MAINSTREAMING IN THE PACIFIC:
Highlights from the Regional Workshop held in Nadi, 7-8 Feb 2008

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(SPREP)

**Capacity development workshop on NBSAPs
mainstreaming of biodiversity and integration of climate change
Novotel Hotel, Nadi, 2-6th February 2008**

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Outline

1. Mainstreaming of what & why?
2. Practical aspects of mainstreaming
3. A suggested methodology
4. Conclusions / Next steps

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Mandates for Mainstreaming

Global

- Agenda 21; UNCBD; BPOA, JPOI, MSI…

Pacific

- Pacific Plan
- Pacific Action Strategy for Nature Conservation
- PIFACC
- Forum Leaders 2007:

  "Joint CROP program on mainstreaming…"

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1.   What is mainstreaming?

Mainstreaming defined as integrating an action into a strategic area of intervention

Mainstreaming into what

- ALL levels of decision-making

- National & sectoral planning – goals (NDGs; MDGs) M&E, reporting

- National & sectoral policy formulation process
  - 3 pillars

- Government allocation of national budget
  - Transparency & accountability

- Resource allocation decisions to reflect balance between economic, social, environmental outcomes / impacts

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Why mainstream?

- To achieve national vision
  - *peace, harmony, security/ resilience, freedom and economic prosperity (environmental integrity; human developments)*
  - *observance of democratic values and basic human rights*
  - *valuing, honoring and developing cultures, traditions and religious*
  - *good governance and sustainable management [development] of its resources*
- Some are values – basic human right values – democracy & human rights
- Some are goals – peace, harmony, security, freedom, economic prosperity
- Some are guiding principles – SD &GG principles

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Challenges in Mainstreaming

Achieving SD is a Challenge

- Lack of a holistic and integrated approach
- Focus on top-down approach
- Lack of government commitment
- Multi-stakeholders participation is limited
- Lack of national ownership
- Focus on outputs
- Focus on donor driven projects
- Lack of monitoring mechanism
- Lack of institutional capacity
- Inadequate resources

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Mainstreaming & Strengthening NSDS

Moving away from:

- **fixed plans towards <u>adaptive</u> process**
- **top-down towards <u>bottom-up</u> approach**
- **sectoral towards <u>integrated holistic</u> planning**
- **centralized towards <u>participatory</u> decision-making**
- **outputs towards <u>outcomes-based</u> focus**
- **donor driven projects towards <u>domestic</u> driven development programs**
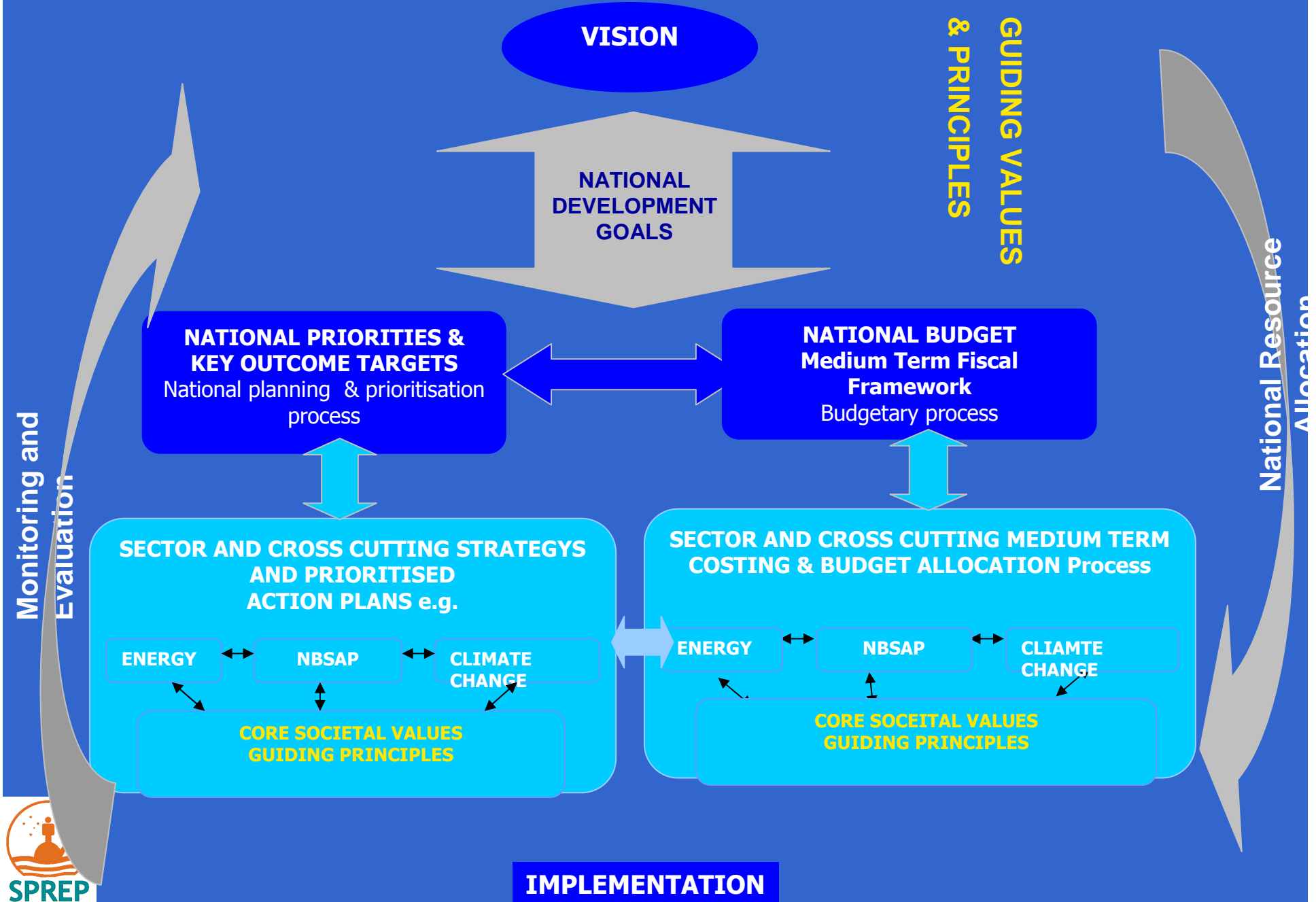
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2. Practical aspects of Mainstreaming

Mainstreaming framework has 3 key interlinked elements:

2.1 NSDS (more than plan) strengthening

2.2 Sector planning- NAPs e.g. NBSAPs

2.3 Medium term fiscal management linked to medium term sectoral budget allocation

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2.1 Framework for strengthening NSDS

VISION

NATIONAL DEVELOPMENT GOALS

GUIDING VALUES & PRINCIPLES

NATIONAL PRIORITIES & KEY OUTCOME TARGETS
National planning & prioritisation process

NATIONAL BUDGET Medium Term Fiscal Framework
Budgetary process

SECTOR AND CROSS CUTTING STRATEGYS AND PRIORITISED ACTION PLANS e.g.

| ENERGY | NBSAP | CLIMATE CHANGE |

CORE SOCEITAL VALUES GUIDING PRINCIPLES

SECTOR AND CROSS CUTTING MEDIUM TERM COSTING & BUDGET ALLOCATION Process

| ENERGY | NBSAP | CLIAMTE CHANGE |

CORE SOCEITAL VALUES GUIDING PRINCIPLES

Monitoring and Evaluation

National Resource Allocation

IMPLEMENTATION

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2.1 Mainstreaming at NSDS level – how? Guiding framework

Stakeholder based national planning framework
NSDP, NSDS SDS Process
PUBLIC FORUM
CONSOLIDATION

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Mainstreaming – national key characteristics

NATIONAL VISION - shared
NATIONAL DEVELOPMENT GOALS, MDGS,
STRATEGIES
NATIONAL POLICIES

The strategic approach…
- **Participatory**
- **Consensus on long-term vision**
- **Comprehensive and integrated**
- **People and outcome centred**
- **Targeted with clear priorities**

Ownership….
- **Country-led and nationally-owned**
- **Commitments from all stakeholders**
- **Stakeholder owned**
- **High-level government commitment and influential lead institutions**

Guided by sustainable development principles and good governance

Quality Information and information system and evidence based ……

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NSDS - Guiding principles

Internationally agreed principles

- *Adopting participatory process, policies and management instruments to achieve balanced economic growth, social development, including security, and resource and environmental sustainability*

Regional Economic Principles of Good Governance:

- *Transparency and accountability of decision-making process is integral to achieving efficiency and effectiveness of natural development efforts and national and domestic partners' resource allocation*
- *Use of economic and regulatory instruments together with moral suasion to achieve sustainable development*

Regional Policies, Frameworks of action, etc –environment, disaster, climate change, energy,

- **Guide national strategies and actions – develop national action plans**

Aid Effectiveness – Paris Declaration of Aid Effectiveness; Pacific Principles of Aid Effectiveness.

- *Coordination and harmonisation of development partner support to address national priority development goals complementing national development efforts*

2.2. Mainstreaming at SECTOR planning?

NATIONAL ACTION PLAN – SECTOR

Goal
Key issues /themes to target?
Strategies under each theme?
Activities under each theme
Priorities & Costing
NAP (Log frame)
Budget

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SECTOR PLANS

– Issues, concerns, problems,

– development &/or management responses

– Development &/or management goals

– Expected outcomes

– Proposed strategies

– Program of prioritised activities

– A sector plan

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2.2 NAP planning – how?
Guiding framework

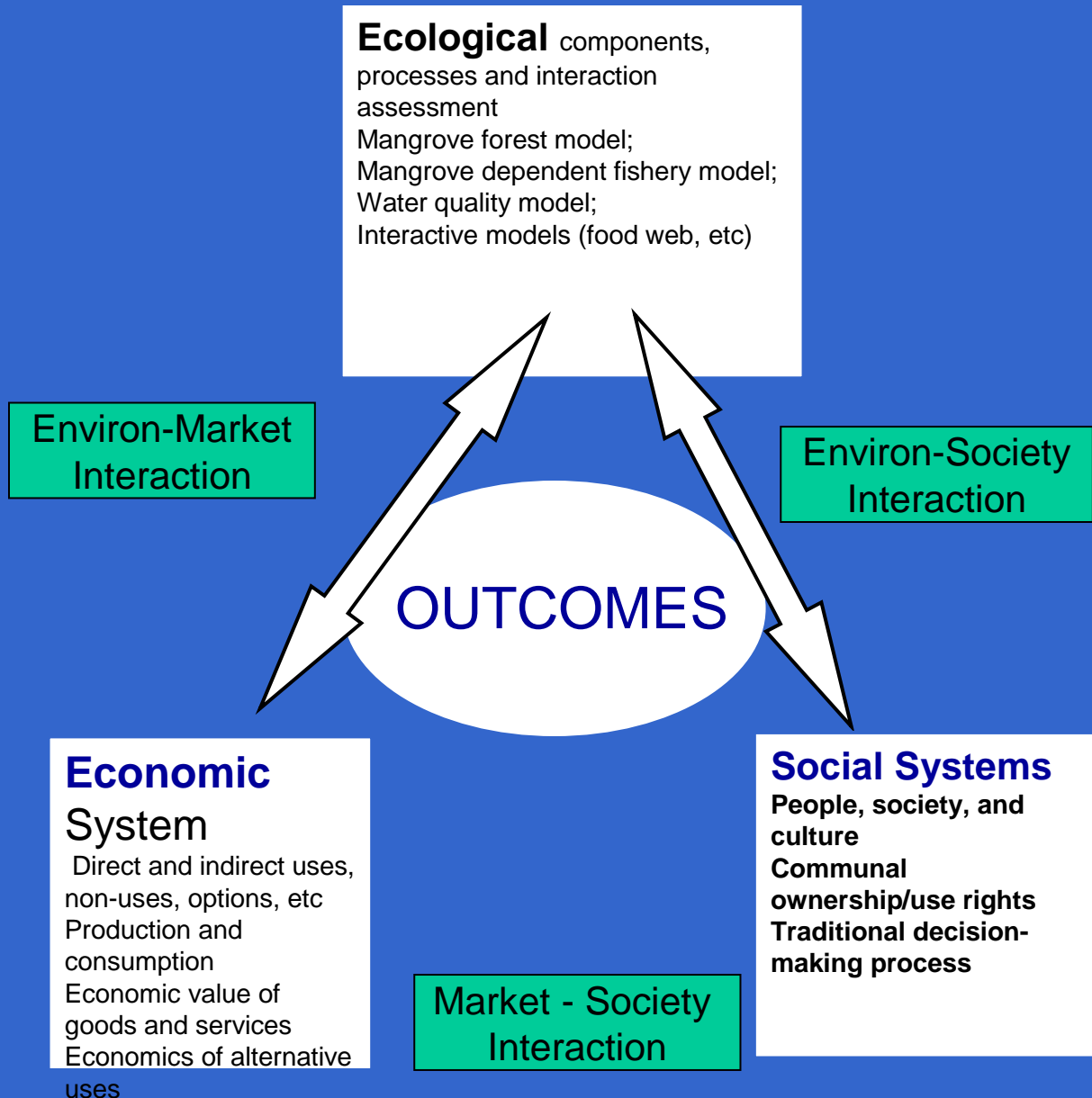Ecosystem based management approach

Ecosystem based management

Understand Core elements:

- Subsystem dynamics
- Linkages & interactions between subsystems

Analyze

- cause & effect, root causes
- management responses to root causes
    – System outcome as a result of interactions between:
        - Ecological
        - Social
        - Economic

- **Tools for Analysis: EIA, SEA, IEA, CHARM, etc**

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Ecosystem Based management Framework:Coastal

Ecological components, processes and interaction assessment
Mangrove forest model;
Mangrove dependent fishery model;
Water quality model;
Interactive models (food web, etc)

Environ-Market Interaction

Environ-Society Interaction

OUTCOMES

Economic System
 Direct and indirect uses, non-uses, options, etc
Production and consumption
Economic value of goods and services
Economics of alternative uses

Market - Society Interaction

Social Systems
People, society, and culture
Communal ownership/use rights
Traditional decision-making process

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EBM – what does it help with?

To:
- Define who has to be involved - stakeholders
- Identify champion & partnership
  - national task force
  - Regional
  - Technical expertise, skills
- Identify causes & root causes - causes & root causes
- Identify solutions to root causes – solutions
- Identify Strategies and activities – strategies/ activities
- Identify programs of strategies / activities to achieve an outcome

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NAP design- key components HOW?

Objectives
Thematic outcomes
Strategies
Activities/ tasks
Medium term Priorities
NAP Costing

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1. Understanding the context & situation
Situation analysis

2. Stakeholders, agent of change, lead agency, task force
Stakeholder analysis
Lead agency & Task Force
Mainstreaming Process to use,

3. Issues, concerns, causes, root cause identification
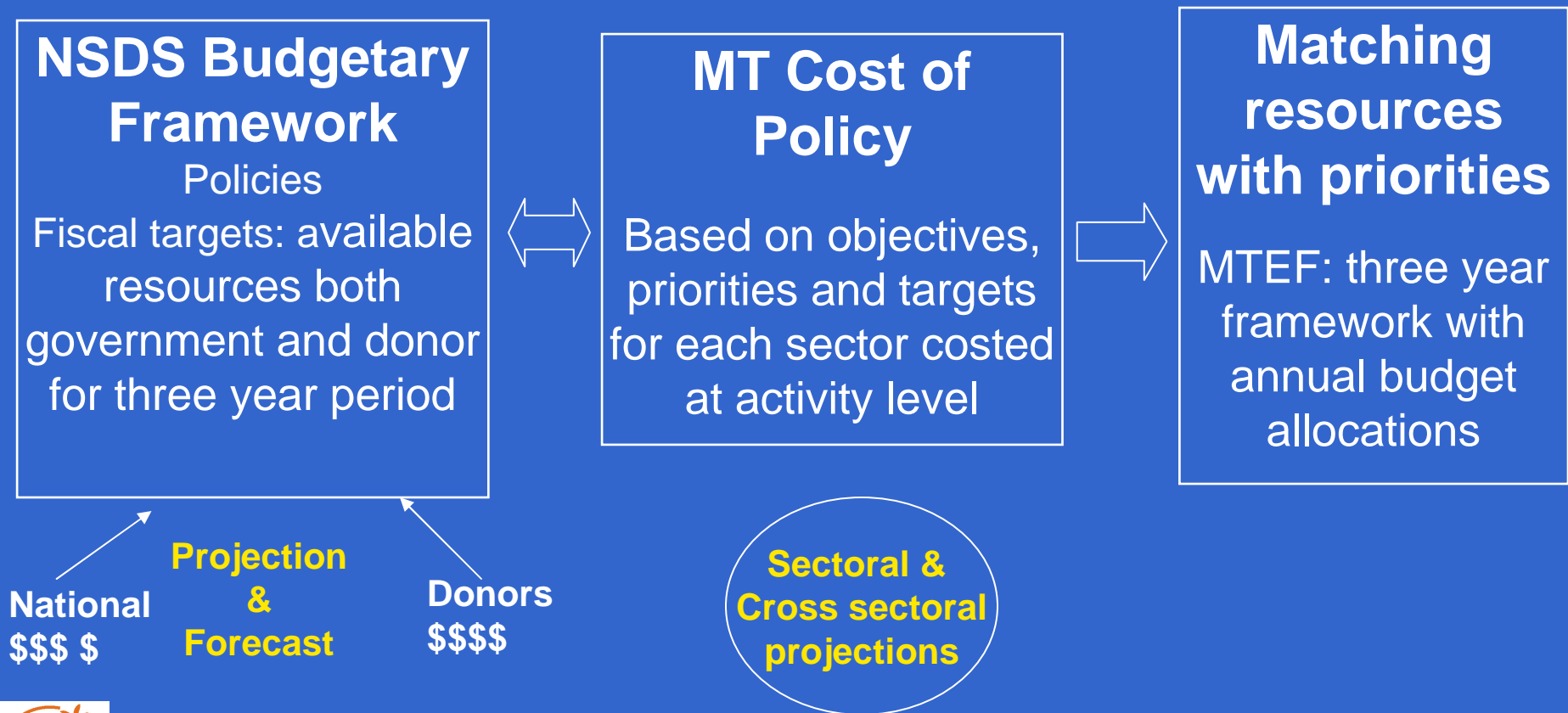*Issues and Root Cause Analysis (EBM)*

4. Solutions - policies, organizational design, institutions (rules and regulations), etc
Policy, Institutional & Activity Solution Analysis

5. Consolidation of sectoral action plan, including outcomes, strategies and initiatives
NAP design (log frame)

6. Prioritisation & costing
Medium term NAP & Budget

7. Consolidation of NSDS and sectoral linkages and sectoral budget preparation
NSDS_ -NAP consolidation

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2.3 NSDS-linked Sector Medium term budget allocation

NSDS Budgetary Framework
Policies
Fiscal targets: available resources both government and donor for three year period

MT Cost of Policy

Based on objectives, priorities and targets for each sector costed at activity level

Matching resources with priorities

MTEF: three year framework with annual budget allocations

National $$$ $

Projection & Forecast

Donors $$$$

Sectoral & Cross sectoral projections

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Summing up
Mainstreaming – What, who, how

- Mainstreaming - values, principles, commitments
- Start with whatever systems & processes
- Common goal
- Get onto the pathway
- Carry stakeholders
- Evolutionary process & strengthen over time

- **INCOUNTRY PARTNERSHIP**
  – **finance, planning, sector/ thematic departments**
  – **stakeholders**
- **EXPERTISE BASED / TECHNICAL PARTNERSHIPS**

- **REGIONAL PARTNERSHIPS UNDER PACIFIC PLAN**

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Concluding remarks

- Mainstreaming
  - complex concept
  - capturing many different things
    - reflecting core values,
    - guiding principles of SD & GG
  - Some incorporated in goal, objectives
  - Some captured in root causes & solutions identified
  - Some captured in/ guided solutions/ strategies

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Concluding remarks

- Mainstreaming is Multidimensional
- Multiple causes & root causes
- Multi pronged solutions
- No one size model fits all
- Multi agency/ Multi stakeholder
- Multidisciplinary / Multiple knowledge sources

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Concluding remarks..

- Mainstreaming is more than just "good planning":
  - contribution of sector actions to national development plans
  - bringing **all** actors together to achieve agreed sector goals and targets
- Mainstreaming means building social & environmental issues into strategic planning
- It should be flexible and iterative: learn by doing
- Where to start? Setting priorities that
  - have wide and high level support
  - have good prospects for success

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Concluding remarks..

- Be a country-led process / national ownership and supported by external expertise where strategically needed

- Build the case, compile the evidence, develop effective monitoring and evaluation

- (where possible) Develop an economic analysis to show the economic and development costs and benefits of actions in environmental management

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Next steps

- Countries: should each discuss and develop an overall agreement on mainstreaming and identify the entry points and lead agency

- Need to move to action: identify and work to implement actions that demonstrate the advantages of mainstreaming

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Next steps..

- CROP agencies: need to further clarify steps to implement Forum leaders' decision for a joint mainstreaming programme to include:

(a) The preparation & dissemination of Pacific mainstreaming guidelines

(b) A joint programme of action to build on existing experiences

(c) The establishment of a "response facility" that Pacific countries can call upon to assist with mainstreaming efforts

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HAPPY MAINSTREAMING

THANK YOU

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Examples, experiences, outcomes

4. NSDS-linked Mainstreaming-How?

Improved National resource allocation & aid effectiveness

Practical success
- *Vanuatu DRR& DM*

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4. NSDS Strengthening…when and how?

When?   Now
- **Start with existing processes**
- **Build incrementally with an agreed common goal**

How? Take each stage of NSDS and see how they can be strengthened:
- Take current NSDS process identify areas that need strengthening, Eg:
  - **Link NSDS goals and strategies with existing sector plans**
  - **Prioritise sector strategies and identify outcome focused program**
  - **Develop medium term costed priortised sector plans**
  - **Develop annual budget adopting programmatic approach**
  - **Engage with development partners using prioritised and costed medium term sectoral plan**

- Identify what information is needed at each step, generate new information or use existing information, clear indicators & performance measures

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Recent example.. Evidence based Vanuatu DRM NAP preparation

Developed:

- supplementary PAA DRM goal chapter
- PAA (Vanuatu's NSDS) linked prioritized National Action Plan (NAP) for DRM
- Costed & Prioritised Medium Term Implementation Plan

Outcome:

- Cabinet approved PAA NAP used for:
  - national budget allocation for priority initiatives
  - Establish cross cutting organisational structures for DRR &DM
  - DRR&DM policy formulation
  - Common platform for engagement with development partners

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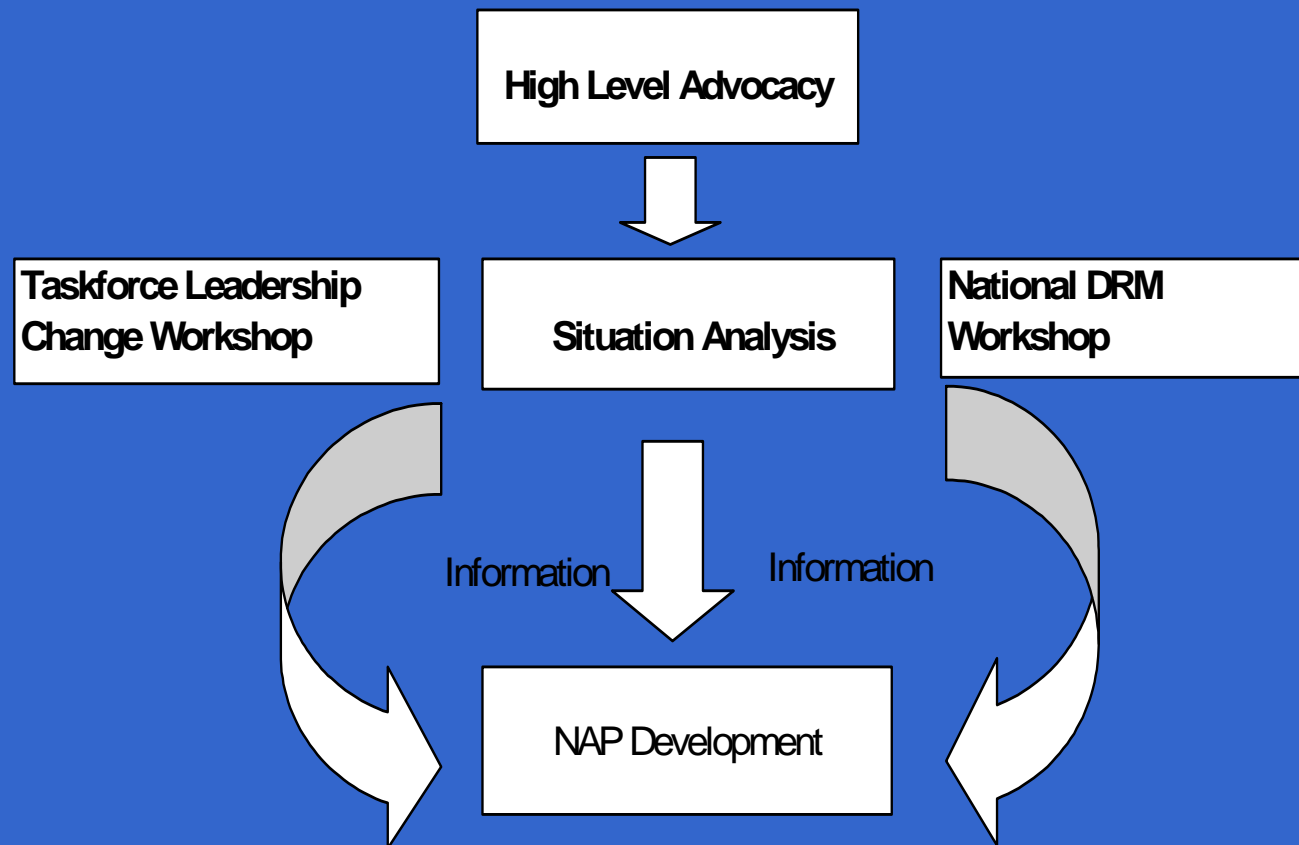# Summary: Benefits of evidence-based NSDS & related processes

Provide a solid platform for

- systematic development plan reflecting needs and aspirations of the people

- transparent platform for the government to deliver on the agreed development goals

- a clear, transparent and accountable decision making processes involving key departments / ministries with responsibility for a common theme, promoting inter-ministerial collaboration and coordination

- a platform for developing public –private partnerships to deliver on core public services where appropriate & private sector based economic and social development can be facilitated

- a framework within which a partnership between the government and community can be forged to manage natural resources and the environment

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Summary: Benefits of evidence -based NSDS & related processes

Provide a solid platform for :

- **Increasing the effectiveness of national budget allocation to national priorities**

- **Improved engagement with development partners and increasing aid effectiveness -- consistent with Paris Declaration on Aid Effectiveness**

- **Engaging with regional organizations to seek/ access, targeted, coordinated and harmonized regional services that add value to their own national development effort - - increasing CROP collaboration and minimising competititon between CROP agencies**

- **engaging with other Pacific SID, regional organizations, and development partners to promote regional integration**

Methodology used in Vanuatu/ RMI

High Level Advocacy

Taskforce Leadership Change Workshop

Situation Analysis

National DRM Workshop

Information

Information

NAP Development

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Vanuatu - Strengths

- Common desire to operationalise the DRR&DM Framework for Action
- High Level Commitment
  - Presidents' Reference Group
  - Subgroup of CROP agencies
  - Subgroup of Development Partners
- Complementarity between Partners and NTF knowledge and skills
- Partners
  - Conceptual knowledge, tools, jargon and ideas
- Country
  - Local knowledge of processes and what works
  - Appreciation of key gaps
  - Some knowledge of are and strategic areas for action and experience
- Dedicated National Task Force Members & Partners
  - Tight timeline and long hours
  - Some difference of opinions but eagerness to work through this

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Vanuatu process - Gaps

- Different understanding about specific terminologies for the same thing
  - For example: Hazards, risks and vulnerability
  - Country profile versus situation analysis

- Different ideas about what it means to 'operationalise' the DRR&DM Framework
  - national planning and budgetary level
  - Sectoal/ corporate level strategies and actions
  - Sectoral budgetary preparation and national budget allocation

- Different understanding about steps required to operationalise DRR&DM Frameworks

- Different ideas about expected output
  - Revised PAA versus supplementary PAA
  - NAP and or Prioritised 3-year medium term program of action plus indicative budget
- Lack of clarity of roles and responsibilities amongst:
  - Partners – with at times overlapping skills
  - To a lesser extent NTF
- Lack of Technical skills – even in the partnership

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Lessons for others …….

- Streamline the NAP process for
  - Ensure the right technical personals involved
  - increased cost effectiveness of partner engagement and support
    - Technical complementarity of partners
    - Clearly defined roles and responsibilities
    - increased and more effective preparation
    - more coordinated development partner inputs
  - increased cost effectiveness of country stakeholder engagement
    - increased and more effective preparation
  - strengthened national ownership of NAP development process
  - enhanced national capacity for:
    - NAP development process
    - Prioritisation of NAP strategies
    - Appropriate sequencing of specific actions for each strategy
    - Preparation of indicative budget for NAP implementation

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