Diversity with nssds, and is coordinating a project to produce guidance for implementing the CBD's third objective on benefit-sharing.

Mr Paul Mincher (Information and network coordinator in IIED's Resource Centre)

Mr Mincher will establish and maintain the document reference collection and service information needs arising from dialogue partners. This will be undertaken as part of his role in running the IIED Resource Centre. He will also attend the first project planning workshop.

Paul Mincher is responsible for the development of two South-based networks that IIED has initiated; the International Environmental and Natural Resource Assessment Service (INTERAISE) network and the Resource Centres For Participatory Learning And Action (RCPLA) network. Before joining IIED in 1997, he spent seven years working with NGOs in the Philippines mainly in the fields of community-based coastal resource management, environmental impact assessment and environmental education.

An IIED **Administrative Assistant** will be engaged for one third of his/her time to provide administrative support and handle routine tasks such as correspondence and filing, photocopying, faxing, routine accounting, handling enquiries about the project, communication and liaison with donors and lead organisations when senior project staff are away).

The exact outputs will be decided at the start of Phase 3 and may require an addendum to contracts providing financial support to this project.