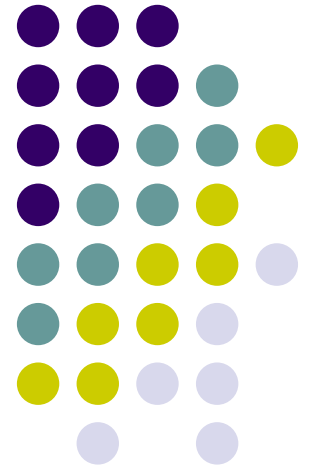


# Case Studies in the Context of the Pacific Plan

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Workshop for Staff of Regional Civil Society Organizations  
Nadi, Fiji, 18-21 December 2007  
PIANGO / ADB RETA 6319





# Contents of this module

- Selection of case studies
- Case studies for this workshop
- Case studies for remaining workshops in this program

# Selection of case studies



- This program of workshops aims to assist regional CSOs in developing policy positions on Pacific Plan initiatives, through developing skills in policy analysis and by providing appropriate tools of analysis. Case studies linked to particular Pacific Plan initiatives will be worked through.
- Criteria for selection of case studies include:
  - They should address Pacific Plan initiatives of interest to regional CSOs in terms of developing and advocating policy positions.
  - They should address Pacific Plan initiatives which are manageable in the workshop environment, in terms of the combined skills and experience of the participants and the facilitators (together with other resource people that can be co-opted).



## Selection of case studies (continued)

- It is suggested that the outcomes of the 2007 Pacific Islands Forum in Tonga provide a good starting point for selecting case studies which will be useful in preparing for the 2008 Forum.
- The *Vava'u Decisions on the Pacific Plan* (Annex A to the 2007 Forum Communiqué) provide a good reference point, supplemented by the *Nuku'alofa Communiqué* from the 2007 Pacific Regional CSO Forum.

# Case studies for this workshop



- Two Pacific Plan initiatives have been selected as case studies for this workshop:
  - Dr Ratuva will lead a case study on the topic of Human Security
  - David Hamilton will lead a case study on the topic of National Sustainable Development Strategies

# Case studies for remaining workshops in this program



- At the end of the two case studies to be covered in this workshop it is proposed that workshop participants should identify other case studies to be addressed in the four issue specific workshops to be held under this program in Suva in February and March 2008. There is provision for a local expert to be brought in for one day for each of these workshops, if considered necessary, to supplement your own knowledge and that of the two workshop facilitators.
- It is proposed that the *Vava'u Decisions on the Pacific Plan* be the point of reference for this exercise, given that these decisions provide the Leaders' views on advancing the Pacific Plan over the next 12 months.

# Case study – Human Security



# Case study – National Sustainable Development Strategies



*Reference in the Pacific Plan (initiative 5.1)*

- Develop and implement National Sustainable Development Strategies (NSDS), using appropriate cross-cutting and Pacific relevant indicators.

*Milestone*

- National Sustainable Development Strategies developed and implemented for all member countries by the end of 2008 (progress reports in 2006 and 2007).

*Purpose of the case study*

- A review of progress with the implementation of this initiative may identify aspects which CSOs could take up in dialogue relating to the Pacific Plan
- Some questions which might be relevant include:
  - Are Pacific NSDSs being developed and implemented in the way envisaged by international forums?
  - How do Pacific NSDSs differ from previous approaches to development planning?
  - Are CSOs engaged effectively in the process?



## Case study – NSDS (continued)

The Vava'u decisions appended to the 2007 Forum Communiqué include the following planned action in relation to National Sustainable Development Strategies:

- committed to a 'whole of government' and stakeholder based approach to strengthening and developing NSDS noting the importance of operationalising NSDS priorities with national budgetary processes;
- called on regional agencies and development partners to jointly plan and coordinate regional assistance in support of Forum Island Countries to ensure that sectoral and cross cutting issues, are addressed and implemented through NSDS (and related) processes, with climate change and energy security as priorities for 2008.



## Case study – NSDS (continued)

### A Brief History Of National Sustainable Development Strategies

- Agenda 21, agreed at the Rio Earth Summit in 1992, called on all countries to introduce National Sustainable Development Strategies (NSDS). A Special Session of the UN General Assembly (Rio +5) set a target date of 2002 for NSDSs to be introduced, and this was reviewed at the World Summit for Sustainable Development in South Africa in 2002. The OECD Development Assistance Committee (DAC) set a target date of 2005 for NSDSs to be in the process of implementation.
- This initiative has been taken up in the Pacific Plan, and in the Pacific Aid Effectiveness Principles (which link to the Paris Declaration on Aid Effectiveness)

Precursors - 1972 UN Conference on the Human Environment in Stockholm. The World Conservation Strategy in 1980 and, subsequently, the report of the World Commission on Environment and Development – the Brundtland Commission – in 1987 were developed in response to increasingly informed analyses of the links between environment and development.



## Case study – NSDS (continued)

- The NSDS approach is the latest in a long line of approaches to national development planning:
  - Fixed five year development plans were the norm at Independence for most countries - comprehensive
  - Rolling three year strategic plans came into vogue in the late 1980s – targeted on key areas
  - Poverty Reduction Strategy Papers became a major focus of national planning in the late 1990s, but mainly in Africa
  - Under the NSDS approach agendas set at international and regional level have come much more to the fore (e.g. MDGs, Pacific Plan etc) – appear to be a move back to more comprehensive planning
- Is the NSDS approach “re-packaging” or substantive progress?



## Case study – NSDS (continued)

*Progress with the initiative (referenced from the Pacific Plan Annual Report dated 4 October 2006)*

- Samoa, Fiji, Nauru, PNG, Tonga, Vanuatu and Tuvalu have completed their NSDS and Cook Islands has finalised its draft NSDP. Solomon Islands is currently developing their NRRDP; and Kiribati is about to embark on its review later in 2006.
- To promote greater collaboration and coordination of partner support on using national planning mechanisms to support national priorities in line with the Paris Declaration, a National Sustainable Development Strategy Partnership is being developed with key development partners including the UNDP (PSRC), UNESCAP and UNDESA. Other partners including ADB and bilateral donor partners will be encouraged to join the partnership as it evolves.



## Case study – NSDS (continued)

- The Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and development (OECD) has produced a resource book providing guidance on how to develop, implement and assess NSDSs. It is based on an analysis of past and current practice, in both developed and developing countries, to undertake comprehensive approaches to sustainable development.
- The resource book defines the NSDS as  
*“ a coordinated set of participatory and continuously improving processes of analysis, debate, capacity-strengthening, planning and investment, which integrates the economic, social and environmental objectives of society and seeks trade-offs where such integration is not possible.”*



## Case study – NSDS (continued)

The resource book defines the following key principles for national sustainable development strategies (do Pacific NSDSs conform with these?):

- 1 People-centred.** An effective strategy requires a people-centred approach, ensuring long-term beneficial impacts on disadvantaged and marginalized groups, such as the poor.
- 2 Consensus on long-term vision.** Strategic planning frameworks are more likely to be successful when they have a long-term vision with a clear timeframe upon which stakeholders agree. At the same time, they need to include ways of dealing with short- and medium-term necessities and change. The vision needs to have the commitment of all political parties so that an incoming government will not view a particular strategy as representing only the views or policies of its predecessor.
- 3 Comprehensive and integrated.** Strategies should seek to integrate, where possible, economic, social and environmental objectives. But where integration cannot be achieved, trade-offs need to be negotiated. The entitlements and possible needs of future generations must be factored into this process.



## Case study – NSDS (continued)

- 4 Targeted with clear budgetary priorities.** The strategy needs to be fully integrated into the budget mechanism to ensure that plans have the financial resources to achieve their objectives, and do not only represent ‘wish lists’. Conversely, the formulation of budgets must be informed by a clear identification of priorities. Targets need to be challenging but realistic in relation to constraints
- 5 Based on comprehensive and reliable analysis.** Priorities need to be based on a comprehensive analysis of the present situation and of forecasted trends and risks, examining links between local, national and global challenges. The external pressures on a country – those resulting from globalization, for example, or the impacts of climate change – need to be included in this analysis. Local capacities for analysis and existing information should be fully used, and different perceptions among stakeholders should be reflected.
- 6 Incorporate monitoring, learning and improvement.** Monitoring and evaluation need to be based on clear indicators and built into strategies to steer processes, track progress, and signal when a change of direction is necessary.



## Case study – NSDS (continued)

- 7 Country-led and nationally-owned.** Past strategies have often resulted from external pressure and development agency requirements. It is essential that countries take the lead and initiative in developing their own strategies if they are to be enduring.
- 8 High-level government commitment and influential lead institutions.** Such commitment – on a long-term basis – is essential if policy and institutional changes are to occur, financial resources are to be committed and for there to be clear responsibility for implementation.
- 9 Building on existing mechanism and strategies.** A strategy for sustainable development should not be thought of as a new planning mechanism but instead build on what already exists in the country, thus enabling convergence, complementarity and coherence between different planning frameworks and policies. The roles, responsibilities and relationships between the different key participants in strategy processes must be clarified early on.

# Case study – NSDS (continued)



- 10 Effective participation.** Broad participation helps to open up debate to new ideas and sources of information; expose issues that need to be addressed; enable problems, needs and preferences to be expressed; identify the capabilities required to address them; and develop a consensus on the need for action that leads to better implementation. Central government must be involved (providing leadership, shaping incentive structures and allocating financial resources) but multi-stakeholder processes are also required.
- 11 Link national and local levels.** Strategies should be two-way iterative processes within and between national and decentralized levels. The main strategic principles and directions should be set at the central level (here, economic, fiscal and trade policy, legislative changes, international affairs and external relations, etc, are key responsibilities). But detailed planning, implementation and monitoring would be undertaken at a decentralized level, with appropriate transfer of resources and authority.
- 12 Develop and build on existing capacity.** At the outset of a strategy process, it is important to assess the political, institutional, human, scientific and financial capacity of potential state, market and civil society participants. Where needed, provision should be made to develop the necessary capacity as part of the strategy process. A strategy should optimize local skills and capacity both within and outside government.

## Case study – NSDS (continued)



- What can regional CSOs contribute to the regional policy dialogue in relation to this initiative of the Pacific Plan?

# Review of the *Vava'u Decisions on the Pacific Plan*



- The next four workshops in this program provide an opportunity to research Pacific Plan initiatives in greater detail than the two brief case studies presented in this workshop (it is proposed that four workshops each of 2.5 days would each address one Pacific Plan initiative). The aim is to assist regional CSOs prepare for policy dialogue in relation to Pacific Plan initiatives which are of interest to them.
- It is suggested that this group should identify the initiatives to be researched and analysed in subsequent workshops.