

# BRINGING RIO+20 TO COUNTRY LEVEL IMPLEMENTATION: LESSONS FROM NATIONAL SUSTAINABLE DEVELOPMENT STRATEGIES (NSDS)

## リオ+20から国レベルの実践へ： 持続可能な発展国家戦略(NSDS)の教訓

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## WORKING QUESTIONS/基本課題

- Which governance mechanisms need to be brought into place to ensure uptake and policy relevance of Rio+20 outcomes at national level?
    - *Which mechanisms must be institutionalized to ensure vertical coherence between goal-setting on international levels and national and local implementation?*
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## A BIT OF HISTORY/歴史的背景の概要

- NSDS - request from Rio'92
    - Chapter 8 of Agenda 21
    - Reaffirmed at WSSD in 2002: calling for "...the establishment of strategies and processes to oversee the implementation of SD at all levels."
  - Currently: 106 countries at some level of implementation of SDS (DESA 2012)
    - But how successful have these strategies been?
    - Have they just been 'one-off reports'?
    - Have they been adopted by governments and if not, why?
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# DESIRABLE COMPONENTS AND PROCESSES OF NSDS/ NSDSの理想的な性質とプロセス

National Sustainable Development Strategies	Process of formulation and implementation
<ul style="list-style-type: none"> <li>• Provide a long-term intergenerational <b>vision</b>;</li> <li>• Build upon <b>existing policies</b>, strategies and plans;</li> <li>• Provide clear, <b>achievable</b> objectives.</li> <li>• Integrate economic, social and environmental policies;</li> <li>• Be based on sound analyses and assessments of economic, social and environmental data;</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of a national council for sustainable development (<b>NCSD</b>) to draft the NSDS.</li> <li>• <b>Link</b> NSDS objectives into the national <b>budgetary process</b>;</li> <li>• Provide <b>clear schedules</b> of implementation;</li> <li>• Build on trustful <b>partnerships</b> with stakeholders from civil society and business;</li> <li>• Be backed by adequate <b>institutional capacities</b> (enhance them where needed);</li> <li>• Link national and subnational levels, by <b>decentralizing</b> planning, implementation and monitoring phases of the NSDS;</li> <li>• Incorporate various <b>assessment</b> mechanisms;</li> </ul>

## LEADERSHIP AND SD/持続可能な開発とリーダーシップ

Ideally	Really	Limitations
<ul style="list-style-type: none"> <li>• <b>Leadership</b> is instrumental for political <b>buy-in</b> of the NSDS;</li> <li>• Place main focal points of the NSDS <b>directly under the Head of State's office</b>;</li> <li>• Embed the NSDS into a country's <b>constitution</b>;</li> <li>• Appoint <b>ombudsperson</b> for sustainable development at the national level;</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Lack of high level support</b> of the strategies;</li> <li>• Main proponent of the NSDS → <b>MOE</b></li> <li>• Administrators of SD strategies in Europe have experienced a lack of commitment and leadership,</li> <li>• SD strategies remained at the <b>fringes of political decision making</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• SD proponents are not successfully <b>involving political actors</b> such as cabinet ministers, parliaments and other high level political figures and processes (Steurer 2010:107).</li> </ul> <div style="background-color: #d9e1f2; padding: 10px; margin-top: 10px;"> <p><b>Recommendation:</b> Highest level political buy-in should be achieved and institutionalized for long term goal setting</p> </div>

## INTEGRATION WITH COUNTRIES' EXISTING STRATEGIES/ 既存の国家戦略との統合

Ideally	Really	Limitations and recommendations
<ul style="list-style-type: none"> <li>Integration by: <ol style="list-style-type: none"> <li>Aligning the NSDS with objectives in a country's development strategy, or</li> <li>Integrating the goals from the strategy in the overall development plan (Mexico).</li> </ol> </li> <li>Trade and external financing should supplement NSDS</li> <li>Multilateral development banks and corporations should be required to <b>harmonize their activities with national development objectives</b> (and not offset them)</li> </ul>	<ul style="list-style-type: none"> <li>Many NSDS have remained '<b>cosmetic strategies</b>' (Meadowcroft 2006), <b>not established synergies</b> with existing strategies;</li> <li>Many business operations and aid-flows have <b>disregarded sustainability concerns</b> in favour of vested interests.</li> <li>Many development projects have been <b>too results-based</b> thereby neglecting the creation of longer-term governance processes;</li> </ul>	<ul style="list-style-type: none"> <li>NSDS fail to identify <b>concrete entry points</b> in planning, implementation of evaluation phases of existing development strategies</li> <li>NSDS remain at odds with existing (domestic and international) development plans and strategies.</li> </ul> <div style="background-color: #d9e1f2; padding: 10px; margin-top: 10px;"> <b>Recommendation:</b>  NSDS must be designed to fully integrate their objectives with those of existing plans and strategies. </div>

## COORDINATION AND INTEGRATION WITH SD OBJECTIVES 持続可能な開発の目的との調整・統合

Ideally	Really	Limitations and recommendations
<ul style="list-style-type: none"> <li>A wide range of government departments and agencies should be involved (OECD 2006) - throughout policy formulation and implementation;</li> <li>Ideally <b>finance and planning ministries</b> should have a <b>central role</b> in the NSDS formulation process (Philippines) (Swanson, Pintér <i>et al</i> 2004),</li> <li><b>Local and regional authorities</b> should be fully involved. This could be encouraged by <b>decentralizing and devolution</b> of authority to appropriate levels (OECD DAC 2001).</li> </ul>	<ul style="list-style-type: none"> <li><b>Lack of working mechanisms</b> to ensure coordination, integration and expanding participation to all stakeholders (Habito and Antonio 2007:12).</li> <li><b>Linkages between NSDS and local initiatives</b> (Local Agenda 21) have been weak at best;</li> </ul>	<ul style="list-style-type: none"> <li>NSDS lead by <b>environmental ministries alone</b> have <b>little chance</b> of raising the funds necessary for implementation</li> <li>Vertical integration more difficult in federal countries than in ones with centralized administration;</li> <li>Designing mechanisms for <u>effective stakeholder participation</u> remains a challenge to be addressed in a future development framework.</li> </ul> <div style="background-color: #d9e1f2; padding: 10px; margin-top: 10px;"> <b>Recommendation:</b>  1) Inclusion of a wide range of stakeholders is essential for horizontal integration;  2) Linkages to local development plans must be achieved for vertical integration </div>

# MONITORING AND EVALUATION/モニタリングと評価

Ideally	Really	Limitations and recommendations
<ul style="list-style-type: none"> <li>M&amp;E should be undertaken at the end of the implementation and consist of "...<b>integrated mechanisms for assessment, follow-up, evaluation and feedback</b>" (OECD 2006)</li> <li>Some countries in Europe have mechanisms in place to <b>monitor the government's sustainable development performance</b>;</li> <li>Can use "...(<b>largely quantitative indicators</b> (such as GDP per capita for the economic, poverty rate for the social, and CO2 emissions for the environmental dimension of sustainable development)" (Steurer 2008:102).</li> </ul>	<ul style="list-style-type: none"> <li>M&amp;E burdens <b>too great to be handled by governments alone.</b></li> <li>But the potential for involving a wider range of groups in monitoring and evaluation has not been sufficiently taken advantage of;</li> <li>Only a few countries have developed indicators that can facilitate analysis of the inherent trade-offs among the economic, social and environmental dimensions of sustainable development (IISD 2004).</li> </ul>	<ul style="list-style-type: none"> <li><b>Lack of data availability</b> to construct integrated sets of indicators.</li> <li>Most NSDS have <b>not been functional long enough</b> to reach the evaluation stage or have become a <b>one-off exercise</b>.</li> </ul> <div style="background-color: #d9e1f2; padding: 10px; margin-top: 10px;"> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1) M&amp;E will be important to turn NSDS implementation into an ongoing exercise of adjustment and improvement</li> <li>2) Involvement of science, academia and other relevant groups in M&amp;E is essential</li> </ol> </div>

# STAKEHOLDER PARTICIPATION AND PARTNERSHIPS/ ステークホルダーの参加とパートナーシップ

Ideally	Really	Limitations and recommendations
<ul style="list-style-type: none"> <li>Making a fair value judgment about which <b>trade-off</b> to pursue requires participation of all impacted parties (OECD 2006).</li> <li><b>NSDS should provide time and space for civil society to participate</b> in decision making "within a framework that defines the commitments and capacities of each sector (Habito and Antonio 2000:6);</li> <li>'Triangular' partnerships between government, private sector and civil society (Habito and Antonio 2000),</li> <li>UN agencies and programmes should cooperate on meeting this demand especially in developing countries.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation gaps remain</li> <li><b>Lack of relevance of centrally drawn strategies for local levels.</b></li> <li>Lack of capacity and information?</li> <li><b>Lack of legal framework</b> (transposition of P10 into national legislation) at national levels;</li> </ul>	<ul style="list-style-type: none"> <li>Lack of regulatory frameworks to incentivize compliance with the strategy at both national and local levels</li> <li>Lack of transparency and accountability in existing partnerships.</li> </ul> <div style="background-color: #d9e1f2; padding: 10px; margin-top: 10px;"> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1) Partnerships and participation must be ensured for relevance and political buy-in;</li> <li>2) Regulatory frameworks (mandatory reporting, or disclosure programmes); are needed</li> <li>3) Capacity building programmes should better include civil society actors as well as governments.</li> </ol> </div>

# THE UNDERPINNING ROLE OF SCIENCE/科学は支え役

Ideally	Really	Limitations and recommendations
<ul style="list-style-type: none"> <li>• NSDS require:</li> <li>1. <b>Cost-benefit analyses</b> of planned actions at all three dimensions of SD to <b>enable management of trade-offs/synergies</b>;</li> <li>2. Creation of <b>quantitative indicators and targets</b> to guide implementation;</li> <li>• <b>Clear legal mandate</b> for such process should be established;</li> <li>• In theory there are <b>known systems of assessment</b> (EIA, SEA, SIA, ISA)</li> </ul>	<ul style="list-style-type: none"> <li>• It is still not clear how environmental, economic and social objectives should be dealt with,</li> <li>• There are not yet established more advanced assessment mechanisms that could be <b>linked to each stage of the NSDS</b>.</li> <li>• Although indicator work is underway</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of robust connections between the <b>sciences and policy formulation</b>;</li> <li>• Do initiating ministries (often ministries of environment) lack the capacity to fully involve sciences in the NSDS process?</li> </ul> <div style="background-color: #e6f2ff; padding: 10px; margin-top: 10px;"> <p><b>Recommendation:</b></p> <ul style="list-style-type: none"> <li>1) Science should develop better understanding of the trade-offs between the different development priorities;</li> <li>2) Science should be brought in to advise governmental decision making to a greater extent than at present;</li> <li>3) Importance of social science increases</li> </ul> </div>

## CONCLUSION/結論

- As important as **leadership** is for mainstreaming of any strategy, in many cases of NSDS formulation it has been **insufficient**;
- Integration could benefit if **each sector and its corresponding ministry** is encouraged to define its own portfolio, clearly indicating how their work relates to SD/NSDS implementation.
- Vertical integration could be better addressed by **involving national and local stakeholders** (including, academia, business, and civil society) in the formulation, implementation, and evaluation phases of NSDS.
- Establishing regulatory framework on **mandatory reporting** from local to national levels would potentially **enhance long-term relevance** of NSDS at implementation levels.
- Developing SDGs and related targets/indicators could help orient countries development towards SD.