National Strategies for Sustainable Development in Africa
A Sixteen-Country Assessment
National Strategies for Sustainable Development in Africa
A Sixteen-Country Assessment
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# Table of Contents

Acronyms and Abbreviations ................................................................................... vii  
Acknowledgements ................................................................................................. ix  
Executive Summary ................................................................................................ xi  

1. **Introduction** ................................................................................................. 1  
   1.1 Background ............................................................................................................................. 1  
   1.2 Objectives ................................................................................................................................ 2  
   1.3 Assessment process ................................................................................................................... 2  
   1.4 Outline of the report ................................................................................................................ 4  

2. **Development and Implementation of NSSDs** .............................................. 6  
   2.1 Development and implementation status of NSSDs ............................................................. 6  
   2.2 NSSD development process ..................................................................................................... 7  
   2.3 Involvement of ministries/agencies responsible for planning and finance ......................... 10  
   2.4 NSSD type ............................................................................................................................. 11  
   2.5 NSSD priorities and integration issues ................................................................................... 14  
   2.6 Implementation actions/activities and key players ................................................................. 19  
   2.7 NSSD Monitoring and Evaluation ........................................................................................ 22  

3. **Poverty Reduction Strategies** ....................................................................... 27  
   3.1 PRS development and implementation status ........................................................................ 28  
   3.2 PRS development process, time frame and approval .............................................................. 28  
   3.3 Long-term development strategies embedding PRSs ............................................................ 30  
   3.4 Second generation PRSs ......................................................................................................... 35  

4. **Links Between the NL TV, NSSD, PRS, NDP and MDGS** ........................... 38  
   4.1 NLTVs and other frameworks ................................................................................................. 39  
   4.2 NSSDs, PRSs and MDGs ....................................................................................................... 39  
   4.3 Countries’ views on the 2005 World Summit national development strategy-related resolution .................................................................................................................... 40  

5. **Challenges, Conclusions and Policy Recommendations** .............................. 43  
   5.1 Challenges and needs ............................................................................................................. 43  
   5.2 Conclusion and policy recommendations ............................................................................. 45  

6. **Case Studies on Good Practices and Lessons Learned** ................................ 48  
   6.1 Introduction ......................................................................................................................... 48  
   6.2 NSSD types ......................................................................................................................... 48  
   6.3 Linking Countries’ NSSDs with sectoral and subnational development strategies, programmes and plans ................................................................................................................................. 49  
   6.4 Integrating the Pillars of Sustainable Development ............................................................. 52  
   6.5 Multi-stakeholder consultations and participation ............................................................... 54
6.6 Integrating sustainable development principles into the five year economic and social development plans- The case of Tunisia

6.7 Monitoring and evaluation (M&E)

6.8 Results and benefits realized

6.9 Strengths, weaknesses and challenges

6.10 Lessons learned

7. References

8. Annexes

List of Tables

Table 1: Responding countries based on ECA subregional groupings
Table 2: NSSD development and implementation status
Table 3: Involvement of the Ministries/Agencies Responsible for Planning and Finance
Table 4: Involvement of the Ministries/Agencies Responsible for Planning and Finance
Table 5: NSSDs being implemented
Table 6: NSSDs yet to be implemented
Table 7: Priorities addressed: NSSDs being implemented
Table 8: Priorities addressed: NSSDs yet to be implemented
Table 9: Specific actions and key players
Table 10: Benin's sustainable development indicator set
Table 11: NSSD monitoring- NSSDs being implemented
Table 12: NSSD monitoring: NSSDs yet to be implemented
Table 13: PRSs developed
Table 14: Long-term development strategies embedding PRS
Table 15: PRS priorities
Table 16: Second generation PRSs being implemented
Table 17: Second generation PRSs awaiting approval
Table 18: Challenges
Table 19: Needs
Table 20: NSSDs being implemented in the study countries
Table 21: Integrating the Pillars of Sustainable Development
Table 22: Key features of the monitoring systems of the study countries
Table 23: Participation in the M&E process in Ghana and Uganda
Table 24: Strengths, weaknesses and challenges in the strategy process

List of Figures

Figure 1: NSSD development and implementation status
Figure 2: PRS development and implementation status
Figure 3: PRS embedded in the long-term development strategy
Figure 4: Second Generation PRS
List of Boxes
Box 1: NSSD development process of selected countries ................................................................. 9
Box 2: Evaluation results .................................................................................................................... 25
Box 3: PRS integration issues ............................................................................................................. 34
Box 3: Countries' views on the 2005 World Summit national development strategy-related resolution ......................................................................................................................... 41
### Acronyms and Abbreviations

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AfDB</td>
<td>African Development Bank</td>
</tr>
<tr>
<td>ARVs</td>
<td>Antiretrovirals</td>
</tr>
<tr>
<td>AsgiSA</td>
<td>Accelerated and Shared Growth Initiative of South Africa</td>
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<tr>
<td>BFPs</td>
<td>Budget Framework Papers</td>
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<tr>
<td>CBOs</td>
<td>Community Based Organizations</td>
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<td>CDF</td>
<td>Comprehensive Development Framework</td>
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<td>CEMAC</td>
<td>Economic and Monetary Committee of Central African States</td>
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<td>CNDD</td>
<td>National Commission for Sustainable Development</td>
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<td>CSO</td>
<td>Central Statistics Office</td>
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<td>CSPGs</td>
<td>Cross Sectoral Planning Groups</td>
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<tr>
<td>CTSE-DRSP</td>
<td>Technical Committee for the Monitoring and Evaluation of the Implementation of the PRS</td>
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<tr>
<td>DAC</td>
<td>Development Assistance Committee</td>
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<tr>
<td>DCP</td>
<td>The Decentralized Cooperation Programme</td>
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<td>DFID</td>
<td>UK Department for International Development</td>
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<td>DoSFSA</td>
<td>Department of State for Finance and Economic Affairs</td>
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<td>DSD</td>
<td>Division for Sustainable Development</td>
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<td>DSP</td>
<td>District Strategic Plans</td>
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<td>ESSD</td>
<td>Environmental Strategy for Sustainable Development</td>
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<td>EU</td>
<td>European Union</td>
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<td>FDI</td>
<td>Foreign Direct Investment</td>
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<td>FNDP</td>
<td>Fifth National Development Plan</td>
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<td>GEAP</td>
<td>The Gambia Environmental Action Plan</td>
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<td>GPRS</td>
<td>Growth and Poverty Reduction Strategy</td>
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<td>HILEC</td>
<td>High Level Ministerial Economic Committee</td>
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<td>HIPC</td>
<td>Highly Indebted Poor Countries</td>
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<td>IIED</td>
<td>International Institute for Environment and Development</td>
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<td>IMF</td>
<td>International Monetary Fund</td>
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<td>INDH</td>
<td>National Initiative for Human Development</td>
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<tr>
<td>IP-ERS</td>
<td>Investment Programme for the Economic Recovery for Wealth and Employment Creation</td>
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<tr>
<td>IPFs</td>
<td>Indicative planning figures</td>
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<td>ISC</td>
<td>Intergovernmental Steering Committee</td>
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<td>JPOI</td>
<td>Johannesburg Plan of Implementation</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MCA</td>
<td>Millennium Change Account</td>
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<td>MDAs</td>
<td>Ministries, Departments and Agencies</td>
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<td>MDGs</td>
<td>Millennium Development Goals</td>
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<td>MFNP</td>
<td>Ministry of Finance and National Planning</td>
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<td>MFPED</td>
<td>Ministry of Finance Planning and Economic Development</td>
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<td>MTEF</td>
<td>Medium-Term Expenditure Framework</td>
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<td>Medium-Term Plan</td>
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<td>NCDs</td>
<td>Non-Communicable Diseases</td>
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<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<td>NCS</td>
<td>National Conservation Strategies</td>
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<td>NCSDs</td>
<td>National Councils for Sustainable Development</td>
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<td>NDP</td>
<td>National Development Plan</td>
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<td>NDPC</td>
<td>National Development Planning Commission</td>
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<td>NEAP</td>
<td>National Environmental Action Plan</td>
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<td>NEDPAD</td>
<td>New Partnership for Sustainable Development</td>
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<td>NEMA</td>
<td>National Environment Management Authority</td>
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<td>NEPAD</td>
<td>New Partnership for Africa's Development</td>
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<td>NFPs</td>
<td>National Focal Points</td>
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<td>NGOs</td>
<td>Non-Governmental Organizations</td>
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<td>NLTPs</td>
<td>National Long-Term Perspectives</td>
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<td>NLTVs</td>
<td>National Long-Term Visions</td>
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<td>NSDP</td>
<td>National Spatial Development Perspective</td>
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<td>NSSDs</td>
<td>National Strategies for Sustainable Development</td>
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<td>OECD</td>
<td>Organization for Economic Cooperation and Development</td>
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<td>OTED</td>
<td>Tunisian Observatory for Environment and Development</td>
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<td>PEWG</td>
<td>Poverty Eradication Working Group</td>
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<td>PEAP</td>
<td>Poverty Eradication Action Plan</td>
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<td>PGDS</td>
<td>Provincial Growth and Development Strategies</td>
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<td>PNAE-DD</td>
<td>National Action Plan for the Environment and Sustainable Development</td>
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<td>PPP</td>
<td>Public-Private Partnership</td>
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<td>PRDF</td>
<td>Poverty Reduction Dialogue Forum</td>
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<td>PRGF</td>
<td>Poverty Reduction and Growth Facility</td>
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<td>PRS</td>
<td>Poverty Reduction Strategies</td>
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<td>PSFU</td>
<td>The Private Sector Foundation Uganda</td>
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<td>RPMGs</td>
<td>Regional Poverty Monitoring Groups</td>
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<td>R&amp;D</td>
<td>Research and Development</td>
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<td>SAGs</td>
<td>Sector Advisory Groups</td>
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<td>SDI</td>
<td>Sustainable Development Indicators</td>
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<td>SEA</td>
<td>Strategic Environmental Assessment</td>
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<td>SGPRSs</td>
<td>Second generation of poverty reduction strategies</td>
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<td>SPA</td>
<td>Strategy for Poverty Alleviation</td>
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<td>SPACO</td>
<td>Strategy for Poverty Alleviation Coordinating Office</td>
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<td>SROs</td>
<td>Subregional offices</td>
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<td>SWAps</td>
<td>Sector wide approaches</td>
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<td>ToRs</td>
<td>Terms of Reference</td>
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<td>UNCED</td>
<td>United Nations Conference on Environment and Development</td>
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<tr>
<td>UNCSd</td>
<td>United Nations Commission on Sustainable Development</td>
</tr>
<tr>
<td>UNDESA</td>
<td>United Nations Department for Social and Economic Affairs</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
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<tr>
<td>UPPAP</td>
<td>Uganda Participatory Poverty Assessment Process</td>
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<td>WSSD</td>
<td>World Summit on Sustainable Development</td>
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Acknowledgements

This report was prepared under the overall supervision of Josué Dioné, Director of the ECA Food Security and Sustainable Development Division (FSSD) and the guidance of Ousmane Laye, Chief, Environment and Sustainable Development Section of the Division.

Isatou Gaye led the preparation of this report. Team members were Charles Akol, Kwadwo Tutu, Hamdou Wane, Hassan Yousif, Negussie Gorfe and Antonio Pedro. Meskerem Melaku and Rahel Desta provided valuable secretarial support. The team acknowledges Hiroko Morita-Lou and Birgitte Alvarez-Rivero of the Division for Sustainable Development of the United Nations Department of Economic and Social Affairs's (DSD/DESA) and Linda Ghanime of the Bureau for Development Policy of the United Nations Development Programme (BDP/UNDP) for their valuable inputs to the questionnaire.

The team highly values the information provided by the 16 country respondents to the questionnaire which formed the basis of the assessment. The team extends profound appreciation to Ndey Sireng Bakurin and Modou Touray, Rudolph Kuuzegh and D. K. Twerefou, Mohamed Adel Hentati, Joseph Enyimu and Priscilla Musonda who, respectively, prepared the case study reports of The Gambia, Ghana, Tunisia, Uganda and Zambia. Bartholomew Armah provided valuable insights into the Poverty Reduction Strategy (PRS) Process in Africa and Adrian Gauci provided useful comments on this aspect of the report. Taro Boel and Nega Emiru's contributions are greatly appreciated for translating inputs received from French to English, and formatting this report, respectively.

The Team also acknowledges the many partners and collaborators that have over the years contributed to strengthening the national sustainable development strategy process, particularly in Africa. These include among others, the United Nations Department for Economic and Social Affairs (UN-DESA), the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP), the Organization for Economic Cooperation and Development (OECD), the UK Department For International Development (DFID), the International Institute for Environment and Development (IIED), the Network for Environment and Sustainable Development in Africa (NESDA), and the International Institute for Sustainable Development (IISD).

Finally, the team highly acknowledges the services provided by the staff of the ECA Publications and Conference Management Section (PCMS) in editing, proofreading, designing, laying out and printing this report.
Executive Summary

Major global conferences and summits have called on countries to prepare and implement National Strategies for Sustainable Development (NSSDs). These include the United Nations Conference on Environment and Development (UNCED), in 1992 and the five-year review of UNCED (Rio+5), in 1997. The target set by the World Summit on Sustainable Development (WSSD) in 2002, for countries to take immediate steps to advance in the formulation and elaboration of NSSDs and to begin their implementation by 2005, was the latest in a series of such calls. Therefore, this review was conducted in order to assess the extent to which African countries have progressed with regard to meeting the WSSD target on the NSSD process.

The report complements available resources on the sustainable development strategic process. It provides an assessment of the level of development and implementation of NSSDs in African countries and documents experiences, including good practices and lessons learned in the NSSD process. The intent is to promote knowledge networking among countries and to deepen the learning and implementation process.

The review entailed 16 countries, namely: Algeria, Benin, Cameroon, Ghana, Kenya, Malawi, Mauritius, Morocco, Mozambique, Senegal, Sierra Leone, South Africa, The Gambia, Tunisia, Uganda and Zambia.

Key Findings

NSSD development and implementation

Most of the survey countries have developed and are implementing their NSSDs. As regards the development process, countries have taken different approaches. While some countries are improving or restructuring the decision-making process to achieve a full integration of social and environmental issues and a broader range of participation, others have taken a complementary approach, whereby a separate strategy document that embodied the broad strategic framework was prepared, then other strategies and planning instruments were updated to incorporate the sustainability principles espoused in the framework strategy.

Most countries are progressively applying the principles of multi-stakeholder participation and ownership, sound leadership and good governance. Increasingly, ministries responsible for planning and finance are playing a key role in the NSSD process. This is in view of the centrality of these ministries in guiding development planning processes and their role in providing budget support.

The type of NSSD that a country develops depends on its understanding of the concept of sustainable development, and its developmental context. The NSSD types being developed and implemented by countries were quite diverse and included those that highlight the environmental dimension, or the economic dimension, poverty reduction strategies, national development plans, and national long-term visions. The timeframes of the different strategy documents varied from three (poverty reduc-
Priorities addressed by the different NSSDs varied in comprehensiveness, but most covered the economic, social, environmental and institutional dimensions of sustainable development. However, in certain cases, activities that were being implemented and the key players involved were at variance with the priorities defined by the strategy and the stakeholders specified. Countries recognize the importance of monitoring and evaluation in ensuring the effective application of the continuous learning and improvement principle of the NSSD process. Most are regularly monitoring implementation progress using indicators that cover the different dimensions of sustainable development. The evaluation process has resulted in improvements to the NSSD process in countries.

**Poverty Reduction Strategies**

The current review also entailed an appraisal of the extent to which Poverty Reduction Strategies (PRS) embody NSSD characteristics in the light of the Johannesburg Plan of Implementation (JPOI) recommendation that countries could formulate NSSDs as PRS that integrate the economic, social and environmental pillars of sustainable development.

With the exception of South Africa, all countries completed the questions on poverty reduction strategies. All 15 reporting countries were implementing their PRSs and among these the large majority (67 per cent) were implementing their PRSs distinct from an existing NSSD (Algeria, Benin, Kenya, Malawi, Mauritius, Morocco, Mozambique, Senegal, The Gambia and Tunisia; three (20 per cent) were implementing their PRSs as their NSSDs (Cameroon, Ghana and Uganda); one (6.7 per cent) was implementing its PRS in the absence of a NSSD (Sierra Leone); and one (6.7 per cent) had its PRS incorporated into its NSSD (Zambia).

The current review revealed that PRS development process for all Heavily Indebted Poor Countries (HIPC) and for the two non-HIPC countries that responded to the process-related questions (Algeria and Morocco), entailed multi-stakeholder consultations, training and workshops, as well as the establishment/designation of a national coordinating body. The timeframe of the various PRSs ranged from three to 12 years and almost all were approved at high political levels.

The PRSs of almost all HIPC countries were embedded in long-term development frameworks that were adopted at the highest political levels. In terms of priorities specified, all PRSs were explicit on the social, economic and institutional dimensions, but the environmental dimension was not specific in about half of them.

Among the survey countries, half of those that were HIPC countries were implementing their second generation PRS and almost all were approved at high political levels. In some cases, the timeframe increased relative to the first generation PRS. Other improvements included better integration of the different dimensions of sustainable development, prioritization of key sectors of the economy, more focus on linking public expenditure to the PRS priorities, programmes and activities mainstreamed, better integration of environmental concerns and adoption of a more participatory process.
Links between National Long-Term Visions, Poverty Reduction Strategies, National Development Plan, and the Millennium Development Goals

With the exception of a few countries, all articulated the links, or those envisaged between their National Long-Term Visions (NTLVs) and other planning frameworks. Generally, the NTLVs espoused countries’ long-term development aspirations and guiding principles, while the medium-term and national development plans (MTPs and NDPs), the short-term poverty reduction strategies (PRSs), and where applicable, the NSSDs were considered means to achieving the goals set out in the NTLVs. Almost all countries asserted that either their NSSDs or their PRSs and in some cases both, addressed the Millennium Development Goals (MDGs). Furthermore, most countries viewed the MDGs as integral to the 2005 World Summit national development strategy-related resolution. Additionally, countries considered that this resolution had been addressed through existing national planning frameworks, policies and strategies.

Challenges and needs

Challenges enumerated by countries related to the strategy process (ownership, governance, participation, integration, coordination) and capacity issues (institutional, technical and financial) as well as those related to sectoral development priorities covering the three pillars of sustainable development. These challenges are particularly pertinent in view of the prevailing economic situation in most countries and the imperative of meeting sustainable development priorities.

Capacity strengthening featured prominently among the needs expressed, with 60, 50 and 40 per cent of countries articulating the need for financial, technical and institutional capacities respectively. An ECA review of 2006 concludes that lack of capacity remains a major constraint to reaching the MDGs and reducing poverty. Past efforts to address this have lacked an appreciation of the institutional context at the national level, the availability of skills and the reforms needed to mobilise them.

Indeed, the findings of a World Bank/IMF review of the PRS approach conducted in 2005, point to the need for continued support for a country-driven model, recognizing that this requires medium to long-term commitment to institutional changes and capacity-building, including efforts to strengthen governance and accountability.

Conclusions and policy recommendations

This review indicates that most African countries have developed and are implementing their NSSDs. But the types and approaches differ depending on the particular country context. Different countries put different emphasis of the three pillars of sustainable development. Increasingly, countries are applying the principles of sound leadership, good governance and multi-stakeholder participation and ownership. And ministries/agencies responsible for planning and finance are playing lead roles the NSSD process.

Priorities addressed in NSSDs vary in comprehensiveness, but most cover the economic, social, environmental and institutional dimensions of sustainable development. However, in some countries, the priorities specified and activities being implemented are at variance. Countries have put in place monitoring and evaluation (M&E) mechanisms to track implementation progress. But the indicator
frameworks differ in comprehensiveness. Nevertheless, M&E has resulted in notable improvements in strategy processes. Countries have developed and are implementing PRS and some consider these as constituting their NSSDs. Countries recognize the need to link the different national planning frameworks such as NLTVs, PRSs, NDPs, MDGs and are ensuring complementarities among these. More importantly, countries have registered good practices and useful lessons have been learned in the implementation process to inform and ensure continuous improvement in countries’ NSSD processes.

In spite of progress made, many challenges remain. However, given the interest and commitment to innovative strategic approaches to addressing sustainable development challenges currently being demonstrated by developed and developing countries alike, it is envisaged that increasingly, countries will adopt and continue improving their NSSD processes.

Policy recommendations

- Countries should be assisted to develop and implement sustainable development strategies that embody the key characteristics of NSSDs. Countries need to understand the concept of sustainable development strategy process and the underlying principles in order to apply these adequately. They also need to understand that there is no ‘one size fits all’ in regard to the strategic approach to be adopted.
- NSSDs should be able to address intergenerational equity. In this regard, the timeframe should span a generation (20 to 25 years). In the absence of this, NSSDs should be embedded into national long-term vision documents and the principle of continuous learning and improvement should be systematically applied.
- Leadership in the strategy process needs to be strengthened in many countries. In doing so, it should be ensured that good practices and lessons learned are adequately factored into new structures that may be established.
- Countries should ensure that all stakeholders participate meaningfully in the whole strategy cycle, from development, implementation to M&E. In this respect, capacity-building needs, in terms of participation, should be adequately reflected in the design of the strategy.
- In view of the need to integrate the NSSD into budget processes to generate the budget support required, the leadership role of ministries/agencies responsible for planning and finance in strategy development and implementation should be enhanced. In this regard, these ministries and agencies should be armed with the skills and tools necessary to promote more holistic and integrated planning that ensures a balanced integration of the different dimensions of sustainable development and the execution of transparent trade-offs.
- Since NSSDs should ensure a balanced integration of the different dimensions of sustainable development, priorities addressed should reflect this. In doing so, synergies should be harnessed, potential conflicts addressed, and trade-offs made as necessary. In this context, countries should be capacitated with the requisite skills and tools to ensure that as much as possible, a balanced integration is achieved in strategy development and implementation.
- NSSD processes should adequately recognise the need to decentralize implementation to subnational levels and to build the capacity and adequately resource local level implementing agencies for effective implementation. Additionally, it should be ensured that activities being implemented and actors implicated in this implementation should correspond to the priorities and key players identified during the strategy development process.
- M&E are essential to ensuring continuous learning and improvement in strategy development and implementation. In this regard, it should be ensured that M&E are done regularly, that the indicator sets cover the different dimensions of sustainable development and are re-
Executive Summary

viewed periodically. It should also be ensured that all relevant stakeholders are involved in the M&E exercise that feeds into strategy revision/updating.

• Given that PRS now constitute important planning frameworks in countries and that increasingly, countries now consider them as constituting their NSSDs; donors should work together with countries to enhance the sustainable development strategy process principles of PRS. PRSs should be linked to long-term planning frameworks to ensure that intergenerational equity issues are addressed. In terms of content, they should go beyond the social sectors and should adequately address the need for broad-based and equitable growth, as well as environmental sustainability. These need to be integrated in a balanced manner. The principle of continuous learning and improvement should be embodied in PRS iterations.

• Countries should ensure that their different planning frameworks are adequately linked in order to minimize overlaps, potential conflicts and duplication of efforts. This will enhance complementarities, coherence and convergence and ensures implementation efficiency and effectiveness that yield concrete results.

• Development agencies should work with countries to determine how best to address their challenges and needs. Agencies should be flexible enough to cater to countries’ specific needs and circumstances. On the other hand, countries should prioritize their needs in relation to their sustainable development challenges and should be able to adequately reflect these in strategy documents. In addition to aid money, agencies should work with countries to institute innovative financial mechanisms that should generate the required resources both internally and externally.

• Countries have registered good practices and lessons have been learned in the implementation process. It is important to document these and disseminate widely in order to promote experience sharing and learning. In addition, a knowledge networking and peer learning forum should be established to promote constant exchanges among sustainable development practitioners.
1. Introduction

1.1 Background

The call for countries to prepare and implement National Strategies for Sustainable Development (NSSDs) was first made at the United Nations Conference on Environment and Development (UNCED), in 1992. At the time the five-year review of UNCED (Rio +5) was held, not much progress had been made towards the realization of this call. Consequently, delegates at Rio +5 urged countries to complete the formulation and elaboration of NSSDs by the year 2002. The target set by the World Summit on Sustainable Development (WSSD) in 2002 highlighted the need for states to take immediate steps towards advancement in the formulation and elaboration of NSSDs and to begin their implementation by 2005. This was the latest in a series of such calls and recognized the need for the development and adoption of implementation strategies. Further to this, the 2005 World Summit resolution calls for the adoption by 2006, and the implementation of comprehensive national development strategies to achieve the internationally agreed development goals and objectives, including the Millennium Development Goals (MDGs).

Several studies revealed that the immediate post-Rio processes of strategic planning for sustainable development were characterized by environmental biases, in the form of National Conservation Strategies (NCS) and National Environmental Action Plans (NEAPs) (IIED/NESDA, 1998; OECD, 2001). This bias, coupled with resource constraints resulted in uneven institutional involvement and slow progress in implementation. In order to promote effective and enhanced implementation, a series of initiatives to build capacity and provide guidance on sustainable development strategic process were launched post Rio +5. These included the Capacity 21 Programme of the United Nations Development Programme (UNDP), which gave priority to strengthening NSSDs, and the publication of NSSD guidance documents by the Organization for Economic Cooperation and Development (OECD), in 2001, and the United Nations Department for Social and Economic Affairs (UNDESA), in 2002.

Building on the OECD guidelines, the International Institute for Environment and Development (IIED), OECD and UNDP produced a resource book for sustainable development strategies in 2002. The book provides guidance on how to develop, implement and assess NSSDs. The Capacity 2015 Programme launched by UNDP following WSSD, builds on the results of Capacity 21, and continues to support sustainable development strategic processes. In relation to the WSSD target, the Division for Sustainable Development (DSD) of UNDESA has been administering surveys on the NSSD status worldwide, in order to review progress made by countries.

In view of the mandates received from UNCED and WSSD, respectively, and in recognition of the special circumstances of Africa, the Economic Commission for Africa (ECA) completed a study on National Councils for Sustainable Development (NCSDs) in Africa, in 2005. While the study mainly entailed an examination of these bodies, it also provided the opportunity to carry out a cursory examination of sustainable development strategies in African countries. The NCSD study revealed that countries had adopted various policies, strategies and plans addressing sustainable development issues. These included long-term national visions, national and regional development plans, Poverty Reduction Strategy Papers (PRSPs) and sectoral strategies in the agriculture, environment and natu-
ral resources sectors. In addition, some countries had either already elaborated NSSDs or were in the process of doing so. However, the NCSD study did not seek to provide an in-depth review of countries’ NSSD processes, particularly in relation to their development and implementation. An NSSD study was deemed necessary in order to assess the extent to which African countries have progressed with regard to meeting the WSSD target on the NSSD process, and to determine the way forward.

1.2 Objectives

This report complements available resources on the sustainable development strategic process. It provides an assessment of the level of development and implementation of NSSDs in African countries and documents experiences, including good practices and lessons learned regarding the NSSD process. The intent is to promote knowledge networking among countries and to deepen the learning and implementation process. The report targets policymakers, technical experts, Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), the private sector, academia, training and research institutions in all 53 member States of ECA. It also targets African regional and subregional organizations, UN agencies, bilateral and multilateral development partners.

1.3 Assessment process

The assessment was divided into two phases:

The first phase entailed a general appraisal of the status of the NSSD process in Africa. This was conducted through a questionnaire survey, which targeted all 53 member States of ECA. Information sourced included the type and level of development and implementation of NSSDs, coordination, monitoring and evaluation mechanisms in place, and relationships with other national development planning processes. Also requested for, was information on the challenges and needs of countries regarding the development and implementation of NSSDs, as well as countries’ views on the 2005 World Summit National Development Strategy-related resolution.

The assessment was guided by a task brief, which provided a clear understanding of among other things, the objectives of the assessment and what it entailed in terms of what needed to be addressed, approaches to be used, resource requirements, constitution of the task team and determination of timelines for deliverables. Research methods included a questionnaire and literature survey. The questionnaire (Annex 6) designed for the survey was adapted from the 2004 DSD/DESA survey questionnaire for reporting on NSSDs. The draft questionnaire was peer reviewed internally and externally, tested, finalized and translated into French. The questionnaire was then distributed to National Focal Points (NFPs) for Sustainable Development in member States through Diplomatic Missions in Addis Ababa.

Follow-up on completed questionnaires was done through Diplomatic Missions, ECA subregional offices (SROs) and email contacts. Completed questionnaires were mostly received in electronic formats between January and May 2006. Sixteen out of 53 countries (30 per cent) completed the questionnaire. Following a review of the completed questionnaires and the drafting of individual country summaries, clarifications and additional information were sought from all countries (the individual country summaries were attached). Follow-up emails and phone calls, yielded feedback from just over half of the countries (nine out of sixteen). Two countries made major changes to their completed
questionnaires and one revised questionnaire was received in December 2006. The individual country summaries are presented as an appendix to this report.

The subregional breakdown of response rates in descending order was as follows: Southern Africa, 5 out of 11 countries – 46 per cent; North Africa, 3 out of 7 countries – 43 per cent; West Africa, 5 out of 15 countries – 33 per cent; Eastern Africa, 2 out of 13 countries – 15 per cent; and Central Africa, 1 out of 7 countries – 14 per cent. A subregional breakdown of response rates based on ECA subregional groupings is provided in Table 1. The questionnaire was analysed quantitatively, using Excel spreadsheet programme and qualitatively, using a comparative approach.

Table 1: Responding countries based on ECA subregional groupings

<table>
<thead>
<tr>
<th>Subregion and country</th>
<th>Responding countries</th>
<th>Total countries in subregion</th>
<th>Percentage of responding countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Africa</td>
<td>3</td>
<td>7</td>
<td>42.9</td>
</tr>
<tr>
<td>Algeria</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Morocco</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tunisia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>West Africa</td>
<td>5</td>
<td>15</td>
<td>33.3</td>
</tr>
<tr>
<td>Benin</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gambia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ghana</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senegal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sierra Leone</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central Africa</td>
<td>1</td>
<td>7</td>
<td>14.3</td>
</tr>
<tr>
<td>Cameroon</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eastern Africa</td>
<td>2</td>
<td>13</td>
<td>15.4</td>
</tr>
<tr>
<td>Kenya</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uganda</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Southern Africa</td>
<td>5</td>
<td>11</td>
<td>45.5</td>
</tr>
<tr>
<td>Malawi</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mauritius</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mozambique</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>South Africa</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zambia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>53</td>
<td>30.2</td>
</tr>
</tbody>
</table>

Source: NSSD completed questionnaires, 2006

The relatively low response rate (30 per cent) was a challenge because it did not enable an assessment of the complete regional profile of the NSSD process, and a comparative analysis of subregional profiles. However, it is important to state that this represents a considerable improvement from Africa’s response rate to the 2003 DSD/DESA administered survey questionnaire on NSSDs (only seven African countries completed the questionnaire). The relatively low response rate was attributed to the ongoing changes regarding institutional arrangements for sustainable development planning.

While some countries had maintained their Environment Ministries/Agencies as their NFPs, others had changed from environment-related institutions to Finance and Planning Ministries/Commissions. This change is considered an important step forward, considering that Finance and Plan-
ning Ministries/Commissions are responsible for coordinating development planning in countries. However, this will only yield desired results provided that appropriate coordinating and integration mechanisms that address the three pillars of sustainable development in a balanced manner are put in place. Several countries had designated their National Councils/Committees for Sustainable Development (NCSDs) as their NFPs. One country (Senegal), had established a new Ministry of Planning and Sustainable Development. Furthermore, African countries in conflicts and those emerging from conflicts were mainly concerned with security issues and reconstruction and had not been actively engaged in the current development discourse, thus marginalizing their participation.

Annex 1 provides the details of respondents to the questionnaire: Environment Ministries/Agencies completed seven, out of which three consulted finance and planning ministries/commissions and other agencies and two consulted NCSD members; Finance and Planning Ministries/Commissions completed seven, out of which, four consulted environment ministries and sectoral agencies; an NCSD Secretariat completed one, with the consultation of its members; and an NCSD Secretariat and Finance and Planning Ministry jointly completed one.

The second phase of the review entailed an in-depth assessment of the strategy type, content and process in five countries, taking into account the key characteristics of a NSSD. An important output of this phase was a documentation of good practices and lessons learned. Criteria for selection included the type of NSSD and the stage of development and implementation of the NSSD. Countries selected on the basis of these criteria, taking into account distinguishing experiences and demonstrated innovativeness were Ghana, The Gambia, Tunisia, Uganda and Zambia.

Terms of Reference (TORs) for the in-depth studies were drafted, peer reviewed and finalized. Following a competitive selection process, national writers were selected and commissioned to carry out the individual country studies. Team members reviewed the draft country reports and provided comments for improvement and finalization. Additional information and supporting documentation were sought from countries.

This report is, therefore, informed by the findings of the questionnaire survey and the country studies supported by a desk review.

1.4 Outline of the report

The report comprises six chapters and is organized as follows:

Chapter 2 looks at the development and implementation of NSSDs in the 16 survey countries taking into account the key characteristics of the NSSD process. It reviews countries’ standing in regard to development and implementation, the approach to the development process, multi-stakeholder participation and ownership, sound leadership and good governance. It examines the role and involvement of ministries of planning and finance in strategy development and implementation. The chapter also analyses the NSSD type, priorities addressed and the level of integration achieved. It assesses the activities being implemented and how, as well as the key players involved. It concludes by examining NSSD monitoring and evaluation (M&E) and in this regard, assesses the indicator sets developed for this purpose, the frequency of monitoring, the evaluation exercise and results obtained.

Chapter 3 reviews poverty reduction strategies in the light of the Johannesburg Plan of Implementation (JPOI) recommendation that NSSDs could be formulated as poverty reduction strategies that
integrate the economic, social and environmental aspects of sustainable development. It assesses the Poverty Reduction Strategies (PRSs) development and implementation status, the development process, the strategy timeframe, approval status and approving body. It analyses the second generation PRSs, taking into account key NSSD characteristics of continuous learning and improvement. It examines the extent to which PRSs are embedded in long-term development strategies, in consideration of the intergenerational equity principle of the NSSD process, as well as the priorities addressed and the level of integration achieved.

Chapter 4 examines the links between the different development planning frameworks in countries. First, it takes a cursory look at the links between the National Long-Term Visions (NLT V) and other frameworks, and then reviews those between NSSDs, PRSs and the MDGs. It also reviews the extent to which countries’ NSSDs and PRSs address the MDGs. It ends by assessing countries’ views on the 2005 World Summit national development strategy-related resolution, vis-à-vis existing planning frameworks.

Chapter 5 reviews the challenges that countries face in regard to the development and implementation of NSSDs and the needs expressed in this regard. It presents concluding remarks and policy recommendations based on the findings of the review.

Chapter 6 presents examples of good practices and lessons learned based on the findings of specific case studies in selected countries.
2. Development and Implementation of NSSDs

2.1 Development and implementation status of NSSDs

The achievement of sustainability in national development requires a strategic approach, which is both long-term in its perspectives and integrated or “joined-up” in linking various development processes that are sophisticated enough to meet the complex challenges of sustainable development (OECD and UNDP, 2002). Nowhere are these challenges more profound than in Africa, hence, the adoption of the New Partnership for Africa’s Development (NEPAD) in 2001, at the highest political level to provide a framework for addressing sustainable development challenges on the continent. This section reviews the status of development and implementation of NSSDs in survey countries aimed at interventions addressing sustainable development imperatives such as poverty reduction, broad-based and equitable growth and environmental sustainability.

The status of development and implementation of NSSDs in the 16 survey countries during the survey period is presented in Table 2 and Figure 1. The NSSDs of the majority of countries surveyed were being implemented (62.5 per cent). Of those remaining, the NSSD of one had been approved, but was yet to be implemented (Senegal). It was advanced that implementation in Senegal was constrained by inadequate technical and financial resources. UNDP had supported the country’s NSSD process through the Capacity 2021 project, which ended in 2005. As of the time of the review, the process had slowed down and was only being supported through the Ministry’s resources. Hence, in articulating its needs regarding the development and implementation of NSSDs, Senegal placed emphasis on technical and financial assistance. The NSSDs of Benin and Mozambique had been developed and were awaiting approval, while those of Morocco and South Africa were under development. Benin’s NSSD was slated to be adopted in 2006, and implementation was to have commenced in 2007.

Only Sierra Leone indicated that no action had been taken towards developing a NSSD, this being attributed to the country’s relatively recent emergence from a bloody decade-long conflict. As a post-conflict country, Sierra Leone was faced with many competing priorities, with poverty being a key challenge. This compelled the country to focus on the development and implementation of a poverty reduction strategy. However, a perusal of the priorities addressed by Sierra Leone’s PRSP priorities (Table 5) revealed that these were quite comprehensive and cut across the different dimensions of sustainable development. This observation may have prompted the country to indicate that pending the development of a NSSD, the country’s PRSP was considered the country’s interim NSSD. In this context, it is recommended that rather than embarking on a separate process of developing a completely new NSSD, the country should, during its PRSP revision process, ensure that the process and outcomes encompass sustainable development strategy principles, thus making the PRSP a full NSSD.
Table 2: NSSD development and implementation status

<table>
<thead>
<tr>
<th>Status</th>
<th>Countries</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSSD being implemented</td>
<td>Algeria, Cameroon, Ghana, Kenya, Malawi, Mauritius, The Gambia, Tunisia, Uganda, Zambia</td>
<td>62.5</td>
</tr>
<tr>
<td>NSSD approved, but not yet implemented</td>
<td>Senegal</td>
<td>6.3</td>
</tr>
<tr>
<td>NSSD developed and awaiting approval</td>
<td>Benin, Mozambique</td>
<td>12.5</td>
</tr>
<tr>
<td>NSSD under development</td>
<td>Morocco, South Africa</td>
<td>12.5</td>
</tr>
<tr>
<td>No action taken</td>
<td>Sierra Leone</td>
<td>6.3</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>16 countries</td>
</tr>
</tbody>
</table>

Number of countries = 16
Source: NSSD completed questionnaires, 2006

2.2 NSSD development process

Both the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) and the United Nations Commission on Sustainable Development (UNCSD) guidelines on the NSSD process state that a NSSD does not necessarily mean developing a new strategy document, but it should entail improving or restructuring the decision-making process to achieve a full integration of social and environmental issues and a broader range of public participation. Countries that took this approach included Algeria, Ghana, The Gambia, Tunisia and Uganda. Other countries like Kenya, Malawi, Mauritius, Morocco and South Africa took a complementary approach, whereby a separate strategy document that embodied the broad strategic framework was prepared, then other strategies and planning instruments were updated to incorporate the sustainability principles espoused in the framework strategy. The approach also entailed building on exist-
Achieving sustainable development depends a great deal on high-level political commitment, well-functioning government institutions and overcoming coordination failures in public policies (OECD, 2005). A NSSD involves a broad range of stakeholders who all need to undertake change towards sustainable development. NSSD ownership is therefore not a simple task. It implies that stakeholders from the private sector and civil society, as well as government are involved in all stages of the process of developing and implementing the strategy, and in making decisions about its scope, the process and the outcomes (OECD/UNDP, 2002). This allows strategies to take a broad view of issues, give voice to a range of dispersed interests and develop trade-offs across policy areas. An examination of the NSSD characteristics related to multi-stakeholder ownership, sound leadership and good governance revealed the following. All countries that had developed and were implementing their NSSDs had held multi-stakeholder consultations, organized training sessions and workshops and either established or designated national coordinating bodies. Among the three countries that had developed, but were yet to implement their NSSDs (Benin, Mozambique and Senegal), all undertook multi-stakeholder consultations. In addition, Senegal organized training sessions and workshops and established a national coordinating body.

Given the complexity of issues to be addressed in a NSSD process, stakeholders need the requisite knowledge and skills to enable them to participate meaningfully. For example, the coordinating body should be able to demonstrate sound leadership and should include members with skills in managing multi-stakeholder processes, conflict resolution, consensus building and transparent trade-offs. While Benin did not respond to the question on training, it indicated that a national coordinating body had been established. On the other hand, Mozambique indicated that training sessions and workshops had been held, but did not respond to the question on the establishment of a national coordinating body. Both countries with NSSDs that were under development (Morocco and South Africa), had held multi-stakeholder consultations, organized training sessions and workshops and either established or designated national coordinating bodies. Annex 2 presents information on the national coordinating bodies for NSSD development and implementation. Apart from Uganda, whose body was a single ministry and to some extent Mauritius, whose body comprised only government ministries, an examination of the composition of the coordinating bodies of all other countries showed that due regard had been paid to multi-stakeholder participation and ownership. This promotes good governance, democratic decision-making, ownership and commitment to the process.
Box 1: NSSD development process of selected countries

Revising/updating alone:

**Algeria:** The NSSD process entails revising/updating policies, strategies and plans in order to integrate the key characteristics of a sustainable development strategy. The current NSSD will be updated after 2011, and the process will take into account other policies, strategies, plans and programmes that are directly or indirectly related.

**Tunisia:** Tunisia has begun the process of updating its National Agenda 21, using participatory approaches. The updating is being done within the framework of the eleventh development plan development process. To this end, the Tunisian common vision for sustainable development was elaborated and adopted by the country’s NCSD in 2005. Public consultations and dialogue were undertaken, to prepare the orientations for sustainable development for the decade 2007-2016. This orientation will be translated in concrete terms by the programmes of the eleventh plan, which will constitute the plan for the implementation of sustainable development in Tunisia. A General Directorate for Sustainable Development, established in 2006 within the Ministry of Environment and Sustainable Development, has been charged with coordinating the NSSD development process.

**Uganda:** The Poverty Eradication Action Plan (PEAP) is revised every three years on average. During the PEAP revision process in 2002, The Government of Uganda prepared the 2003 Poverty Status Report (PSR 2003). The PSR 2003 brought together all available evidence on the progress made in the implementation of the PEAP and the outstanding key challenges. During 2003 and 2004, three major stakeholder workshops were held, bringing together over 1000 stakeholders from central government, local government, the civil society and private sector, for each workshop.

Revising/updating and developing a separate strategy:

**Mauritius:** The development of the Reform Strategy document took into consideration the need to update policies, strategies and plans governing each sector of activity of the economy. Recommendations formulated take into account the changing structure of the economy as well as the challenges facing the island as a result of globalization e.g. reduction in sugar prices on the world market, dismantling of the Multi-Fibre Agreement and rising oil prices on the international market.

**Morocco:** The NSSD process entails revising/updating existing policies, strategies and plans to incorporate key characteristics of NSSD, as well as developing a separate strategy document. The NSSD will be developed in the form of a document, which contains the sectoral orientations that will be used to update the existing policies, strategies or plans.

**South Africa:** The NSSD is not understood to be a new ‘super policy’ but rather a framework that builds on existing programmes and strategies. The NSSD will strengthen existing planning frameworks by lengthening the time horizon, and specifically by identifying long-term trends that may influence (positively or negatively) the intended development outcomes.

*Source: NSSD completed questionnaires, 2006*
2.3 Involvement of ministries/agencies responsible for planning and finance

In view of the centrality of ministries of planning, finance and national planning commissions or similar bodies in guiding development planning processes and in formulating national development frameworks, it was deemed pertinent to examine the extent to which ministries of planning and finance/national planning commissions are involved in countries’ NSSD processes. Also deemed important was the need to review budget support provided in the light of the key NSSD characteristic of building coherence between budget and strategy priorities in the NSSD process.

All implementing countries, with the exception of Tunisia responded to this question. Apart from Algeria and Malawi, where the role of the Ministry/Commission was limited to budget allocation, ministries of planning and finance played the lead role in the NSSD processes of the rest of the countries. It should be noted that the two countries where the finance ministry/planning commission did not lead the NSSD processes were Algeria and Malawi, which were led by environment ministries/agencies.

While the NSSD processes of all responding countries received budget support, three amongst them (Algeria, Cameroon, Ghana) reported that this support was inadequate and was supplemented by donor funds. This demonstrates that the planning or budget allocation ministry leading the NSSD process is not enough to guarantee adequate budget support. The inadequacy of budget support is not surprising, given the prevailing economic situation in most African countries. The reason why the other countries did not raise this issue may be because the question of budget adequacy was not specifically posed.

Table 3: Involvement of the Ministries/Agencies Responsible for Planning and Finance

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Plays lead role</th>
<th>Budget allocation</th>
<th>Budget support</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Algeria</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2</td>
<td>Cameroon</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>3</td>
<td>Ghana</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>4</td>
<td>Kenya</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>5</td>
<td>Malawi</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>6</td>
<td>Mauritius</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>7</td>
<td>The Gambia</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>8</td>
<td>Uganda</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>9</td>
<td>Zambia</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Source: NSSD completed questionnaires, 2006

Among the countries that were yet to implement their NSSDs, only Senegal’s NSSD process was led by the Planning Ministry. However, the NSSD process did not receive explicit budget support, but was supported from the overall Ministry’s resources. The inadequacy of funds was the main reason why implementation had not commenced. In fact, the NSSD development process had been supported through UNDP’s Capacity 2021 programme. Therefore, Senegal’s request for financial assistance to advance the NSSD process is considered pertinent. Nevertheless, the question of country ownership and commitment to the process is also quite legitimate. Countries should develop innovative financing mechanisms to generate resources for implementation from within.
While the Ministry of Finance/National Treasury were respectively, members of Mozambique and South Africa’s NSSD development coordinating body, the role of Benin’s Finance Ministry was limited to budget allocation. Irrespective of the above finding that the close involvement of the Planning and Finance Ministries/Commissions does not automatically mean adequate budget support, the former option is still preferred given the role of these bodies in sourcing donor funds. With the exception of Senegal, all countries reported having received budget support during the NSSD development process. It was envisaged that support would be received during implementation as well.

The Comprehensive Development Framework (CDF) Secretariat (2003) proposed the creation of a real link between short-term fiscal management and long-term poverty reduction policy objectives (which may well apply to NSSDs - Author), typically requires predictable and realistic budget allocations over several years. A country can only forge this link if it has well-sequenced medium-term expenditure framework. From the medium-term expenditure framework, in turn, it is important to define annual budgets in which specific resource amounts are assigned to concrete programmes. Having a working budget well anchored in a medium-term expenditure framework, makes it much easier to prioritize goals.

Table 4: Involvement of the Ministries/Agencies Responsible for Planning and Finance   NSSDs yet to be implemented or under development

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Plays lead role</th>
<th>Member of coordinating body</th>
<th>Budget allocation</th>
<th>Not clearly articulated</th>
<th>Budget support</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Benin</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>2</td>
<td>Morocco</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>3</td>
<td>Mozambique</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>4</td>
<td>Senegal</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>?</td>
</tr>
<tr>
<td>5</td>
<td>South Africa</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Source: NSSD completed questionnaires, 2006

2.4 NSSD type

The type of NSSD that a country develops depends on its understanding of the concept of sustainable development and its developmental context. The integration of the three pillars of sustainable development is the most difficult balance to achieve in formulating a national strategy. As a result, few national strategies develop abilities for considering and making trade-offs among the three pillars in overall policymaking (OECD, 2005). Therefore, it is deemed worthwhile to assess the extent to which the integration objective has been achieved.

The NSSD types that were being implemented by the 10 countries under the category “Countries that had developed and were implementing their NSSDs” were quite diverse (Table 5). Two highlighted the environmental dimension (Algeria and Tunisia), two highlighted the economic dimension (Kenya and Mauritius) and three were PRS (Cameroon, Ghana and Uganda). The remaining three were a national development plan (Zambia), a national long-term vision document (The Gambia) and a “NSSD” (Malawi). Table 4 shows that among the NSSDs that were yet to be implemented, one highlighted the environmental dimension (Mozambique) and two were “NSSDs” (Benin and Senegal). Although the strategy types were different, an important aspect that should be ensured is that they are characterized by a set of principles for strategic planning and sustainable development. The elements
of comprehensiveness, balance and integration are of relative importance. This will be discussed under a subsequent section on priorities and integration aspects.

A significant criterion of a NSSD is that it should link the short to the medium and long-term and take into account intergenerational equity issues. The timeframes of the different NSSDs ranged from three (two out of three poverty reduction strategies) to 25 years (national long-term vision document). In order to meet the above criterion, it is important that the PRSs are embedded in longer-term development frameworks. While Uganda's Vision 2025, which spans 25 years, embeds the country's PRS, Ghana's PRS lacked such a framework. Hence the need expressed by the latter to put in place an overarching long-term development framework. It is however, striking that Cameroon's PRS spans 12 years. Furthermore, it was indicated that the country's long-term development framework was under development and would form the overarching framework for the PRS.

The Gambia's Vision 2020 sets the country's long-term development goals and ideals; the Medium Term Plan (MTP) and the Gambia Environmental Action Plan (GEAP) set the medium term objectives while the PRS addresses the short-term priorities. The MTP, GEAP and PRS are considered as means to achieving the Vision. The environment-related NSSDs have longer timeframes (ten years) than the economic growth-related ones (four and five years, respectively). This is not surprising given that economic-related variables are generally more dynamic than environment-related ones, and that economic growth strategies are more often than not, tied to a country's national development planning cycle, which normally have a five-year timeframe.

NSSDs require strong political commitment to ensure their effectiveness. Central to the strategy process is the responsibility for overseeing the different participating agencies and coordinating strategy implementation. Putting responsibility for implementation with a department that does not have the authority to exert influence over other agencies will not be effective. The best approach is to assign overall coordination to a prime minister or president's office, which has greater authority to demand inputs and resolve conflicts than the ministries (OECD, 2005). Table 5 shows that with the exception of Mauritius' NSSD, which was approved by a single Ministry, all others were in most cases approved at the highest political level (Cabinet, National Assembly, Parliament etc). Tunisia's NCSD was being chaired by the country's Prime Minister and composed of members of parliament and representatives of government and civil society, while Kenya's “Consultative Group” comprised representatives of the Government of Kenya and development partners. Senegal's NSSD was also approved by the country's NCSD (Table 6).
Table 5: NSSDs being implemented

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Name of NSSD</th>
<th>Timeframe</th>
<th>Year of approval</th>
<th>Name of approving body</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Algeria</td>
<td>The National Strategy for Environment and Sustainable Development (SNE-DD in French)</td>
<td>10 years</td>
<td>2001</td>
<td>Council of Government</td>
<td>2002</td>
</tr>
<tr>
<td>3</td>
<td>Ghana</td>
<td>Ghana Poverty Reduction Strategy (GPRS)</td>
<td>3 years</td>
<td>2005</td>
<td>Cabinet and Parliament</td>
<td>2006</td>
</tr>
<tr>
<td>5</td>
<td>Malawi</td>
<td>Malawi National Strategy for Sustainable Development (Malawi NSSD)</td>
<td>No response</td>
<td>2003</td>
<td>Cabinet</td>
<td>2004</td>
</tr>
<tr>
<td>6</td>
<td>Mauritius</td>
<td>Reform Strategy (RS)</td>
<td>5 years</td>
<td>2006</td>
<td>The Ministry of Finance and Economic Development</td>
<td>2006</td>
</tr>
<tr>
<td>9</td>
<td>Uganda</td>
<td>Poverty Eradication Action Plan</td>
<td>3 years</td>
<td>2004</td>
<td>Cabinet</td>
<td>2005</td>
</tr>
<tr>
<td>10</td>
<td>Zambia</td>
<td>Fifth National Development Plan</td>
<td>5 years</td>
<td>2006</td>
<td>Cabinet</td>
<td>2006</td>
</tr>
</tbody>
</table>

Source: NSSD completed questionnaires, 2006

Table 6: NSSDs yet to be implemented

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Name of NSSD</th>
<th>Timeframe</th>
<th>Year of approval</th>
<th>Name of approving body</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Benin</td>
<td>Benin’s NSSD</td>
<td>No response</td>
<td>Not yet approved</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Mozambique</td>
<td>Environmental Strategy for Sustainable Development</td>
<td>No response</td>
<td>Not yet approved</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Senegal</td>
<td>Senegal’s NSSD</td>
<td>9 years</td>
<td>2005</td>
<td>NCSD</td>
<td></td>
</tr>
</tbody>
</table>

Source: NSSD completed questionnaires, 2006
2.5 NSSD priorities and integration issues

Priorities addressed in NSSDs and the comprehensiveness of issues addressed normally relate to the developmental context and imperatives of countries. Tables 7 and 8 show that priorities addressed by the different NSSDs varied in comprehensiveness, but most covered the economic, social, environmental and institutional dimensions of sustainable development. A good NSSD should be balanced in terms of its treatment of the different dimensions of sustainable development and should entail a vertically and horizontally well-integrated strategy process.

2.5.1 NSSDs with names highlighting the environmental dimension (Algeria, Tunisia and Mozambique):

Although Algeria’s NSSD addressed socio-cultural issues such as access to potable water and sewage services and economic issues such as competitiveness and economic effectiveness, more emphasis was put on environmental issues. This was also reflected in the institution-related priority “improving environmental governance”. However, this emphasis was done in the context of integrating environmental concerns in the development process. Indeed, in response to the question on integration issues, Algeria proffered the following statement “The SNE-DD situates environmental problems in the context of the economic and social development models pursued by the country. This is with a view to linking the desired environmental transition with the country’s economic transition, and to tackle key development challenges”. The main priorities of promoting health and quality of life, as well as conserving and enhancing the productivity of the natural capital, are evidence of this integration objective.

Tunisia’s NSSD clearly gave prominence to integrating environmental issues into the development process, targeting key economic sectors. According to the country’s completed questionnaire, the directives and principles espoused by the NSSD facilitated the gradual integration of sustainable development principles into the five-year economic and social development plans of the country, starting with the ninth plan (1997-2001). The 10th Plan (2002-2006) devoted a chapter to the promotion of development actions, based on sustainability principles.

While Mozambique’s NSSD was skewed towards environmental concerns (management and integration issues), it also touched on key social issues under the main headings “urban environment” and “population”. The institutional priority was environment biased, while economic priorities could not be discerned from the priorities listed. As will be seen in a subsequent section, Mozambique’s PRSP is a more comprehensive development framework, which drew upon the country’s NSSD to integrate environmental issues.

2.5.2 NSSDs with names highlighting the economic dimension (Kenya and Mauritius):

Whereas the economic, social and institutional priorities were easily recognizable from Kenya’s priority list, the environmental priorities were not evident. However, it was stated that the NSSD also addressed some key environmental and social priorities, which included building capacity or environmental management, promoting private sector participation in forestry plantation, managing human-wild life conflicts and putting in place mechanisms for benefit sharing and implementing a slum improvement programme through the provision of basic services, such as water and sanitation. It was acknowledged that while the integration process involved an analysis of the interlinkages between the
Development and Implementation of NSSDs

economic, social and environmental dimensions with the objective of meeting the overall NSSD goals of sustained economic growth, equity, poverty reduction and improved governance, environmental issues were not strongly reflected. However, it was reported that a draft National Strategy and Action Plan for the implementation of WSSD outcomes existed, and whose development was being coordinated by the National Environment Authority. Furthermore, it was asserted that the Strategy treats the three pillars of sustainable development in an integrated manner. This assertion was confirmed by the priorities listed namely; combating poverty, conserving and managing natural resources, protecting and promoting human health and building capacity for sustainable development. As regards Mauritius, the economic, social and environmental priorities were clearly articulated. The institutional priorities related to land administration, planning and management.

2.5.3 Poverty reduction strategy-related NSSDs (Cameroon, Ghana and Uganda):

The social, economic, environmental and institutional priorities of Cameroon's PRSP were easily discernible from the priorities listed. Regarding integration, it was stated that the PRS treated the three pillars of sustainable development in an integrated manner and established the linkages between growth and poverty reduction in all its dimensions. In the case of Ghana and Uganda, while the social, economic and institutional priorities were explicitly stated, the environmental dimension was implicit in the "sustainable livelihoods" and “sustainable growth” related priorities (integration issues).

In the case of Ghana, it was pointed out that the Strategic Environmental Assessment (SEA) conducted on the country’s first generation PRS revealed that the environmental dimension was treated as a sector, and not as a cross-cutting issue. This was regarded as a serious impediment to integration. Lessons learned were incorporated into the development process of the current NSSD, resulting in a well-integrated document with horizontal and vertical linkages. Similarly, it was asserted that Uganda’s PEAP addressed the three pillars in an integrated manner, given that the interlinkages were analysed and treated as cross-cutting, and the implications of each dimension on the others given due consideration.

2.5.4 NSSDs with names depicting the same (Malawi, Benin and Senegal):

Malawi’s NSSD priorities were not comprehensive, but covered the environmental dimension, social (health issues) and key economic sectors (agriculture and energy). However, an examination of the section on the link between the country’s NSSD and the MDGs showed that education and human settlement issues were also addressed in the NSSD. On integration issues, it was indicated that although the NSSD addressed issues that covered the three pillars of sustainable development, these were treated separately. The sectoral and intersectoral priorities in the case of Benin’s NSSD were not enumerated. However, a perusal of the section concerning the relationship between the NSSD and the MDGs showed that the NSSD adequately addressed all eight MDGs, thus alluding to its comprehensiveness. The other priorities were implementation support processes to ensure effective delivery. The institutional dimension (role of stakeholders and ownership) was emphasized.

Broadly defined, Senegal’s NSSD priorities were implementation support processes aimed at fostering integrated, balanced and harmonious development and which supported the attainment of the MDGs. The institutional dimension was also emphasized. Senegal’s NSSD can therefore be described as an overarching strategy that provides the framework and support processes for sustainable devel-
opment planning. This is supported by the assertion under the section on the linkages between the country’s long-term vision document, the NSSD and the PRS: “The country’s NSSD is the integration framework, which is premised on the respect for sustainability principles namely; ecologically rational, economically efficient and socially equitable harmonious development. The orientations and objectives set by the NSSD will be respected and integrated in strategic planning, irrespective of the level (national, sectoral, regional and local).” Source: NSSD completed questionnaire of Senegal, 2006

2.5.5 Other NSSDs (The Gambia and Zambia):

The Gambia’s NSSD, being a long-term development framework which spans a generation, embodies broad-based priorities that cover the social, economic, environmental and institutional dimensions of sustainable development. The NSSD was deemed as integrating the three pillars of sustainable development. Further, it was stated that the interlinkages between the three pillars had been adequately analysed and some components such as environment, gender, governance, HIV/AIDS and nutrition, were considered cross-cutting, and as such, were being mainstreamed into sectoral polices and programmes. Zambia’s NSSD, being a five-year development plan, has specific sector priorities that fall under the social, economic and institutional (public order and safety) dimensions. The environmental dimension was not evident from the sectoral priorities listed. However, under the section on the linkages between the NSSD, PRS and the MDGs, it was affirmed that the NSSD addressed all the MDGs, and it was noted that environmental issues were included among the host of issues being addressed.

Table 7: Priorities addressed: NSSDs being implemented

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Name of NSSD</th>
<th>Priorities addressed</th>
<th>Soc</th>
<th>Eco</th>
<th>Env</th>
<th>Inst</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Algeria</td>
<td>The National Strategy for Environment and Sustainable Development (SNE-DD in French)</td>
<td>Health and quality of life: improve access to potable water and sewage services, promote sound management of domestic waste and special waste, fight industrial pollution, improve environmental governance, improve the quality of life of citizens; and manage archaeological and historical heritage; Conservation and enhancement of the productivity of the natural capital: improve management of soils and combat desertification; manage irrigation water rationally; Preserve, re-establish and increase the forest heritage; Protect the littoral environment; and preserve and protect the oasis environment; Competitiveness and economic effectiveness; The global environment</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>No.</td>
<td>Country</td>
<td>Name of NSSD</td>
<td>Priorities addressed</td>
<td>Soc</td>
<td>Eco</td>
<td>Env</td>
<td>Inst</td>
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</tr>
<tr>
<td>2</td>
<td>Cameroon</td>
<td>Poverty Reduction Strategy Paper (DRSP in French)</td>
<td>Promotion of a stable macroeconomic framework; Reinforcement of growth by diversification of the economy; Stimulation of the private sector; Development of infrastructure, natural resources, and environmental protection; Acceleration of regional integration within the framework of the Economic and Monetary Committee of Central African States (CEMAC) Strengthening human resources and development of the social sector; and Improvement of the institutional framework, and governance</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>3</td>
<td>Ghana</td>
<td>Ghana Poverty Reduction Strategy (GPRS)</td>
<td>Sound economic management for accelerated growth; Increasing production and promoting sustainable livelihoods; Support for human resources development and provision of basic services; Special programmes for the vulnerable and excluded; Ensuring good governance and increased capacity for public sector; Private sector development</td>
<td>Yes</td>
<td>Yes</td>
<td>NEx</td>
<td>Yes</td>
</tr>
<tr>
<td>4</td>
<td>Kenya</td>
<td>Investment Programme for the Economic Recovery for Wealth and Employment Creation (IP-ERS)</td>
<td>Economic growth; Equity and poverty reduction; Improved governance</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>5</td>
<td>Malawi</td>
<td>Malawi National Strategy for Sustainable Development (Malawi NSSD)</td>
<td>Water, energy, health, agriculture, biological diversity</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>NEv</td>
</tr>
<tr>
<td>6</td>
<td>Mauritius</td>
<td>Reform Strategy (RS)</td>
<td>Economic Development- sugar sector, non-sugar sector, fisheries, land-based oceanic industry, tourism, manufacturing, information, communication technology, transport (including ports, airports and congestion management); Environmental Management- water, wastewater, solid waste management, energy, land administration and management, improving land planning, beach erosion, degradation of watersheds, air quality standards for industrial emissions and biodiversity); and Human Development - training, education, health, poverty reduction, ICT and transport.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>No.</td>
<td>Country</td>
<td>Name of NSSD</td>
<td>Priorities addressed</td>
<td>Soc</td>
<td>Eco</td>
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<tr>
<td>7</td>
<td>The Gambia</td>
<td>Vision 2020</td>
<td>Accelerating private sector development; Restructuring economic management; Developing the human capital base; Institutionalizing I decentralized and democratic participatory governance structures, processes and systems; Sustainable natural resource management; Protection of the environment</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>8</td>
<td>Tunisia</td>
<td>National Action Plan for Environment and Sustainable Development - “National Agenda 21”</td>
<td>Identification of priority actions for implementation within the framework of the Ninth plan; Development of practical sectoral guides for sustainable development in sectors (agriculture, industry, tourism, fisheries, forest); Engagement in local Agenda 21 processes- involving 100 cities and rural communities; Development of regional programmes on environment for sustainable development, based on regional indicators for the improvement of living conditions; and promoting sustainable companies (industrial, tourism, agriculture)</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>9</td>
<td>Uganda</td>
<td>Poverty Eradication Action Plan</td>
<td>Restoring security, dealing with the consequences of conflict, and improving regional equity; Restoring sustainable growth in the incomes of the poor; Human development: addressing quality and drop-out in universal primary education and planning for post-primary education, cutting mortality and increasing people’s control over the size of their families; Using public resources transparently and efficiently to eradicate poverty</td>
<td>Yes</td>
<td>Yes</td>
<td>NEx</td>
<td>Yes</td>
</tr>
<tr>
<td>10</td>
<td>Zambia</td>
<td>Fifth National Development Plan</td>
<td>Education, Health, Infrastructure, Water and Sanitation, Agricultural development, and Public Order and Safety</td>
<td>Yes</td>
<td>Yes</td>
<td>NEv</td>
<td>Yes</td>
</tr>
</tbody>
</table>

NB: NEx – Not explicit; NEv - Not evident

Source: NSSD completed questionnaires, 2006
### Table 8: Priorities addressed: NSSDs yet to be implemented

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Name of NSSD</th>
<th>Priorities addressed</th>
<th>Soc</th>
<th>Eco</th>
<th>Env</th>
<th>Inst</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Benin</td>
<td>Benin’s NSSD</td>
<td>Strategic sectoral areas; strategic intersectoral areas; role of stakeholders in the implementation of the strategy; M&amp;E system; Mechanism of appropriation of the strategy by stakeholders; Strategy for mobilization of the resources; Budget coordination for monitoring and evaluation of the strategy</td>
<td>NEv</td>
<td>NEv</td>
<td>NEv</td>
<td>Yes</td>
</tr>
<tr>
<td>2</td>
<td>Mozambique</td>
<td>Environmental Strategy for Sustainable Development in Mozambique</td>
<td>Ecosystems (natural resources protection and management); Urban environment (urban planning, water supply, sewage, waste and recreational infrastructures); Atmospheric pollution (environmental and human health); Population (health, well being, knowledge and culture, communities and governance); Integration of the NSSD at local, regional and international levels approaches (governance and environmental commitment on the process of decision making); Global environmental governance</td>
<td>Yes</td>
<td>NEv</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>3</td>
<td>Senegal</td>
<td>Senegal’s NSSD</td>
<td>Increase in the level of education and sensitization of actors, the promotion of sustainable production and consumption patterns, good governance, cooperation between partners, harmonious and balanced development policies, and measurements and actions that support the attainment of the MDGs</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

*NB: NEv- Not evident*

*Source: NSSD completed questionnaires, 2006*

### 2.6 Implementation actions/ activities and key players

Just as in the case of strategy development, implementation should entail broad public participation, including civil society and the private sector. National implementation mechanisms also reflect whether the sustainable development strategy provides an overarching framework for action or is a less effective collection of existing or fragmented strategies. OECD, 2005, points out that sustainable development strategies should involve local authorities and be a two-way iterative process between national and decentralized levels. The main strategic principles and directions should be set at the central level, but more detailed planning, implementation and monitoring can also be undertaken at the decentralized level, with appropriate transfer of resources and authority. This will ensure commitment to the process and actions that yield desired results at all levels.
2.6.1 NSSDs with names highlighting the environmental dimension (Algeria and Tunisia)

Implementation actions/activities specified for both countries were broad and constituted the development of an action plan (Algeria) and localized versions of the NSSD (Tunisia). In addition, the integration/mainstreaming aspect came out clearly in the case of Tunisia. However, no mention was made of key players in both cases.

2.6.2 NSSDs with names highlighting the economic dimension (Kenya and Mauritius)

Kenya’s implementation path was well structured and entailed the development of sectoral strategic plans, annual budgets, work plans, indicator development and monitoring. However, intervention areas only addressed the social dimension and key players were limited to government ministries. On the other hand, the implementation actions and intervention areas specified in the case of Mauritius were limited to the economic dimension and key players were not mentioned. This highlights an apparent disconnect between priorities specified and activities implemented.

2.6.3 Poverty reduction strategy-related NSSDs (Cameroon, Ghana and Uganda)

While the implementation actions/approaches were not specified in the case of Cameroon, the approaches employed by Ghana and Uganda included decentralized programmes and partnerships. With regards to sector-specific activities, this area was not specified for Uganda, whereas Cameroon’s cover the economic, social and institutional dimensions, while Ghana’s only cover the economic dimension. Again, a clear disconnect is shown between priorities specified and activities undertaken. Key players were not specified in the case of Cameroon, but those specified for Ghana and Uganda showed that participation was broad based.

2.6.4 NSSDs with names depicting the same (Malawi)

Specific actions/activities were not mentioned and key players were limited to government agencies.

2.6.5 Other NSSDs (The Gambia and Zambia)

Although specific actions/activities were not reported in The Gambia’s case, the short to medium term strategies and plans through which the NSSD was being implemented, showed that all dimensions were being addressed. The key players specified attest to broad-based participation. As regards Zambia, specific actions/activities were not mentioned and key players were limited to government agencies at central and decentralized levels.
### Table 9: Specific actions and key players

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Name of NSSD</th>
<th>Implementation actions/activities and key players</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Algeria</td>
<td>The National Strategy for Environment and Sustainable Development (SNE-DD in French)</td>
<td>A National Plan of Action for Environment and Sustainable Development (PNAE-DD) is intended to concretize the objectives of the SNE-DD. The Plan is supported by the implementation of institutional measures and accompanying priority investments.</td>
</tr>
<tr>
<td>2</td>
<td>Cameroon</td>
<td>Poverty Reduction Strategy Paper (DRSP in French)</td>
<td>The PRS is being implemented through a matrix of priority actions appended to the document. These actions are being undertaken within the framework of the seven strategic pillars. Among the actions undertaken are: Satisfactory implementation of the program of reference initiated with the International Monetary Fund (IMF), which made possible the signing of a new triennial agreement under the Poverty Reduction and Growth Facility (PRGF) for the period July 2005 to June 2008; Improving access to high-yield modern farming techniques for rural populations; Completion of large-scale infrastructure projects in support of the private sector; Ongoing and periodic servicing of road networks, and operations of investment in studies and road works; Continuous improvement and modernization of public finance in Cameroon has generated respect for the quasi-totality of the convergence criteria of the multilateral inspection committee of CEMAC; Construction of classrooms; Fight against HIV/AIDS; and Reforms to the legal system</td>
</tr>
<tr>
<td>3</td>
<td>Ghana</td>
<td>Growth and Poverty Reduction Strategy (GPRS)</td>
<td>GPRS-II is being implemented by propelling some key sectors of the economy e.g. agriculture, tourism, ICT, light industries such as garments and textiles and other strategic sectors that have long-term growth potentials. Most of these activities are being implemented through the Presidential Special Initiative. Implementation actors are ministries, departments and agencies (MDAs) and civil society at large. District assemblies are actively engaged through a vigorous decentralization programme. Strategies include partnerships with development partners and public-private partnership (PPP) arrangements. To be noted is the fact that private sector growth is one of the strategic pillars of GPRS-II</td>
</tr>
<tr>
<td>4</td>
<td>Kenya</td>
<td>Investment Programme for the Economic Recovery for Wealth and Employment Creation (IP-ERS)</td>
<td>IP-ERS sets out clear objectives, targets and outcomes to be achieved over the period 2003-2007. Each government ministry/sector develops strategic plans in line with the goals, targets and outcomes of the IP-ERS. Annual budgets and work plans are prepared to implement the strategic plans. The work plans have a set of activities to be implemented. A set of 31 IP-ERS indicators were identified and agreed as a basis for tracking implementation. Key actions/activities include: Provision of free primary education, free healthcare in public health facilities in rural areas. Reduction of the cost of ARVs. Increase budget of Ministry of Health, and education, setting up of Constituency Development Fund</td>
</tr>
<tr>
<td>5</td>
<td>Malawi</td>
<td>Malawi National Strategy for Sustainable Development (Malawi NSSD)</td>
<td>Various sectors implement activities of the NSSD under the Ministry of Natural Resources and Environment through the Environmental Affairs Department</td>
</tr>
</tbody>
</table>
National Strategies for Sustainable Development in Africa

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Name of NSSD</th>
<th>Implementation actions/activities and key players</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Mauritius</td>
<td>Reform Strategy (RS)</td>
<td>The RS spells out the reform program to facilitate integration of Mauritius into the world economy. The reform programme has eight poles and four planks. The eight poles, which define the scope of the reform programme, are (i) Investment facilitation; (ii) Opening up the economy; (iii) Labour market reform; (iv) Social policies; (v) Controlling wastages and securing efficiency gains in the public sector; (vi) Fiscal consolidation and discipline; (vii) Tax reform; and (viii) Wider access to economic opportunities. The reform programme will be pursued in the context of government’s prior commitment to make Mauritius a duty-free island over a period of three years.</td>
</tr>
<tr>
<td>7</td>
<td>The Gambia</td>
<td>Vision 2020</td>
<td>The Vision 2020 is being implemented through three policy strategies such as the Strategy for Poverty Alleviation (since 1994) and now the Poverty Reduction Strategy Paper (PRSP), the Medium Term Plan (MTP) and the Gambia Environment Action Plan (GEAP), which all pursue short to medium term goals. The key actors involved are government’s sectoral departments, private sector, civil society (including NGOs and CBOs) and development partners</td>
</tr>
<tr>
<td>8</td>
<td>Tunisia</td>
<td>National Action Plan for Environment and Sustainable Development - “National Agenda 21”</td>
<td>Implementation is through economic and social development programmes, which translate the orientations of sectoral development policies. The local Agenda 21s equally constitute means to implement National Agenda 21</td>
</tr>
<tr>
<td>9</td>
<td>Uganda</td>
<td>Poverty Eradication Action Plan (PEAP)</td>
<td>Implementation is done through sector-wide approaches, the Medium Term Expenditure Framework (MTEF), decentralized programmes and partnerships with the private sector and civil society. Activities include coordinating and managing the budget process and undertaking annual sector reviews and consultative workshops. Among the actors are central government agencies, civil society, the private sector, the media and local communities.</td>
</tr>
<tr>
<td>10</td>
<td>Zambia</td>
<td>Fifth National Development Plan</td>
<td>Implementation of the Fifth National Development Plan is largely being undertaken by Government through the participation of Sector advisory Groups (SAGs), Provincial Development Coordinating Committees (PDCCs) and District Development Coordinating Committees (DDCC)</td>
</tr>
</tbody>
</table>

Source: NSSD completed questionnaires, 2006

2.7 NSSD Monitoring and Evaluation

Sustainable development strategy processes need to be recognized as learning processes, in which information about progress towards sustainability, or lack of progress, is used constructively to revise the mechanism and the means to realizing objectives (OECD/UNDP, 2002). In this regard, they should embody mechanisms for monitoring, follow-up, evaluation and feedback, including setting realistic and flexible targets. In this way, they will enable focus to be put on outcomes and means of implementation. The development and incorporation of quantitative indicators can help remove discrepancies between the intentions set out in national strategies and what is or can be realized in practice. Statistics and indicators make it far easier to identify and assess trade-offs among the economic, environmental and social dimensions of sustainable development. Indicators can be used to track progress along sustainable development paths and provide the foundation for performance targets. They also contribute to policy transparency and accountability in sustainable development strategies (OECD, 2005).
2.7.1 Monitoring

Tables 10 and 11 present information on NSSD monitoring and indicator sets. All countries that were implementing their NSSDs indicated that monitoring was being done, or would be done (for those countries that had just commenced implementing) using indicators. Those countries that were yet to commence implementing also reported that indicators would be used. All the implementing countries, with the exception of Malawi, Tunisia and Zambia conveyed that the indicators were contained in their respective NSSDs. However, the indicator documents were developed within the framework of the NSSDs and were linked to the themes (Malawi), M&E framework (Zambia) and performance level/targets (Tunisia) contained in the NSSDs. Furthermore, it was reported that Tunisia would include the indicator set in the revised NSSD.

In relation to whether indicators represented a set covering the different dimensions of sustainable development, all reporting countries, with the exception of Mozambique, which returned a ‘no response’, replied in the affirmative. However, it was pointed out that Mozambique’s PRS contained an indicator set that covered the different dimensions. It was difficult to confirm whether the indicator sets referred to were truly representational, as only three countries (Benin, Kenya and Mauritius) enumerated the indicators. Among this group of countries, Benin’s enumeration was the most comprehensive (Table 12) and confirmed the existence of a complete indicator set. Kenya’s enumeration, though not detailed, covered the four dimensions of sustainable development. As regards Mauritius, the indicators enumerated covered the social and economic dimensions. Those related to the environmental dimensions were developed separately. In addition, sectoral indicators were being developed within the framework of the MTEF. This was similar to the approach used in The Gambia’s NSSD, which is monitored using sector indicators adopted by the country’s PRSP and MTP.

Table 10: Benin’s sustainable development indicator set

<table>
<thead>
<tr>
<th>Social Indicators</th>
<th>Economic Indicators</th>
<th>Environmental Indicators</th>
<th>Institutional Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment rate; Life expectancy; Percentage of households with access to drinking water and electricity; Percentage of women in decision-making positions; Percentage of poor households; and Percentage of women with access to formal and/or informal education, etc.</td>
<td>Investment rate; Economic growth rate; GDP per capita; Share of the informal sector; Total fuel consumption; Per capita consumption of energy; Foreign direct investment; Rate of increase in productivity; and Per capita food production index, etc.</td>
<td>Rate of treatment of household and industrial wastes; Percentage of agricultural land treated with pesticides; Surface area under organic agriculture; Ratio of fuel wood to total energy consumption; Surface area under conservation; Greenhouse gas emissions; Surface area under tree plantation; Surface area under managed forests; and Surface area of green spaces in urban environment, etc.</td>
<td>Percentage of GDP spent on research and development programmes; Percentage of households with access to telephone lines; Proportion of NGOs working on environmental issues; Proportion of NGOs working on human rights issues and/or gender issues; Percentage of community and village forests etc.</td>
</tr>
</tbody>
</table>

Source: NSSD completed questionnaire of Benin, 2006

An examination of Uganda’s PEAP results and policy matrix showed that the indicator set covered the four dimensions of sustainable development. The statement that the UNCSD methodology was used to ascertain the extent to which Ghana’s NSSD indicator set addressed the four dimensions of sustainable development, could be a confirmation of the affirmation made in this regard. Similarly,
Tunisia’s set of 40 indicators for sustainable development were derived from a series of 132 indicators that were developed using the UNCSD methodology, thus confirming the affirmation. Additionally, Tunisia was in the process of developing indicators of integration, further attesting to the integration/mainstreaming objective of that country’s NSSD. In the same vein, the centrality of integration issues to Algeria’s NSSD was further confirmed by the fact that the environmental performance indicators were developed in relation to key social parameters and economic growth indices.

Meanwhile, Cameroon’s affirmation that the NSSD indicators represented a sustainable development indicator set was backed by the assertion that this covered the seven strategic pillars of the NSSD. The fact that the NSSD addressed all four dimensions of sustainable development corroborates this assertion. A similar observation can be made in relation to Senegal’s assertion, in view of the analysis made regarding the priority areas addressed by the country’s NSSD. Malawi used the same reasoning, but judging by the NSSD priorities listed, the indicator set may not be quite inclusive. Zambia reported that indicators covering the economic, social and environmental dimensions were being developed separately.

Regarding the frequency of monitoring, half of the countries implementing their NSSDs reported that monitoring was conducted annually. At one extreme, Zambia reported that monitoring would be done quarterly, while at the other, Uganda reported that monitoring was done every three years. Algeria and Mauritius were not specific on the frequency of monitoring, but indicted that this was (would be) done regularly. In contrast, Malawi reported that monitoring was not regularly done.

### Table 11: NSSD monitoring- NSSDs being implemented

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Name of NSSD</th>
<th>Frequency of monitoring</th>
<th>Year of last evaluation</th>
<th>Indicators in NSSD</th>
<th>Represent an indicator set</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Algeria</td>
<td>The National Strategy for Environment and Sustainable Development (SNE-DD in French)</td>
<td>No response</td>
<td>2003</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>2</td>
<td>Cameroon</td>
<td>Poverty Reduction Strategy Paper (DRSP in French)</td>
<td>Annually</td>
<td>2005</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>3</td>
<td>Ghana</td>
<td>Growth and Poverty Reduction Strategy (GPRS)</td>
<td>Annually</td>
<td>N/A</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>5</td>
<td>Malawi</td>
<td>Malawi National Strategy for Sustainable Development (Malawi NSSD)</td>
<td>No response</td>
<td>N/A</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>6</td>
<td>Mauritius</td>
<td>Reform Strategy (RS)</td>
<td>Regularly</td>
<td>N/A</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>7</td>
<td>The Gambia</td>
<td>Vision 2020</td>
<td>Annually</td>
<td>2005</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>8</td>
<td>Tunisia</td>
<td>National Action Plan for Environment and Sustainable Development - “National Agenda 21”</td>
<td>Annually</td>
<td>2005</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>9</td>
<td>Uganda</td>
<td>Poverty Eradication Action Plan (PEAP)</td>
<td>Every 3 years</td>
<td>2003</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>10</td>
<td>Zambia</td>
<td>Fifth National Development Plan</td>
<td>4 times per year</td>
<td>N/A</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

*Source: NSSD completed questionnaires, 2006*
### Table 12: NSSD monitoring: NSSDs yet to be implemented

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Name of NSSD</th>
<th>Indicators to be used</th>
<th>Indicators in NSSD</th>
<th>Represent an indicator set</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Benin</td>
<td>Benin’s NSSD</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>2</td>
<td>Mozambique</td>
<td>Environmental Strategy for Sustainable Development in Mozambique</td>
<td>Yes</td>
<td>No response</td>
<td>No response</td>
</tr>
<tr>
<td>3</td>
<td>Senegal</td>
<td>Senegal’s NSSD</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

*Source: NSSD completed questionnaires, 2006*

### 2.7.2 Evaluation

With the exception of Mauritius and Zambia, which had commenced implementation relatively recently, all other implementing countries reported that regular evaluation had resulted in improvements to their NSSD processes. These included better definition of programmes (Algeria), better integration (Ghana), more realistic targets and better budget orientation (Kenya), better linkage with operational programmes (The Gambia), better articulation of objectives (Tunisia) and more comprehensive consultative processes (Uganda). Responses from selected countries are shown in Box 2. However, as noted by George, C. and Kirkpatrick, C. (2006), the conversion of a country’s existing development strategy process into a sustainable development strategy can only be done slowly. The entire strategic planning mechanism and its associated institutions must be reformed, through a gradual process of continual improvement. At the same time, new institutions and mechanisms must be introduced, through a similarly gradual process. Both tasks need to be undertaken simultaneously, with the aim of convergence into a national sustainable development strategy that is fully compliant with sustainability principles.

**Box 2: Evaluation results**

**Algeria:** The evaluation exercise resulted in the preparation of a national report on the state and future of the environment. A better approach to the definition of programmes, projects and actions is in the process of being adopted. Evaluation carried out made it possible to launch activities other than those initially envisaged in the NSSD. These include strengthening capacities in specific areas (clean technology, renewable energy).

**Ghana:** The GPRS-II benefited from lessons learned in the development and implementation of GPRS-I. The Strategic Environmental Assessment (SEA) conducted on GPRS-I revealed serious shortcomings in relation to integration. The lessons were incorporated into the GPRS-II development process, resulting in a well-integrated document with horizontal and vertical linkages.

**Kenya:** Evaluation has resulted in sector ministries reviewing their targets and making them more realistic and consequently, reorienting their budgets.

**The Gambia:** Six years after its adoption, and following a series of annual reports and cyclical reviews on progress made in realizing the country’s Vision, it was concluded that gaps existed between the Vision and sectoral programmes. This was due to the absence of concrete actions to link the Vision with these programmes. Consequently, the Vision was revised to reflect developments and progress made since 1996. Furthermore, different sector agencies established outputs, targets and indicators to monitor implementation progress. In so doing, the National Vision has now been broken down into broad objectives and ideals that cut across functionally related sectors.
Tunisia: Evaluation has made the following possible: Identification of difficulties encountered during implementation and conducting studies to define the measures necessary to reduce those difficulties; Redirecting sustainability objectives to be achieved according to the evolution of the economic situation of the sector in question; Development of motivation tools for stakeholders engaged in sectoral processes relevant to sustainable development; Directing sensitization activities and the media to priority sectors, such as the efficient and rational utilization of energy; and; Re-examination of policies.

Source: NSSD completed questionnaires, 2006
3. Poverty Reduction Strategies

The Johannesburg Plan of Implementation (JPOI) recommended that where applicable, NSSDs could be formulated as PRS that integrate economic, social and environmental aspects of sustainable development. In this respect, the review exercise included an appraisal of PRSs adopted in countries and the extent to which these embody NSSD characteristics.

In December 1999, the World Bank and the IMF introduced a new approach to their relations with low-income countries, centred on the development and implementation of PRSs by countries as a precondition for access to debt relief and concessional financing from both institutions. These strategies were also expected to serve as a framework for better coordination of development assistance among other development partners. The approach sought to empower governments to set their development priorities and to specify policies, programmes and resources needed to meet their goals. It was hoped that this process could help crystallize political commitment and accountability—both for countries themselves and for their development partners—for accelerating progress towards MDGs (World Bank and IMF, 2005).

Core PRS principles are: (i) Country-driven with broad based participation, (2) Medium to long-term in perspective, (3) Comprehensive and results oriented, and (4) Partnership-oriented. These augur will towards the national sustainable development strategy process. By September 2005, 49 countries had prepared national PRS. Just over half of those countries were in sub-Saharan Africa (SSA); a similar proportion comprised Heavily-Indebted Poor Countries (HIPC). Countries had been implementing their strategies, on average, for just two and a half years. Several countries were in the process of revising their original strategies, while Burkina Faso, Tanzania and Uganda had already done so. Eleven more countries had produced interim strategies, and ten had initiated processes that could result in PRSs (WB and IMF, 2005).

PRSs discussed here are not limited to PRSPs prepared under the HIPC Initiative of the World Bank and the IMF. They include all other strategies and initiatives aimed at reducing poverty being developed and implemented by countries. In this regard, it should be mentioned that Algeria, Mauritius, Morocco, South Africa and Tunisia, being middle-income countries, do not qualify for the HIPC Initiative and are therefore, not required to prepare PRSPs. This group of countries mainly implements poverty reduction strategies/programmes to uplift the living standards of marginalized segments of their society. This was specifically mentioned in the completed questionnaires of Mauritius and South Africa.

South Africa launched its Accelerated and Shared Growth Initiative of South Africa (AsgiSA) in 2006. One of the key objectives of the Initiative is halving unemployment and poverty by 2014. The logic of South Africa’s major poverty eradication programmes to ensure that the historically marginalized communities, in both urban and rural areas, benefit from government’s programme of social reconstruction and development. Tunisia’s fight against poverty was reported as a success, as illustrated by the following statement:

“Tunisia has for more than 30 years, elaborated poverty reduction programmes, which are implemented through economic and social development plans. The poverty rate calculated on the basis of the ratio of the population living below the poverty threshold was 33 per cent in 1967 and four per cent in 2003. This is
due to a policy of employment creation, supported by economic growth of five per cent on average per annum for the last 10 years, substantial welfare transfers from the national budget and the mechanism of solidarity put in place in Tunisia since the 1990s, which, together, have given impressive results. In Tunisia today, the issue of fighting poverty is becoming less of a priority; priority is accorded to the creation of employment for the youth.”

3.1 PRS development and implementation status

With the exception of South Africa, all countries completed the questions on PRS. All 15 reporting countries were implementing their PRS and among these: the large majority (67 per cent) were implementing their PRS distinct from an existing NSSD (Algeria, Benin, Kenya, Malawi, Mauritius, Morocco, Mozambique, Senegal, The Gambia and Tunisia; three (20 per cent) were implementing their PRS as their NSSDs (Cameroon, Ghana and Uganda); one (6.7 per cent) was implementing its PRS in the absence of a NSSD (Sierra Leone); and one (6.7 per cent) had its PRS incorporated into its NSSD (Zambia).

Figure 2: PRS development and implementation status

Number of countries = 15
Source: NSSD completed questionnaire, 2006

3.2 PRS development process, time frame and approval

A 2006 ECA issues paper on PRS notes some positive results of the PRS initiative in terms of improved focus on poverty, active stakeholder participation, focusing attention on governance issues, providing a better framework for managing aid and consistency with NEPAD. On the other hand, the content of the PRS was found to be wanting in relation to the attention paid to growth and em-
employment, prioritizing and sequencing, analytical underpinnings and gender issues. In terms of the process, there was little attention to broader national processes and political organizations, especially Parliaments and that processes were driven in large part by the need for IMF and World Bank endorsement.

These findings emanated from stocktaking of lessons from the PRSP Learning Group (PRSP-LG) established by ECA in 2001 as a regional forum for peer learning and information sharing on the design and implementation of national PRSs. The consensus from the PRSP-LG discussions was that a second generation of poverty reduction strategies (SGPRSs) must offer stronger potential for sustained growth, help address the economic transformation needs of low and middle-income African countries, and deepen partnerships around country-led approaches.

The current review revealed that PRS development process for all HIPC countries, as well as for the two non-HIPC countries that responded to the process-related questions (Algeria and Morocco), entailed multi-stakeholder consultations, training and workshops, and the establishment/designation of a national coordinating body. The coordinating offices set up by Sierra Leone and The Gambia had broad-based representation and included members of civil society. Table 13 shows that the approval bodies ranged from parliaments/national assemblies (Ghana and The Gambia), Cabinets (Malawi, Mozambique, Senegal and Sierra Leone) to single ministries (Algeria and Mauritius). In the case of the latter, it should be noted that these are non-HIPC countries. The rest of the respondents were not specific about the government entity that approved their PRSs.

The findings of the two reviews were similar in terms of stakeholder participation. However, it should be noted that the ECA PRS assessment covered many countries and provided an in-depth analysis of the PRS content, while the current review covers only 16 countries and assessed the PRSs in relation to their embodiment of the principles of the NSSD strategy process. Nonetheless, Table 14 presents improvements made to the second generation PRSs, which cover most of the concerns raised by the ECA PRS assessment.

The timeframe of the various PRSs ranged from three to 12 years. This excluded Tunisia, which reported that the country had been implementing poverty reduction programmes for the past 30 years. Fifty per cent of countries had PRSs with a three-year timeframe and all these were PRSPs under the HIPC Initiative. This is not surprising given that under the Initiative, a country needs to write a PRSP every three years. The HIPC countries with PRSP timeframes of more than three years were Cameroon, Malawi, Mozambique and Zambia. Zambia’s PRS was embodied within the country’s Fifth National Development Plan (FNDP), which had a five-year timeframe. With the exception of Algeria and Mauritius, all PRSs were approved at high political levels.
### Table 13: PRSs developed

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Timeframe</th>
<th>Year of approval</th>
<th>Name of approving body</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Algeria</td>
<td>10 years</td>
<td>No response</td>
<td>Ministry of Solidarity</td>
</tr>
<tr>
<td>2</td>
<td>Benin</td>
<td>3 years</td>
<td>2002</td>
<td>Government</td>
</tr>
<tr>
<td>3</td>
<td>Cameroon</td>
<td>12 years</td>
<td>2003</td>
<td>Government</td>
</tr>
<tr>
<td>4</td>
<td>Ghana</td>
<td>3 years</td>
<td>2005</td>
<td>Cabinet and Parliament of Ghana</td>
</tr>
<tr>
<td>5</td>
<td>Kenya</td>
<td>3 years</td>
<td>2001</td>
<td>Government of Kenya</td>
</tr>
<tr>
<td>6</td>
<td>Malawi</td>
<td>4 years</td>
<td>2002</td>
<td>Cabinet</td>
</tr>
<tr>
<td>7</td>
<td>Mauritius</td>
<td>5 years</td>
<td>2005</td>
<td>Ministry of Finance and Economic Development</td>
</tr>
<tr>
<td>8</td>
<td>Morocco</td>
<td>5 years</td>
<td>2005</td>
<td>A steering committee chaired by the Prime Minister</td>
</tr>
<tr>
<td>9</td>
<td>Mozambique</td>
<td>6 years</td>
<td>1999</td>
<td>Cabinet (Council of Ministers)</td>
</tr>
<tr>
<td>10</td>
<td>Senegal</td>
<td>3 years</td>
<td>2003</td>
<td>Senegal’s Council of Ministers</td>
</tr>
<tr>
<td>11</td>
<td>Sierra Leone</td>
<td>3 years</td>
<td>2005</td>
<td>Cabinet</td>
</tr>
<tr>
<td>12</td>
<td>The Gambia</td>
<td>3 years</td>
<td>2002</td>
<td>National Assembly</td>
</tr>
<tr>
<td>13</td>
<td>Tunisia</td>
<td>&gt; 30 years</td>
<td>No response</td>
<td>No response</td>
</tr>
<tr>
<td>14</td>
<td>Uganda</td>
<td>3 years</td>
<td>2004</td>
<td>Cabinet</td>
</tr>
<tr>
<td>15</td>
<td>Zambia</td>
<td>5 years</td>
<td>2006</td>
<td>Cabinet</td>
</tr>
</tbody>
</table>

**Source:** NSSD completed questionnaires, 2006

### 3.3 Long-term development strategies embedding PRSs

The NSSD characteristic of linking to long-term shared strategic and pragmatic visions, as well as linking short to medium and long-term frameworks are pertinent to PRSs as well. Table 14 shows that among the HIPC countries, all, with the exception of Ghana, reported that their PRSs were embedded in a long-term development framework. It was therefore, not surprising that one of the country’s expressed needs was to put in place an overarching long-term development framework. However, Cameroon’s framework was still in the process of being developed. It was asserted that the framework would span between 25 to 30 years and would embody the PRS. Apart from Kenya’s long-term development strategy, which has a 15-year timeframe, all others span a generation (between 20 to 25 years). This is important as it takes care of intergenerational equity issues. Noteworthy is the fact that the long-term development frameworks were approved at high political levels. Algeria and Morocco were the non-HIPC countries that responded to the question on the relationship between the PRS and the long-term development strategy. While Algeria reported that its PRS was embedded in a long-term development strategy, the name of this strategy was not provided. On the other hand, Morocco reported that its PRS was not embedded in a long-term development strategy.
Table 14: Long-term development strategies embedding PRS

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Name of strategy</th>
<th>Timeframe</th>
<th>Year of approval</th>
<th>Name of approving body</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Algeria</td>
<td>No response</td>
<td>No response</td>
<td>No response</td>
<td>No response</td>
</tr>
<tr>
<td>2</td>
<td>Benin</td>
<td>NLTPS-BENIN 2025</td>
<td>25 years</td>
<td>2000</td>
<td>Government of Benin</td>
</tr>
<tr>
<td>3</td>
<td>Cameroon</td>
<td>Under development</td>
<td>25-30 years</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>4</td>
<td>Ghana</td>
<td>No</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>5</td>
<td>Kenya</td>
<td>National Poverty Eradication Programme</td>
<td>15 years</td>
<td>1999</td>
<td>Government of Kenya</td>
</tr>
<tr>
<td>6</td>
<td>Malawi</td>
<td>Vision 2020</td>
<td>20 years</td>
<td>1998</td>
<td>Cabinet</td>
</tr>
<tr>
<td>7</td>
<td>Mauritius</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>8</td>
<td>Morocco</td>
<td>No</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>9</td>
<td>Mozambique</td>
<td>Agenda 2025</td>
<td>25 years</td>
<td>2003</td>
<td>Parliament</td>
</tr>
<tr>
<td>10</td>
<td>Senegal</td>
<td>Senegal - 2015</td>
<td>25 years</td>
<td>1989</td>
<td>Interministerial council</td>
</tr>
<tr>
<td>11</td>
<td>Sierra Leone</td>
<td>Sierra Leone Vision 2025</td>
<td>22 years</td>
<td>2003</td>
<td>Parliament</td>
</tr>
<tr>
<td>12</td>
<td>South Africa</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>14</td>
<td>Tunisia</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>15</td>
<td>Uganda</td>
<td>Vision 2025</td>
<td>25 years</td>
<td>1999</td>
<td>Cabinet</td>
</tr>
<tr>
<td>16</td>
<td>Zambia</td>
<td>The National Long-Term Vision (Vision 2030)</td>
<td>25 years</td>
<td>2006</td>
<td>Cabinet</td>
</tr>
</tbody>
</table>

Source: NSSD completed questionnaires, 2006

Figure 3: PRS embedded in the long-term development strategy

Number of countries = 13
Source: NSSD completed questionnaire, 2006

PRS priorities and integration issues

Among the 15 countries that responded to the PRS-related questions, three (Algeria, Tunisia and Zambia) did not respond to the questions on PRS priorities. Priorities specified by the remaining
countries are presented in Table 15. All the PRSs were explicit on the social, economic and institutional dimensions. The environmental dimension was clearly specified in five PRSs (Benin, Cameroon, Mozambique, Sierra Leone and The Gambia), but was not explicit in three (Ghana, Malawi and Uganda) and not evident in four (Kenya, Mauritius, Morocco and Senegal).

However, as regards Ghana and Uganda, the observations made under the “NSSD priorities and integration issues” section also applied here, since their PRSs also served as NSSDs. Kenya’s response to PRS integration issues (Box 3) implied that while environmental issues were not integral to the current PRS process, efforts were being made to integrate them. Box 3 also shows that Senegal’s PRS was concerned with reducing pressure on natural resources (land, water, forests) – a demonstration of concern for environmental sustainability. Furthermore, strengthening the environmental dimension was among the improvements made to Senegal’s second generation PRS.

All the countries that responded to the PRS integration question affirmed that the interlinkages were analysed and most stated that integration had been achieved (Box 3).

Table 15: PRS priorities

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Priorities addressed</th>
<th>Soc</th>
<th>Eco</th>
<th>Env</th>
<th>Inst</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Benin</td>
<td>Economic and poverty diagnosis of Benin; Key intervention areas and priorities of the PRS (strengthening of the macroeconomic framework in the medium-term, development of human capital and management of the environment, strengthening of good governance and institutional capacities, promotion of sustainable employment and strengthening the capacities of the poor to take part in decision-making and production processes); Medium-term expenditure framework of the PRS; and Mechanism for monitoring and evaluation of PRS implementation.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>2</td>
<td>Cameroon</td>
<td>Promotion of a stable macroeconomic framework; Reinforcement of growth by diversification of the economy; Stimulation of the private sector; Development of infrastructure; Natural resources, and environmental protection; Acceleration of regional integration within the framework of CEMAC Strengthening the social sector and human resources development; and Improvement of the institutional framework and governance.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>3</td>
<td>Ghana</td>
<td>Sound economic management for accelerated growth; Increasing production and promoting sustainable livelihoods; Support to HR development and provision of basic services; Special programmes for the vulnerable and excluded; Ensuring good Governance and increased capacity for public sector; and Private sector development.</td>
<td>Yes</td>
<td>Yes</td>
<td>NEv</td>
<td>Yes</td>
</tr>
<tr>
<td>4</td>
<td>Kenya</td>
<td>Agriculture and rural development; Human resource development; Physical infrastructure development; Trade, tourism and industry development; Public safety, Law and order; and Information technology.</td>
<td>Yes</td>
<td>Yes</td>
<td>NEv</td>
<td>Yes</td>
</tr>
<tr>
<td>5</td>
<td>Malawi</td>
<td>Achieve sustainable pro-poor economic growth; Human capital development; Improving the quality of life of the most vulnerable; and Good governance.</td>
<td>Yes</td>
<td>Yes</td>
<td>NEv</td>
<td>Yes</td>
</tr>
<tr>
<td>No.</td>
<td>Country</td>
<td>Priorities addressed</td>
<td>Soc</td>
<td>Eco</td>
<td>Env</td>
<td>Inst</td>
</tr>
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<td>-----</td>
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<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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<td>------</td>
</tr>
<tr>
<td>6</td>
<td>Mauritius</td>
<td>Participatory approaches and community involvement in order to strengthen the capabilities of the poorest segments of the population by providing resources, credit, training and empowerment.</td>
<td>Yes</td>
<td>Yes</td>
<td>NEv</td>
<td>Yes</td>
</tr>
<tr>
<td>7</td>
<td>Morocco</td>
<td>Strengthen human resources development; Fight poverty, exclusion and unemployment; Rural poverty; Social exclusion in the urban environment; and Support towards and strengthening of local government initiatives and actions with impacts at the grassroots level. This is being implemented as a cross-cutting programme</td>
<td>Yes</td>
<td>Yes</td>
<td>NEv</td>
<td>Yes</td>
</tr>
<tr>
<td>8</td>
<td>Mozambique</td>
<td>Poverty reduction/macroeconomic management; Economic development - agriculture and infrastructures; Good governance; and Cross-cutting issues (environment, gender, de-mining, HIV/AIDS, natural disasters, rural development)</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>9</td>
<td>Senegal</td>
<td>Wealth creation; Capacity strengthening and basic social services; Improvement of the living conditions of vulnerable groups; and Issues relating to implementation and the financing of activities</td>
<td>Yes</td>
<td>Yes</td>
<td>NEv</td>
<td>Yes</td>
</tr>
<tr>
<td>10</td>
<td>Sierra Leone</td>
<td>Good governance; Peace consolidation; National security; Food security, Infrastructure development; Private sector development; Human development (which addresses education, health care delivery, water and sanitation); and Cross-cutting issues such as environment, HIV/AIDS, youth issues and gender equality and empowerment.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>11</td>
<td>The Gambia</td>
<td>Agriculture, natural resources and the environment; Education; Health; Nutrition, population and HIV/AIDS; Infrastructure; Social fund for poverty reduction; Poverty reduction dialogue forum; Implementation and monitoring; Support to cross-cutting poverty programmes; ICT Research and Development; Decentralization and LGA Capacity Building; and Government and Civil Service Programmes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>12</td>
<td>Uganda</td>
<td>Restoring security, dealing with the consequences of conflict, and improving regional equity; Restoring sustainable growth in the incomes of the poor; Human development: addressing quality and drop-out in UPE and planning for post-primary education, cutting mortality and increasing people’s control over the size of their families; and Using public resources transparently and efficiently to eradicate poverty</td>
<td>Yes</td>
<td>Yes</td>
<td>NEv</td>
<td>Yes</td>
</tr>
</tbody>
</table>

*NB: NEx – Not explicit; NEv – Not evident*

*Source: NSSD completed questionnaires, 2006*
Box 3: PRS integration issues

**Benin:** The PRS treats the three pillars of sustainable development in an integrated manner. The section of the PRS entitled “Diagnosis of the Economy and Poverty of Benin” places emphasis on the interrelationships between the economic and social pillars of sustainable development. The section of the PRS, which deals with “Key Intervention Areas and Priorities”, addresses the linkages between the environmental, economic and social pillars of sustainable development.

**Cameroon:** The PRS treats the three pillars of sustainable development in an integrated manner. It has established the linkages between growth and poverty reduction in all their dimensions.

**Ghana:** Even though most sectoral strategies that fall under the economic, social, environmental and institutional dimensions of sustainable development were developed in isolation of each other, Ghana’s NSSD is considered as integrating these four dimensions. This is explained by the fact that integration was achieved through the general policy matrix provided by the NDPC to Ministries, Government Departments and Agencies (MDAs), to guide them in correcting the deficiencies of the first phase of the GPRS (GPRS–I), which treated ‘the environment’ as a sector, and not as a cross-cutting issue.

**Kenya:** While the PRS treats sectoral dimensions separately, it has also analysed the interlinkages between the different sectors. Regarding the environmental pillar, it should be noted that the Ministry of Planning and National Development is closely involved in the National Environmental Action Plan (NEAP) process. The Ministry’s Permanent Secretary chairs the NEAP committee, and an officer has been designated to liaise with the National Environment Management Authority (NEMA).

**Mauritius:** The interlinkages between the three pillars have been addressed.

**Morocco:** The PRS addresses the three pillars of sustainable development in an integrated manner.

**Mozambique:** The PRS addresses the three pillars of sustainable development in an integrated manner and the three pillars of sustainable development are incorporated. The country’s NSSD, although not yet approved, has been used as one of the sources for mainstreaming the environment into the PRSP.

**Senegal:** The PRS integrates the three pillars of sustainable development. Within the framework of wealth creation, agriculture and other sectors of the rural economy, the craft industry and services occupy important places. Activities are often directly related to the exploitation of natural resources (land, water, forests, etc.), on which pressure is exerted. The reduction of this pressure is one of the objectives of the PRS.

**Sierra Leone:** Reviews of the economic, social and environment sectors were carried out. In the process interlinkages between the three dimensions were brought out.

**The Gambia:** The three dimensions of SD have been analysed through the linkages and in this regard; the PRSP uses the approach of mainstreaming cross-cutting issues such as environment, gender, HIV/AIDS, population and nutrition.

**Uganda:** An analysis of the interlinkages has been carried out and the implications of the different dimension on the others has received due consideration.

*Source: NSSD completed questionnaires, 2006*
3.4 Second generation PRSs

Figure 4 shows that half of the HIPC countries (Ghana, Kenya, The Gambia, Uganda and Zambia) were implementing their second generation PRSs - third-generation in the case of Uganda. The second generation PRSs of Malawi, Mozambique and Senegal have been developed and were awaiting approval, that of Benin was in the process of being developed and Sierra Leone’s first generation PRS, which was only approved in 2005, was still being implemented. However, prior to the HIPC initiative, low-income countries had been implementing poverty alleviation/eradication programmes. For example, the coordinating body of The Gambia’s PRS - the Strategy for Poverty Alleviation Coordinating Office (SPACO), was first established in 1994 to oversee the development and implementation of the country’s then Strategy for Poverty Alleviation (SPA).

Figure 4: Second Generation PRS

![Figure 4: Second Generation PRS](image)

*Number of countries = 11

*: Uganda is now implementing third generation PRSs

Source: NSSD completed questionnaires, 2006

Political commitment and leadership are essential to growth and poverty reduction, and better governance improves the chances of pro-growth policies being effectively implemented. The first generation PRS processes had been viewed in largely technocratic terms, whilst parallel processes had contributed to the impression that the PRS was really “for donors” and not for the nation. In this regard, ECA, 2006 advocates for effective second generation poverty reduction and growth strategies that consolidate and integrate the PRS with national processes, involving Parliaments and other organized social and political groups. Table 14 shows that there has been an improvement in terms of PRS leadership. With the exception of Kenya, whose second generation PRS was approved by a ministry, the PRSs of all the other countries were approved at high political levels. And while the timeframes of Ghana, Senegal and Uganda’s second generation PRSs remained constant relative to the first, those of Kenya, Malawi, The Gambia and Zambia increased. The increased timeframes should allow for a better management of the process. The improvements made to the second generation PRSs relative to the first ones are laudable and relate to process and content. This embodies the continuous improvement principle of the sustainable development strategy process. Highlights of these improvements are provided in Tables 16 and 17. Collectively, these could be considered as having responded to the ECA, 2006 recommendation on second generation SGPRSs, which relate to the need to address four
sets of issues: the content of PRSs, especially the relationship between economic growth and poverty reduction; the ownership, leadership and accountability for PRSs; the capacity to implement those strategies; and external assistance.

### Table 16: Second generation PRSs being implemented

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Timeframe</th>
<th>Year of approval</th>
<th>Approving body</th>
<th>Improvements relative to first</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ghana</td>
<td>3 years</td>
<td>2005</td>
<td>Cabinet and Parliament</td>
<td>Better integration of the four dimensions; MDG targets and indicators have been internalized and mainstreamed as much as practicable in the national context.</td>
</tr>
<tr>
<td>2</td>
<td>Kenya</td>
<td>4 years</td>
<td>2003</td>
<td>Ministry of Planning and National Development</td>
<td>Prioritization of the key sectors in the economy; Strengthening of institutions of governance; Matrix implementation; Deepening of the MTEF and establishment of Monitoring and Revaluation Department to monitor the implementation of ERS; and Central Bank pursuing a monetary policy consistent with low inflation rate without compromising recovery.</td>
</tr>
<tr>
<td>3</td>
<td>The Gambia</td>
<td>5 years</td>
<td>2006</td>
<td>High Level Economic Committee</td>
<td>Increased the timeframe from 3 to 5 years and mainstreamed into the MTP; Focus realigning the PRS and targets towards achieving the MDGs; Reinforce community participation through institutionalizing already existing participatory approaches; and Building up a functional M&amp;E system for poverty reduction and MDGs.</td>
</tr>
<tr>
<td>4</td>
<td>Uganda</td>
<td>3 years</td>
<td>2004</td>
<td>Cabinet</td>
<td>More focus on linking public expenditure to the PEAP priorities; The PEAP has been more functional by linking priority actions under each pillar to sector functions; A PEAP Results and Policy matrix has been developed; There is a stronger balance between social and productive sector priorities; A more holistic approach has been taken to conflict resolution, disaster management and ending insecurity; Integrating cross-cutting issues in all PEAP interventions; and The process of consultation has been more comprehensive.</td>
</tr>
<tr>
<td>5</td>
<td>Zambia</td>
<td>5 years</td>
<td>2006</td>
<td>Cabinet</td>
<td>Programmes and activities specially developed targeting poverty reduction and also MDGs mainstreamed in the planning instrument.</td>
</tr>
</tbody>
</table>

Source: NSSD completed questionnaires, 2006
Table 17: Second generation PRSs awaiting approval

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Timeframe</th>
<th>Improvements relative to first</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Malawi</td>
<td>5 years</td>
<td>Improved design and implementation modalities.</td>
</tr>
<tr>
<td>2</td>
<td>Mozambique</td>
<td>3 years</td>
<td>Adoption of a more participatory approach during the process of elaboration; Definition of priorities based on recognized pillars; and Integration of more cross-cutting areas - de-mining, natural disasters, food security and rural development.</td>
</tr>
<tr>
<td>3</td>
<td>Senegal</td>
<td>3 years</td>
<td>Strengthened areas such as gender, environment, employment and social protection.</td>
</tr>
</tbody>
</table>

*Source: NSSD completed questionnaires, 2006*
4. Links Between the NLTV, NSSD, PRS, NDP and MDGS

Most National Long Term Visions (NLTVs) have been put forward by government agencies (typically the ministry in charge of the economy, planning or the office of the president or prime minister). They embody a country’s long-term development aspirations. The UN has recommended that developing countries adopt strategies bold enough to meet the MDGs. The eight goals, which break down into 18 quantifiable targets measured by 48 indicators, are:

1. Eradicate extreme poverty and hunger;
2. Achieve universal primary education;
3. Promote gender equality and empower women;
4. Reduce child mortality;
5. Improve maternal health;
6. Combat HIV/AIDS, malaria and other diseases;
7. Ensure environmental sustainability; and
8. Develop a global partnership for development.

These goals guide much of the interaction between developing and developed countries and development assistance agencies. They represent a compact among all members of the international community to reduce poverty in its many dimensions and to promote sustainable development (OECD/UNCSD, 2006; CDF Secretariat, 2003).

Many developing countries have a strong tradition of preparing periodic national development plans, often covering a five-year span and setting out grand objectives. Usually, line ministries prepare sector chapters for national plans following guidance issued by a national planning commission or an equivalent coordinating body (OECD/UNDP, 2002).

The purpose of PRSPs has been provided above, while the principles of NSSDs, being the subject of this review have been well articulated. The PRSs embody the principles of the Comprehensive Development Framework (CDF), which was launched by the (World) Bank in 1999. The CDF seeks a better balance in policy-making by highlighting the interdependence of all elements of development-social, structural, human, governance, environmental, economic, and financial. It emphasises partnerships among governments, donors, civil society, the private sector, and other development actors. Of particular importance is the stress on country ownership of the process, directing the development agenda with bilateral and multilateral donors each defining their support for their respective plans (DFID/IIED/CAPE-ODI, 2000).

The CDF Secretariat reviewed the implementation of the CDF in 48 low-income countries. The findings were that countries that are making progress in implementing CDF principles generally perform better and are more likely to achieve the MDGs by 2015 than those making less CDF implementation progress.

The relevance of anchoring NSSDs to long-term shared strategic and pragmatic vision, as well as the need to link short to medium and long-term frameworks, calls for an examination of the links between NLTV documents and other development strategies and plans. This is essential, as a basic tenet of sustainable development is to balance the needs of current and future generations. This is
reflected in the definition of sustainable development in the 1987 Brundlandt Report, as “meeting the needs of the present generation without compromising the ability of future generations to meet their own needs.” For well-being to last, the stocks of assets that underpin it (e.g., man-made, natural, human and social capital) must be preserved over time. NSSDs need a long timeframe for implementing notions of intergenerational equity, a fundamental principle of sustainable development (OECD, 2005).

4.1 NLTVs and other frameworks

With the exception of Malawi, Morocco and Tunisia, all countries articulated the links, or those envisaged, between their NLTVs and other development strategies and plans (Annex 3). Generally, the NLTVs espoused countries’ long-term development aspirations and guiding principles, and the medium-term development plans, such as National Development Plans (NDPs) and MTPs, the short-term strategies, such as PRSs, and where applicable, the NSSDs, were considered means to achieving the goals set out in the NLTVs. However, it was reported that Ghana’s NLTV was abandoned by the then administration and its NSSD (the GPRS) was not embedded in the country’s ten-year development framework.

The relationship between South Africa’s NLT and NSSD is rather unique. While the country’s NLTV had a relatively short timeframe (10 years), it was envisaged that the NSSD that was being developed would extend the planning time horizon to 20 years. Senegal’s NLT was being operationalized through the country’s National Development Plan (NDP), which provided orientations for sectoral polices through which the PRS was being implemented. Meanwhile, the country’s NSSD provided the integration framework for the different development frameworks. These exemplify good practices towards ensuring convergence, complementarity and coherence among different planning frameworks and policies to achieve concrete results. While Zambia’s PRS was already embedded in the country’s NDP, The Gambia was in the final stages of mainstreaming its PRS to the country’s MTP. As a result, the PRS timeframes of the two countries were extended from three to five years. This meets a key NSSD characteristic of building coherence between budget and strategy priorities to ensure that resources are made available for the implementation of priority activities.

4.2 NSSDs, PRSs and MDGs

While these frameworks have different origins, focus and timeframes, they are complementary in their goals. The PRSs are practical templates for development, financing and spending, but tend to be driven by treasuries and donors and highlight financial concerns. Elements of NSSDs relating to policy integration (particularly environmental and social concerns), transparency, stakeholder involvement, and links to local levels could usefully be brought to PRSs. At the same time, synergies with the MDGs could be realized if the eight goals are used as targets for PRS and NSSDs (OECD/UNCSD, 2006). Therefore, it was deemed necessary to examine the extent to which these frameworks build on and complement each other in the light of a key NSSD characteristic of building on existing strategies, policies and processes, working towards convergence, complementarity and coherence among different planning frameworks and policies to achieve concrete results.

Except for Algeria, all countries asserted that either their NSSDs or their PRSs, and in some cases both, addressed the MDGs.

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It should be recalled that The Gambia’s NLT, Zambia’s NDP, Cameroon, Ghana and Uganda’s PRSs were considered their respective NSSDs.
4.2.1 NSSD addressing the MDGs

The responses of Malawi and Mauritius are tabulated in Annex 4. While Malawi articulated the country’s objectives and some targets aimed at meeting the MDGs (except for the MDG of eradicating extreme poverty), Mauritius specified actions that the country had undertaken with a view to meeting the goals. Meanwhile, Tunisia’s response only cited the water and sanitation targets related to the environmental sustainability MDG. Though South Africa’s NSSD was still under development, it was asserted that the priorities that were hitherto identified would contribute towards achieving the MDGs. Furthermore, the Accelerated and Shared Growth Initiative of South Africa (AsgiSA), launched in 2006, focused on meeting the MDGs.

Zambia reported that a matrix of MDG targets and key performance indicators covering all sectors of the economy and the different pillars of sustainable development had been developed. Indeed, the issues listed were wide-ranging and went beyond the MDGs. Similarly, Senegal’s NSSD went beyond the MDG framework contained in the country’s NDP. Additional elements included: strengthening the integrated management of transboundary resources; strengthening the linkages between development programmes and regional planning; ensuring success in decentralization; and strengthening principles and mechanisms of good governance for sustainable development. The NSSDs of Cameroon, Ghana and Uganda, which also served as the countries’ PRS, are discussed under the paragraph “PRS addressing the MDGs”, below.

4.2.2 PRS addressing the MDGs

While Cameroon, Ghana, Kenya and Morocco asserted that their PRSs addressed all the MDGs, Uganda’s PRS addressed all but MDG 8. Like many second generation PRSs, Senegal’s PRS was adjusted to integrate the MDGs. The Gambia’s MTP and PRS were reported to be MDG focused— the response clearly brought out the links between the PRS priority areas and the different MDGs. Mozambique also provided examples of how the country’s PRS addressed the MDGs. Meanwhile, Sierra Leone, which only adopted its first generation PRS in 2005, ensured that all eight MDGs were addressed in Pillars 1 and 2 of the Strategy.

4.2.3 NSSD and PRS addressing the MDGs

Annex 4 shows that both the NSSD and the PRS of Benin addressed the MDGs. While the NSSD addressed all the MDGs, the PRS addressed all except for the MDG 8- global partnership for development. However, the PRS was more specific on targets.

4.3 Countries’ views on the 2005 World Summit national development strategy-related resolution

At the World Summit held in September 2005, countries resolved to adopt, by 2006, and implement comprehensive national development strategies to achieve the internationally agreed development goals and objectives, including the MDGs. Given the various strategy and planning processes in countries, it was deemed necessary to review how countries interpreted this resolution and how they intended to operationalize it.
Apart from Malawi and Mozambique, all countries responded to this question. The responses received (Box 4.) are a clear demonstration of countries’ appreciation of an important NSSD characteristic: “Building on existing strategies, policies and processes, working towards convergence, complementarity and coherence among different planning frameworks and policies to achieve concrete results.” In view of the many challenges that countries face regarding the NSSD process (see subsequent section), this appreciation is quite significant. It should be pointed out that the majority of responding countries viewed the MDGs as integral to this resolution. Among the responding countries, all nine that were implementing their NSSDs were of the view that this resolution had been addressed through existing national planning frameworks, policies and strategies. Nonetheless, Kenya, Cameroon and Mauritius added that the requirements would be better articulated in ongoing or planned strategic processes. As regards supporting processes, Ghana considered capacity building as an important requirement for successful implementation, while The Gambia called for meaningful partnership among all stakeholders.

Regarding the four countries that were yet to implement or were in the process of developing their NSSDs, Senegal was of the view that its already developed NSSD, as well as other strategies and planning processes, together, meet the requirements of the resolution, while Benin alluded that the country’s many development strategies would suffice. However, Benin advanced that ensuring consistency of the different strategies and integrating them into a coherent national development strategy would be ideal. Meanwhile, Morocco and South Africa were of the view that their respective NSSDs under development would adequately satisfy the related requirements of the resolution. It is important to note that Sierra Leone’s view was that the country’s PRS had adequately responded to the requirements of the resolution.

**Box 4: Countries’ views on the 2005 World Summit national development strategy-related resolution**

**Algeria:** The adoption and implementation of Algeria’s SNE-DD- the country’s NSSD and the MDG Report are not only clear indications of the country’s commitment to the World Summit resolution, but also indications of the country’s effective engagement in attaining sustainable development and meeting the MDGs.

**Benin:** Regarding this specific resolution, many development strategies in various sectors have been elaborated. Ensuring consistency of all these strategies with a view to putting in place a national development strategy would be ideal.

**Cameroon:** This resolution has been taken into account in the current PRS, which integrates the MDGs. In addition, the second generation PRS will be designed to better take this resolution into account.

**Ghana:** Ghana’s NSSD, which is currently being synchronized with the Sustainable Development Indicator (SDI) Set, adequately addresses the requirements of this resolution. The SDI covers the economic, social, environmental and institutional dimensions of sustainable development and its targets are based on the MDG indicators. However, capacities need to be built at all levels of government for effective implementation.

**Kenya:** The resolution has been adequately addressed through the IP-ERS (the country’s NSSD), the PRS and the MDG report. The country has assessed resource requirements and has put in place a monitoring and evaluation framework to track the implementation of the IP-ERS. Furthermore, the country has reached an advanced stage of developing a National Strategy and Action Plan for the implementation of the outcomes of WSSD.
<table>
<thead>
<tr>
<th>National Strategies for Sustainable Development in Africa</th>
</tr>
</thead>
</table>

**Mauritius**: The Blueprint for achieving sustainable development in SIDS is the Barbados Programme of Action, of which the Mauritius Strategy is an outcome. The Mauritius strategy includes all internationally agreed development goals, including the MDGs. Mauritius is committed to the MDGs and aims to come up with a more adapted version of the MDGs that would reflect the specificities of SIDS.

**Morocco**: The 2005 World Summit national development strategy-related resolution will therefore be implemented through the NSSD that is in the process of being developed.

**Senegal**: The agreed international goals and objectives, including the MDGs, are all integral to sustainable development, given that they address concerns that cut across the three pillars. In Senegal, in addition to the NSSD, many strategies and planning processes in the environment, economic and social sectors have taken into account agreed international goals and objectives.

**Sierra Leone**: The MDGs have been adequately catered for in the PRS, which also takes into account the three pillars of sustainable development.

**South Africa**: South Africa views this resolution as an elaboration of the JPOI requirement for the development and/or elaboration of NSSDs. In this regard, the country endeavours to include a holistic set of plans and/or recommendations towards achieving internationally agreed development goals, including the MDG’s. As a result, the NSSD should also satisfy the World Summit’s resolution.

**The Gambia**: The Gambia’s NSSD – the Vision-2020, through the PRS, MTP and GEAP, adequately responds to the requirements of this resolution. However, its successful implementation calls for a functional strategic partnership based on mutual benefits and differentiated responsibilities, involving private sector agencies, professional and civil society organizations, local and international communities.

**Tunisia**: The eight MDGs are among the priorities of the social and economic development plans of the country. The situation in Tunisia regarding the goals is relatively satisfactory and this will improve by the target dates set by the Millennium Summit.

**Uganda**: The PEAP embodies the MDGs and other sustainable development-related goals.

**Zambia**: Zambia is committed to the summit resolution. The country therefore views the MDGs as an amalgamation process of its aspirations for sustainable development. The country has, in accordance with its sustainable development priorities, incorporated the MDGs into her FNDP.

*Source: NSSD completed questionnaires, 2006*
5. Challenges, Conclusions and Policy Recommendations

5.1 Challenges and needs

It was deemed necessary to know and understand countries’ challenges and needs regarding the development and implementation of NSSDs in order to ensure well-informed and targeted interventions. It is important that countries are in a strong position to articulate their goals for sustainable development, and their needs and priorities at international forums, as well as to negotiate with donors on how assistance could be provided (Dalal-Clayton et al, 1998). And as advanced by DSD/DESA, 2002, donors should adopt flexible approaches that would enable them to technically and financially support different components of the strategy process.

5.1.1 Challenges

Among the 16 responding countries, five (Cameroon, Mozambique, The Gambia, Tunisia and Uganda) did not respond to the question on challenges and needs. Details of challenges and needs expressed by the rest of the countries are provided in Annex 5. These are classified in Tables 18 and 19. The challenges related to process and capacity issues, as well as meeting sectoral development priorities. These are crucial to the NSSD process and need to be addressed for process effectiveness. In addition to the challenges classified in Table 18, monitoring, evaluation and learning were among those listed by Ghana and South Africa. These characteristics are very important for continuous improvement of strategy processes and should therefore be strengthened. Given the many competing needs and demands and the financial constraints faced by countries, prioritization is a key issue in the NSSD process. Understandably, Mauritius and Zambia have articulated prioritization in relation to resource allocation, as a major challenge.

Challenges expressed in relation to donors pertain to fulfilling their commitment in meeting their development assistance pledges (Kenya), and aligning their development assistance objectives to recipient country priorities. These challenges are particularly pertinent in view of the prevailing economic situation and the imperative of meeting development priorities. ECA, 2006 notes that not only has aid been insufficient to ensure poverty reduction, it has generally been poorly aligned with poverty strategies, inadequately harmonized and unpredictable. This has placed a heavy burden on the limited capacities of African governments, who in turn need to develop explicit aid management policies and long-term exit strategies to press for budget support and other modalities that are more predictable and less burdensome. The view expressed by The Gambia above, regarding the importance of mutually beneficial functional strategic partnerships in implementing the WSSD Strategy-related resolution, cannot be more apt. It is envisaged that the OECD/ECA supported mutual review for development effectiveness being undertaken within the framework of the implementation of the New Partnership for Africa’s Development (NEPAD) will promote mutual accountability systems that will support national efforts to achieve better aid management.
Table 18: Challenges

<table>
<thead>
<tr>
<th>No</th>
<th>Country</th>
<th>Ownership/commitment</th>
<th>Governance/participation</th>
<th>Challenges</th>
<th>Capacity</th>
<th>Sectoral development</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Inst. Tech. Fin. Social Econ. Env.</td>
<td></td>
<td></td>
</tr>
<tr>
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<td>Algeria</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Benin</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Ghana</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Kenya</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Malawi</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Mauritius</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Morocco</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>8</td>
<td>Senegal</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>9</td>
<td>Sierra Leone</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>10</td>
<td>South Africa</td>
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<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>11</td>
<td>Zambia</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: NSSD completed questionnaires, 2006

5.1.2 Needs expressed

Among the countries that responded to the question on challenges, all but South Africa responded to the question on needs. However, a perusal of South Africa’s Draft NSSD revealed that the country was concerned with building capacity for sustainable development, particularly in terms of integrating environment and natural resources management concerns in curricula, building the capacity of local government to improve service delivery, and for sustainable local-level planning, and putting in place a coherent and clearly identified sustainability Research and Development (R&D) programme.

Similarly, capacity strengthening featured prominently among the needs expressed, with 60, 50 and 40 per cent of countries articulating the need for financial, technical and institutional capacities, respectively. Lack of capacity remains a major constraint to reaching the MDGs and to reducing poverty. Past efforts to address this have lacked an appreciation of the institutional context at the national level, the availability of skills within countries and in the Diaspora, and the reforms (including finance) needed to mobilize them. Such efforts have tended to emphasize supply-side measures, which often have been expensive and lacking systemic impacts. In this regard, capacity issues need to come to the fore, and consideration needs to be given to establishing institutions with a clear mandate for addressing capacity issues (ECA, 2006).

Indeed the findings of a World Bank/IMF review of the PRS approach conducted in 2005 point to the need for continued support for a country-driven development model, recognizing that this requires medium- to long-term commitment to institutional changes and capacity building— including efforts to strengthen governance and accountability. Participation in the process was also viewed as important. An important need expressed by Ghana related to putting in place an overarching long-term development framework. This is important, as it would help situate the country’s NSSD within a long-term, shared strategic and pragmatic vision, which would take into account intergenerational equity issues.
### Table 19: Needs

<table>
<thead>
<tr>
<th>No</th>
<th>Country</th>
<th>Governance/participation</th>
<th>Integration/coordination</th>
<th>Needs</th>
<th>Capacity</th>
<th>Sectoral development</th>
</tr>
</thead>
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<tr>
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<td></td>
<td></td>
<td></td>
<td>Inst.</td>
<td>Tech.</td>
<td>Fin.</td>
</tr>
<tr>
<td>1</td>
<td>Algeria</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2</td>
<td>Benin</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>3</td>
<td>Ghana</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Kenya</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>5</td>
<td>Malawi</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Mauritius</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>7</td>
<td>Morocco</td>
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<td>X</td>
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<tr>
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<td>Senegal</td>
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<tr>
<td>9</td>
<td>Sierra Leone</td>
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<td>Zambia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: NSSD completed questionnaires, 2006

### 5.2 Conclusion and policy recommendations

#### 5.2.1 Conclusion

Effective NSSD processes provide strategic responses to addressing the complex challenges of sustainable development. In this context, this review indicates that most African countries have developed and are implementing NSSDs, but the types and approaches differ depending on the particular country context. Different countries put different emphasis on the three pillars of sustainable development. While some countries are improving/restructuring the decision-making process to achieve a full integration of social and environmental issues and a broader range of public participation, others are taking a complimentary approach, whereby a separate strategy document is prepared, and then existing planning frameworks are updated to incorporate sustainability principles. Increasingly, countries are applying the principles of sound leadership, good governance and multi-stakeholder ownership and participation. Also, ministries/agencies responsible for planning and finance are playing lead roles in NSSD development and implementation.

Priorities addressed by countries’ NSSD vary in comprehensiveness, but most cover the economic, social, environmental and institutional dimensions of sustainable development. In terms of implementation, countries have decentralized to local levels. However, in some countries, the priorities specified and activities being implemented were at variance, as well as the key players specified and those actually involved in the implementation process. Countries have put in place M&E mechanisms to track implementation progress. But the indicator frameworks differ in comprehensiveness. Nevertheless, monitoring and evaluation have resulted in notable improvements in strategy processes. Countries have developed and are implementing PRS and some consider these as constituting their NSSDs. Countries recognize the need to link the different national planning frameworks such as NLTVs, PRSs, NDPs, MDGs and are ensuring complementarities among these. As regards the 2005 World Summit national development strategy-related resolution, countries consider that this has been adequately addressed in existing planning frameworks. More importantly, countries have registered good practices and useful lessons have been learned in the implementation process to inform and ensure continuous improvement in countries’ NSSD process.
The foregoing suggests that African countries have to varying degrees, made progress in developing and implementing NSSDs in furtherance of their sustainable development goals and objectives. However, many challenges remain. These relate to process and capacity issues and in this context, needs expressed included enhancing participation, financial, technical and institutional capacities. Given the interest and commitment to innovative strategic approaches to addressing sustainable development challenges currently being demonstrated by developed and developing countries alike, it is envisaged that increasingly, countries will adopt and continue improving their NSSD processes. To this end, knowledge networking, peer learning and mutually beneficial strategic partnerships are essential.

5.2.2 Policy recommendations

- Countries should be assisted to develop and implement sustainable development strategies that embody the key characteristics of NSSDs. Countries need to understand the concept of sustainable development strategy process and the underlying principles in order to apply these adequately. They also need to understand that there is no ‘one size fits all’ in regard to the strategic approach to be adopted. This depends on the specific circumstance of a country and should evolve in relation to changing circumstances. Irrespective of the approach, the prime factor is to ensure that the principles of strategic planning and sustainable development are embodied in the process.

- NSSDs should be able to address intergenerational equity. In this regard, the timeframe should span a generation (20 to 25 years). In the absence of this, NSSDs should be embedded into national long-term vision documents and the principle of continuous learning and improvement should be systematically applied.

- Sound leadership is important in ensuring efficiency and effectiveness in strategy development and implementation. The body leading the process should be highly placed and should have the authority to demand and obtain accountability and results from all stakeholders. Leadership in the strategy process needs to be strengthened in many countries. In doing so, it should be ensured that good practices and lessons learned are adequately factored into new structures that may be established.

- Countries should ensure that all stakeholders participate meaningfully in the whole strategy cycle, from development, implementation to monitoring and evaluation. Participation can be made more meaningful if stakeholders are adequately capacitated to effectively discharge their respective roles and responsibilities. In terms of participation, capacity-building needs should be adequately reflected in the design of the strategy.

- In view of the need to integrate the NSSD into budget processes to generate the budget support required, the leadership role of ministries/agencies responsible for planning and finance in strategy development and implementation should be enhanced. However, the NSSD process requires innovative approaches and practices that go beyond traditional planning approaches and practices. In this regard, these ministries and agencies should be armed with the skills and tools necessary to promote more holistic and integrated planning that ensures a balanced integration of the different dimensions of sustainable development and the execution of transparent trade-offs.

- Since NSSDs should ensure a balanced integration of the different dimensions of sustainable development, priorities addressed should reflect this. In doing so, synergies should be harnessed, potential conflicts addressed, and trade-offs made as necessary. In this context, countries should be capacitated with the requisite skills and tools to ensure that as much as possible, balanced integration is achieved in strategy development and implementation.

- NSSD processes should adequately recognize the need to decentralize implementation to subnational levels and to build the capacity and adequately resource local level implementing
agencies for effective results. Additionally, it should be ensured that activities being implemented and actors implicated should correspond to the priorities and key players identified during the strategy development.

- M&E is essential to ensuring continuous learning and improvement in strategy development and implementation. In this regard, it should be ensured that M&E is done regularly and that the indicator set covers the different dimensions of sustainable development. It should also be ensured that all relevant stakeholders are involved in the M&E exercise that feeds into strategy revision/updating.

- Given that PRSs now constitute important planning frameworks in countries and that increasingly, countries now consider them as constituting their NSSDs; donors should work together with countries to enhance the sustainable development strategy process principles of PRS. PRS should be linked to long-term planning frameworks to ensure that intergenerational equity issues are addressed. In terms of content, they should go beyond the social sectors and should adequately address the need for broad-based and equitable growth, as well as environmental sustainability. These need to be integrated in a balanced manner. The principle of continuous learning and improvement should be embodied in PRS iterations.

- Countries should ensure that their different planning frameworks are adequately linked in order to minimize overlaps, potential conflicts and duplication of efforts. Identifying and addressing the linkages between the different frameworks enhances complementarities, coherence and convergence and ensures implementation efficiency and effectiveness that yield concrete results.

- Development agencies should work with countries to determine how best to address their challenges and needs. Agencies should be flexible enough to cater to countries’ specific needs and circumstances. On the other hand, countries should prioritize their needs in relation to their sustainable development challenges and should be able to adequately reflect these in strategy documents. In addition to aid money, agencies should work with countries to institute innovative financial mechanisms to generate the required resources, both internally and externally.

- Countries have registered good practices and lessons have been learned in the implementation process. It is important to document these and disseminate widely in order to promote experience sharing and learning. In addition, a knowledge networking and peer learning forum should be established to promote constant exchanges among sustainable development practitioners. The proposed NSSD forum could benefit from the experiences of the PRSP-LG Forum that was established by ECA.
6. Case Studies on Good Practices and Lessons Learned

6.1 Introduction

This chapter documents good practices and lessons learned in the development and implementation of NSSDs in five member States, namely; The Gambia, Ghana, Tunisia, Uganda and Zambia. The selection of countries for the case studies was informed by the stage of development and implementation of NSSD and the type of NSSD process. The focus of the different case studies was determined by those aspects of NSSD development and implementation in which countries have distinguishing experiences and have demonstrated a good degree of innovativeness, judging by information provided in their completed questionnaires during the first phase of the study. The following were the topics of the case studies for the five countries.

The Gambia  Linking the country’s NSSD (Vision 2020) with sectoral strategies, programmes and plans
Ghana    Integration of the three pillars of sustainable development
Tunisia  Integration of sustainable development principles in the five-year economic and social development plans
Uganda   Participation and partnerships in the PEAP process; and
Zambia   Coordinated and synergistic development of Zambia’s Vision 2030, NDP-V and PRS

In addition to the selected topics, the countries were requested to describe key aspects of their NSSD development and implementation, including the extent to which these met the key characteristics of a NSSD contained in Annex 6. Countries were also requested to comment on the strengths and weaknesses of their NSSDs. Given the importance of M&E in drawing out lessons learned and in continuously improving on the development and implementation of NSSDs, those countries that were at the implementation stage at the time of the study (The Gambia, Ghana, Tunisia and Uganda), were requested to describe and analyse their respective M&E frameworks and processes.

6.2 NSSD types

The five case-study countries’ development strategies were considered as their NSSDs were based on characteristics that include integration of the pillars of sustainable development, the principles of multi-stakeholder participation and ownership, sound leadership and good governance. As indicated earlier, the NSSD process does not necessarily mean developing a new strategy document, but it should entail improving or restructuring the decision-making process to achieve a full integration of social and environmental objectives and a broader range of public participation. Table 20 shows the countries’ NSSDs, timeframe, implementation and approval dates.
Tunisia and The Gambia developed long-term visions as their NSSDs. Both countries considered their long-term visions as NSSDs because they were intergenerational, addressed the different pillars of sustainable development in an integrated manner and their development entailed broad-based participatory processes. Ghana and Uganda enhanced or developed their PRSPs to constitute NSSDs. Ghana’s GPRS II and Uganda’s PEAP both have three-year timeframes. Uganda’s NSSD is innovative in that the PEAP incorporates sectoral and district plans that address the development concerns of communities, thereby ensuring well-informed development interventions in the rural areas.

Table 20: NSSDs being implemented in the study countries

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Name of NSSD</th>
<th>Time frame</th>
<th>Year of approval</th>
<th>Name of approving body</th>
<th>Year implementation commenced</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>Uganda</td>
<td>Poverty Eradication Action Plan</td>
<td>3 years</td>
<td>2004</td>
<td>Cabinet</td>
<td>2005</td>
</tr>
<tr>
<td>5.</td>
<td>Zambia</td>
<td>Fifth National Development Plan</td>
<td>5 years</td>
<td>2006</td>
<td>Cabinet</td>
<td>2006</td>
</tr>
</tbody>
</table>

Source: Reports of the five study countries, 2007

Building on its PRSP, Zambia developed its Fifth National Development Plan (FNDP) 2002-2005 as the country’s NSSD. The development of the Plan entailed a broad participatory process and its contents included key elements of a NSSD, but it did not embody a long-term vision.

6.3 Linking Countries’ NSSDs with sectoral and subnational development strategies, programmes and plans

The NSSDs of the five study countries integrate short-terms strategies. While Ghana and Uganda transformed their PRSPs into NSSDs, Zambia’s PRSP was already embedded in the country’s NDP. The actions taken by these countries follow a key NSSD characteristic of building on existing strategies, policies and processes, working towards convergence, complementarity and coherence among different planning frameworks and policies to achieve concrete results. NSSDs and sector strategies were linked through inputs provided by multi-stakeholder sectoral forums such as sector working groups (Uganda), sector advisory groups (Zambia) and cross-sectoral planning groups (Ghana). The experiences of The Gambia and Zambia are showcased here.
6.3.1 The Gambia- Linking the country’s NSSD (Vision 2020) with Sectoral Strategies, Programmes and Plans

The Issue: Lack of convergence between the Vision 2020 and sectoral programmes and strategies

During one of the iterations of national development planning in The Gambia, the lack of convergence between the Vision 2020 and sectoral programmes and strategies became glaring. The reason was simple. Vision 2020, since its formulation and adoption in 1996, had not been further developed from a blueprint framework into an ‘implementable’ investment program with indicative budgets, identified stakeholders, timeframes, objectives, expected outputs and benefits, scope, locations or reporting arrangements, among other things.

Steps towards achieving convergence

The first step to link the Gambia’s NSSD (Vision 2020) to sector programmes and strategies was to divide the vision statement into broad policy objectives that cut across functionally related sectors. All sector objectives, programmes and strategies were aligned to the Vision in the five-year rolling cycles that started in 2007. This meant that all sector policies were to be based on the Vision. Therefore, all programme interventions for the subsequent five years were contained in one document (the MTP/PRSP) to be implemented from 2007 to 2011, oriented towards achieving the Vision and the MDGs. This strategic linkage of the Vision to sector programmes was an outcome of a series of consultations.

First, a sensitization workshop was convened in February 2004, on the theme “Operationalization of Vision 2020 Via the Medium-Term Plan”, which brought together over 100 participants from Government, donor agencies, NGOs and the private sector. This workshop was held for all stakeholders to deliberate on the MTP, with a view to utilizing the Plan as an effective tool for the country’s development planning.

During the sensitization and consultations, sector intervention programmes or clusters were identified to be the basis of the MTP. This was followed by sectoral studies to provide situational analysis of issues in all sectors concerned before any actions were recommended. During the process, services of external and internal experts were sought to assist the sectors in the identification of their strengths, weaknesses, gaps and plans for the way forward. This led to eleven sectoral reports, which were used as inputs to produce the draft Medium-Term Plan.

A stakeholder consultation was organized to review the draft; following which, comments were incorporated to produce the final draft. This final draft was again subjected to a validation workshop in order to reach a consensus on its contents prior to finalization. The MTP in this form became the medium-term strategy that was realistically linked to achieve the Vision in the long term.

Defining the links and the outcomes

The link between the Medium-Term Plan (MTP) and the Gambian Vision 2020 is that the former is the strategy for implementation that would lead to the achievement of the latter, in a series of medium-term policy cycles of five years, hence the name “MTP for Operationalization of the Vision”. In a similar vein, the PRSP is seen as a strategy for the implementation of the Vision, while focusing more on poverty reduction as its goal. Despite the fact that the Second Edition of The Gambia Environmental Action Plan (GEAP II) was formulated before the Vision, its goal of sustainable natural
resource management and maintaining environmental health is directly linked to the Vision’s mission statement of a development “guaranteeing a well balanced ecosystem”.

The planning process adopted enabled progress towards attainment of the objectives of sectoral strategies, including the GEAP. Furthermore, it spurred actions towards institutionalization of collective review, coordination and consultative mechanisms, such as bi-annual participatory operational reviews of the programme activities, as well as the Poverty Reduction Dialogue Forum (PRDF).

6.3.2 Zambia - Coordinated and synergistic development of Zambia’s Vision 2020, NDP-V and PRS

Zambia's Fifth National Development Plan is considered the country’s NSSD. In developing its NSSD, Zambia pursued innovative development planning approaches and practices to achieve synergy among various planning frameworks, and to entrench long-term development considerations into its NSSD.

Stakeholders

The leadership for the process of formulating the country’s NSSD, as well as the Vision 2030 was vested with the Ministry of Finance and National Planning (MFNP), given its central role in coordinating the preparation of all planning instruments and the mobilization of financial resources for their effective implementation by sector ministries. Developing the NSSD and Vision 2030 chapters was, however, predominantly carried out by the Sector Advisory Groups (SAGs), composed of a wide range of stakeholders, including a fair representation of government, civil society, private sector and development partners.

The rationale for coordinated and synergistic development

Instead of producing a second-generation poverty reduction strategy paper (PRSP), the country decided to prepare its NSSD (2006-2010). This NSSD was not only targeted towards poverty reduction, but also encompasses short, medium and long-term strategic planning goals. It is also comprehensive and as such, includes national, sectoral, provincial and district aspects of planning, and budget execution. The NSSD also takes into account the MDGs. The benefit of this approach is that the resultant NSSD not only takes into consideration and establishes a link between short, medium and long-term goals, but also integrates the priorities and aspirations of decentralized entities.

The approach

Zambia achieved these attributes through embarking on a process of concurrently preparing the NSSD, together with the PRSP, and the National Long-Term Vision (NLTV), Vision 2030. The concurrent preparation of the three plans facilitated the linking of the three planning frameworks. The PRSP was built into the FNDP or NSSD. Vision 2030 was developed and is considered as a tool to give guidance to the medium-term planning instruments including the FNDP. Vision 2030 therefore provides the “gravitational pull” to achieve long-term objectives. The NSSD (FNDP) on the other hand serves as the tool through which the objectives of the vision are implemented. District strategic plans (DSP) were prepared at the same time through a multi-stakeholder bottom up approach. Salient features of these plans were integrated into the NSSD.
The outcome

A major outcome of the planning process adopted by Zambia was linking of the various planning frameworks with attendant results, in that a relationship was established between short, medium and long-term goals and strategies. As such, the country’s NSSD adopted by Cabinet in 2006 not only integrates the PRSP as a matter of medium-term priority, but also embeds long-term strategies derived from the NLTV. “The overall goal of the NSSD is to contribute to poverty reduction in Zambia through sustained broad-based economic growth, improved delivery of social services and implementation of cross-cutting policies for HIV/AIDS, gender and the environment”. The Plan was also drawn taking into account the resource envelope, thereby ensuring a correlation between the plan and the budget. The plan, which spans five years (2006-2010), was launched in 2007.

6.4 Integrating the Pillars of Sustainable Development

Linking NSSDs to other strategic frameworks is part of the integration process, because these frameworks, including PRSPs, MDGs, and other environmental strategies address important aspects of sustainable development. The process of integration (horizontal and vertical) in the study countries occurred at high levels of decision-making. Table 21 shows the processes adopted by the countries to achieve integration. In all countries, coordinating bodies were set up to undertake the integration exercise. In The Gambia, the overall responsibility for integration was vested with Cabinet. This responsibility was delegated to the High Level Ministerial Economic Committee (HILEC) chaired by the Minister for Finance and Economic Affairs, with membership from all the relevant ministries.

In all the study countries, sector working groups were set up to ensure a coordinated approach to integration. In The Gambia, mechanisms at the expert and technical levels were set up for inter-sectoral coordination purposes. Similarly, sectoral planning units and cross-cutting co-ordination mechanisms at the experts’ level, in the form of task forces, working groups and committees were also set up. In Zambia and Uganda, SAGs, headed by Permanent Secretaries of the specific line ministries were created. In addition to these, major groups such as the private sector and CSOs participated in Uganda’s integration process.

Ghana - Integrating the different dimensions of sustainable development

Ghana adopted an extensive integration process. The country employed Cross Sectoral Planning Groups (CSPGs) and identified lead and supporting implementing Ministries, Departments and Agencies (MDAs) for each thematic area covered by the frameworks in order to ensure vertical and horizontal integration of the strategies, as well as cross-sectoral linkages among MDAs.

The process

In order to make the formulation of the GPRS participatory and integrative, each MDA was asked to nominate technically competent officers to the relevant CSPG. Each CSPG is facilitated by a consultant supported by a research associate, a coordinator selected from the technical staff of the National Development Planning Commission (NDPC) Secretariat and a chairperson selected from among members of each CSPG. The consultants provided the technical backstopping and expertise. The
NDPC put together the format for a matrix together with the CSPGs to guide the Groups in formulating their policies and strategies. Some of the MDAs used this matrix to pre-formulate their own strategies and policies before attending CSPG meetings to guide them in discussions. The CSPGs for each thematic area discussed the issues and policies proposed with the aim of harmonizing them to ensure integration. Each CSPG formed a core-working group, which collated and drafted reports on deliberations of that particular CSPG. Technical staff of the NDPC secretariat coordinated the process. Issues relating to gender, environment vulnerability and exclusion were mainstreamed into each of the thematic areas. After serious deliberations by the CSPGs, it was deemed necessary to reduce the five thematic areas to three, namely; private sector development, human development and basic services, good governance and civic responsibility.

To ensure integration in the development of policies and programs, as required by the MDGs, the Strategic Environmental Assessment (SEA) team from Environmental Protection Agency/National Development Planning Commission (EPA/NDPC) was represented in each CSPG. This process enabled the groups to build on the GPRS I and provided a link with GPRS II.

The outcome

The SEA ensured that environmental concerns of plans and programmes listed in the GPRS I were clearly identified, assessed and given the needed attention through a broad-based consultative and participatory approach. The SEA was process-based and provided space for some level of involvement of stakeholders, policy makers and the wider public in discussing policies in the GPRS I. To a large extent, the SEA has improved policy debate in Ghana and has helped the government to understand the wider impacts of policies and programs on the environment, economic growth and poverty reduction. The SEA document was endorsed by all 25 MDAs, 108 out of the 132 District Assemblies, parliamentary representatives, civil society, NGOs, the Bank of Ghana and business associates.

A snapshot of the integrative processes of the other study countries is provided in Table 21.
### Table 21: Integrating the Pillars of Sustainable Development

| Country   | Process of integration                                                                                                                                                                                                                                                                                                                                                     |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------tá|
| The Gambia| The Gambia set up inter-agency/inter-ministerial coordinating mechanisms under the Cabinet and HILEC as a framework for integrating sustainable development objectives into the Vision 2020. Sectoral planning units and cross-cutting were charged with the coordination mechanisms at the expert level, in the form of task forces, working groups and committees. Ten functional working groups acted as clearinghouses for their respective programme areas to ensure complementarily and to maximize impact from limited resources. The National Environment Agency facilitated the provision of environmental standards and regulations, and inter-agency collaboration between different institutions involved in environmental management. |
| Uganda    | In integrating sustainable development concerns into its NSSD, Uganda constituted sector working groups. All sectors are spearheaded by their respective line ministries. Sector wide approaches (SWAPs) have been instituted as mechanisms for involving all the key players in planning, decision-making and implementation of sector strategies. In addition to sector specific working groups, other working groups were also set up to provide inputs to the NSSD. These included: the Poverty Eradication Working Group (PEWG), Macroeconomic Working Group, CSO Working Group, and the Private Sector Working Group (PSWG). The Private Sector Foundation of Uganda (PSFU) coordinated the PSWG. |
| Tunisia   | In Tunisia, the dissemination of sustainable development principles was done at different levels such as enterprises level, local communities’ level and national community at large. Synthesis documents defining sustainable issues were given as guides to sectors. They identified most appropriate measures and approaches that stakeholders should take into account in order to advance the sector towards sustainability. Guides for sectors like agriculture, fishery, forest management, industry had already been done, while others like tourism, energy, transport and urbanization were being developed. |

**Source:** Reports of the study countries, 2007

### 6.5 Multi-stakeholder consultations and participation

Each of the study countries undertook multi-stakeholder consultations in the development, implementation and monitoring of NSSDs. The main objective was to ensure popular support, massive participation and ownership. In all countries, stakeholders, including MDAs, CSOs, private sector, academia, local and urban communities and development partners, took part in the consultations. In The Gambia and Uganda, parliament took part in the process, while in Ghana, traditional authorities, professional bodies and scientific and technological communities were engaged. In The Gambia, consultations were in the form of seminars and focus group meetings. Tunisia’s participatory process entailed all stakeholders and included more than 60 meetings and workshops at national and local levels. In Zambia, the participation process included stakeholder consultations at various levels, training sessions and workshops and the establishment of a national steering body for policy direction. A number of multi-stakeholder forums or bodies were instituted and/or strengthened to engage in the preparation and approval of the plans. The experience of Uganda is summarized below.
Uganda- Participation and partnerships in the NSSD (PEAP) Process

In Uganda, multi-stakeholder involvement in the NSSD (PEAP) process was promoted and pursued at all levels, not only as a right of the various actors involved, but also to expose issues, open up for new ideas and sources of information, and to develop consensus on policies and actions.

**Stakeholders**

The main stakeholders involved in the process were the Ministry of Finance Planning and Economic Development (MFPED), cabinet, parliament, MDAs, development partners, local governments, private sector, academia, CSOs and local communities. The MFPED spearheaded and coordinated the planning process. Cabinet guided the overall socioeconomic policy. In addition to its role of passing legislation, parliament provided guidance on the allocation of resources at three levels; by influencing tax policy, debating inter-sectoral allocations and influencing policy within each sector. The MDAs were primarily concerned with formulating and guiding the operationalization of policy. Local governments were mostly concerned with the implementation of decentralized programmes and functions, while CSOs mostly played the role of advocacy, as well as in service delivery in areas where they had comparative advantages.

**Modalities for engagement**

Uganda adopted various modalities and strengthened approaches to foster the participation of all these actors in the NSSD process.

National level consultations were organized by the MFPED as a first step towards the development of the NSSD. These consultations, which took the form of a well-attended workshop, served as platforms to table before stakeholders draft government documents or proposals, with the objective that the different stakeholders will in turn consult and debate the issues at hand within their respective constituencies. Participants at this level were representatives from MDAs, civil society, private sector, local government umbrella bodies, academia, development partners and the media.

The second level of consultation was at sector level. These consultations, carried out through sector working groups, were spearheaded by their respective line ministries. SWAps were also instituted as mechanisms for involving all the key players in planning, decision-making and implementation of sector strategies. As of 2003, there were a total of fourteen sector working groups, namely: Education; Health; Water and Sanitation; Environment and Natural Resources; Security; Local Government; Social Development; Accountability; Public Administration; Justice, Law and Order; Agriculture; Transport; and Trade & Industry. These Groups worked through annual and bi-annual Sector Review workshops, which were open to non-sector actors as well. It is in this context that cross-sectoral issues are brought to feature in the sector’s agenda. In addition to sector specific working groups, other working groups were also set up to provide inputs to the NSSD. These included: the Private Sector Working Group (PSWG), CSOs Working Group, Macroeconomic Working Group, and the Poverty Eradication Working Group (PEWG). The Private Sector Foundation Uganda (PSFU) coordinated the PSWG.

A third level of consultation between local governments and communities within their jurisdictions was instituted. This was in accordance with the Uganda Local Governments Act 1997, which establishes Local Government Councils as the highest political authorities and planning bodies in their areas of jurisdiction. The Councils included representatives of women, youth and people with disabilities. Issues of discussion between local governments and local communities range from identification
and prioritization of local development priorities to resolution of disputes. Officials from lower local governments were the main facilitators of these consultations.

At all three levels, consultative forums and events were independently organized and management by CSOs. For example, CSOs facilitated the process by organizing newspaper pullouts, briefing papers and policy briefs to enable the public to participate. In addition, input and participation at all the three levels was augmented by public call-ins during radio and television talk shows, internet chat rooms on websites of national newspapers and in opinion columns of newspapers.

Uganda also introduced the Uganda Participatory Poverty Assessment Process (UPPAP) to enable the poor to participate in the collection of data. Participation of, and partnership with development partners were guided by NSSD partnership principles agreed upon between government and development partners.

**Involvement in the budget process**

Multi-stakeholder involvement in the budget process was guided by the Budget Act 2001, which provides for, and governs multi-stakeholder consultations in the preparation of the annual budget. In this regard, a national budget workshop was held, during which MFPED presented indicative planning figures (IPFs) and the macroeconomic framework to stakeholders. These were followed by local government regional consultative workshops, where sector ministries provided guidance to their corresponding departments in the local governments on the implication of the IPFs on their budget priorities. It was also in these forums that questions and comments were exchanged between stakeholders, including local government-based CSOs.

The subsequent steps were preparation and submission of sector Budget Framework Papers (BFPs) to MFPED; preparation and submission of the National BFP to Cabinet by MFPED; discussion and submission of the indicative budget by Cabinet to Parliament; and discussion and response to Cabinet on the indicate budget by Parliament. During all these processes, information dissemination and public awareness and transparency on the budget process was promoted through booklets, radio announcements, newspapers pullouts and monitoring reports. Steps taken to make the budget transparent included displaying excel sheets with budget figures in marketplaces, on trees and in local government offices.

**Achievements and outcomes**

An important achievement of the Uganda NSSD process was the progressively expanded opportunities for stakeholder participation in development planning, as compared to the process adopted for the previous PEAPs. The participatory process contributed to strengthening the degree of transparency in the operations of Government. This transparency in turn won stakeholder confidence in the credibility of the planning and budgeting processes of the Government. Multi-stakeholder views were respected and integrated into the final NSSD, as well as into the implementation and monitoring stages on the plan. As a result, budgets for NSSD priority areas were “ring fenced” under the Poverty Action Fund and were therefore not subject to budget cuts.

The outcome of the NSSD process was not limited to its production, but it also contributed to increased and improved coordination, communication, and cooperation among various actors. The SWAPs have now not only become planning structures, but also coordination and communication mechanisms for the diversity of actors, including MDAs, CSOs, private sector, academia and development partners. In addition, partnerships and synergies between government and non-government actors were estab-
lished, clearly demonstrating that with convergence of objectives as a result of participatory processes, institutional collaboration can bring about windfall gains.

6.6 Integrating sustainable development principles into the five year economic and social development plans - The case of Tunisia

6.6.1 Gradual integration of sustainable development principles into development plans since 1992

In Tunisia, the National Environment and Sustainable Development Programme (National Agenda 21), was elaborated shortly before the preparation of the Ninth Social and Economic Development Plan (1997-2001). This provided the opportunity to integrate sustainable development concerns into the Plan, which incorporated sustainable development principles and identified priority measures and actions to achieve sustainable development. These principles included:

- Integration of environmental concerns into economic development activities;
- Improvement of consumption and production patterns;
- Maintenance of ecosystem integrity; and
- Promotion of employment, improvement of social conditions and emancipation of citizens throughout the country.

Furthermore, priority actions for integrating sustainable development principles were identified in key sectors, including those in the natural resources, industry and energy sectors.

The evaluation of programmes implemented during the Ninth Planning Cycle highlighted important benefits of integrating environmental concerns into economic activities. This prompted the enhanced integration of sustainable development principles into the Tenth Plan, which devoted a chapter to sustainable development related issues. An evaluation of the implementation of this Plan confirmed the widespread integration of sustainable development principles into economic activities. Additionally, the objectives of the presidential electoral programmes embodied sustainability principles. This further demonstrated that the sustainable development paradigm had taken root in the country. In order to reinforce this trend, the Eleventh Plan was designed to deeply root sustainable development in the country. The elaboration of the Eleventh Plan involved a highly consultative process undertaken at national and regional levels. As a consequence, the Plan integrated sustainable development concerns into all its chapters. Key recommendations included:

- Guaranteeing sustained economic growth through the consistent application of appropriate development models that take into account the country’s natural and human resources, as well as the necessary conditions for Tunisia’s integration into the global economy;
- Broadening the economic base of the country through the promotion of a knowledge economy that values human resources and that does not increase pressure on the already fragile natural resources;
- Orienting the traditional economic sectors (agriculture, industry, extractive activities, tourism and transport) towards management modes that preserve nature and production ecosystems, as well as promote production systems that are ecologically rational and economically viable;
• Making efforts to reduce or at least maintain the cost of environmental degradation at 2.1 per cent of GDP, by giving priority to public investments with least environmental cost.

Appropriate tools were designed to monitor the implementation of these recommendations by different development actors, and encouraging results were registered.

6.6.2 Results registered following the integration of sustainability principles into the Ninth and Tenth Plans

• Implementation of a national solidarity fund called 26-26 to address social equity issues. This fund made it possible for previously isolated rural areas to become accessible by financing the building of roads that could be accessed by motor vehicles. Building of schools, health facilities and other infrastructure facilitated access to clean water and electricity. The 1,751 zones of 1.2 million inhabitants witnessed a fall in the level of poverty and improvement of their living standards;
• Rapid increase in the number of development projects at local level that employ participatory approaches;
• Development of networks of associations and NGOs in cities and rural areas;
• Increase in the number of interventions to control desertification in many areas of the country;
• Institutionalization of pollution control measures by industry; and
• Adoption of more sustainable agricultural systems, thereby reducing land degradation and water wastage.

6.7 Monitoring and evaluation (M&E)

This section looks at the M&E frameworks and processes of the four study countries that were implementing their NSSDs, namely; The Gambia, Ghana, Tunisia and Uganda. Monitoring and evaluating NSSDs are essential for regular updating and continuous improvement. All four countries had developed their frameworks during the formulation of their NSSDs. These included targets and indicators to monitor and evaluate the strategies. The institutions that coordinated the development of the M&E frameworks in the study countries ranged from the Office of the Prime Minister in Uganda, the National Development Planning Commission in Ghana, the Planning Commission of The Gambia and the Ministry of Finance and National Planning (MFNP) in Zambia.

6.7.1 The Framework

All the study countries developed a set of indicators, triggers or targets for monitoring and evaluation. The indicators were developed within the framework of the NSSDs and were linked to the themes evaluation framework (Zambia) and performance level/targets (Tunisia). Tunisia made known that the indicator set would be included in the revised NSSD. In the Gambia, sectoral indicators were developed within the framework of the PRSPs and MTP. Ghana and Tunisia used the UNCSD methodology to arrive at the indicator set. Tunisia’s set of 40 indicators was derived from a series of 132. In all the countries, the indicator sets covered the four dimensions of sustainable development.

The following provides a description of the different indicator sets in the five study countries.
Ghana- A core set of 52 indicators contained in the NSSD, was to be used to monitor and evaluate implementation progress. These represented a set of indicators for sustainable development. This was corroborated by the Environment Ministry who used the UNCSD methodology to ascertain the extent to which the GPRS indicators addressed the four dimensions of sustainable development. In addition to the core set of 52 indicators, other indicators were developed on the basis of the following factors: the availability of data; the extent to which they provide a balance between input, output and outcome indicators; the views of stakeholders; and their relevance to the MTPs of the GPRS. Monitoring was to be carried out annually.

Tunisia- The country set up a database of indicators for sustainable development, comprising more that 420 indicators covering the economic, social, environmental, health and institutional dimensions. The Tunisian Observatory for Environment and Development (OTEDD in French) managed this database, under the supervision of the Ministry of Environment and Sustainable Development. A series of 132 indicators were calculated annually in conformity with the recommendations of UNCSD. From this, a set of 40 indicators for sustainable development was developed in 2003, and was being used in evaluating sectoral and national level performance related to sustainable development. Indicators of integration were in the process of being developed to better entrench the interlinkages approach among the three pillars. Furthermore, Tunisia developed a list of regional indicators linked to improving living conditions in the regions (subnational levels). These were also used to measure development performance within those regions and to identify priorities for future programmes. The indicators were not contained in the National Agenda 21, but were to be included in the revised document. The implementation of the National Agenda 21 was being monitored annually.

Uganda- The PEAP results and monitoring matrix defined indicators for all five pillars of the PEAP. This cut across the different dimensions of sustainable development, thus representing a set of indicators for assessing progress in sustainable development. Evaluation of the PEAP process was last done in 2003, at the end of the implementation cycle of the second generation PEAP. M&E outcomes were used to inform priority policy action areas in the cyclical revisions of the Plan. The PEAP was being monitored on a regular basis.

The Gambia- The NSSD sets long-term development objectives. Sectoral targets and indicators are set towards achieving these objectives. Indicators used in monitoring were included in key sector policy documents. The PRSP and the MTP, being more comprehensive development frameworks, adopted these indicators. The achievement of sector targets was expected to contribute to the achievement of the Vision’s long-term development objectives. The indicators represented a set of indicators for monitoring and assessing sustainable development. They were being used to measure progress towards achieving short and medium-term targets in the social, economic and environmental sectors, as well as the long-term development objectives contained in the Vision. The Vision was being monitored regularly. Monitoring was by yearly progress reports and policy cycle reviews. The review cycles were, three years for the PRSP, four years for the GEAP and five years for the MTP. The Vision was evaluated at regular intervals.

A summary of the M&E systems in the different study countries is provided in Table 22.
Table 22: Key features of the monitoring systems of the study countries

<table>
<thead>
<tr>
<th>No</th>
<th>Country</th>
<th>Name of NSSD</th>
<th>Frequency of Monitoring</th>
<th>Year of last evaluation</th>
<th>Indicators in NSSD document</th>
<th>Represent and indicator set</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ghana</td>
<td>Growth and Poverty Reduction Strategy (GPRS)</td>
<td>Annually</td>
<td>N/A</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>2</td>
<td>The Gambia</td>
<td>Vision 2020</td>
<td>Annually</td>
<td>2005</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>3</td>
<td>Tunisia</td>
<td>National Action Plan for Environment and Sustainable Development- “National Agenda 21”</td>
<td>Annually</td>
<td>2005</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>4</td>
<td>Uganda</td>
<td>Poverty Eradication Action Plan</td>
<td>Every 3 years</td>
<td>2003</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

*Source: Reports of the study countries, 2007*

6.7.2 Participation in the M&E process

All countries held multi-stakeholder consultations in the development of M&E frameworks. Stakeholders included government agencies, CSOs and the private sector. Table 5.3 shows the participatory processes that Ghana and Uganda adopted in the development of their respective indicator sets.

Table 23: Participation in the M&E process in Ghana and Uganda

<table>
<thead>
<tr>
<th>Country</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ghana</td>
<td>In Ghana, the development of indicators went through a series of workshops, discussions and expert group meetings organized by the MES. The National Committee on Sustainable Development (NCSD) provided a list of indicators for the four different groups based on the pillars of SD. These indicators were screened to ascertain their suitability to the Ghanaian context at two workshops of the NCSD. The identification and selection of the indicators were based on the relevance, data availability, national strategies, legal framework, and the ability of a particular indicator to effectively measure and portray the trends of sustainable development. The selected indicators were subjected to a one-day public hearing. Participants included parliamentarians, members of the NCSD, MDAs, CSOs, academia, major groups identified in Agenda 21, media practitioners, traditional rulers, development partners and Ghana Chamber of Mines among many others.</td>
</tr>
<tr>
<td>Uganda</td>
<td>In Uganda, the MFPED gave guidelines to sectors in the preparation of their respective Sector PEAP Revision Papers (SPRP) to propose suitable indicators and targets against which their sector objectives and operations could be measured and evaluated. The proposed indicators and targets were subjected to national stakeholder discussion and debate along with their strategies and plans. When the NSSD was launched in 2004, it was agreed that the indicators and targets in the PRPM would be subject to continuous refinement on an annual basis through the Annual PEAP Implementation Review (APIR) process.</td>
</tr>
</tbody>
</table>

*Source: Reports of the study countries, 2007*

M&E in the four countries took place at local and regional levels with participation of several stakeholders. The approaches varied. In The Gambia, Ghana, and Zambia, monitoring involved regional governments. Ghana utilized eight Regional Poverty Monitoring Groups (RPMGs) to monitor the implementation of the policies in the regions. However, many of these could not fulfil this mandate due to lack data, technical and financial resources. In the case of The Gambia and Uganda, the M&E group included Parliament. In addition, Uganda's group also included Cabinet. The involvement of these high level institutions demonstrated the importance that these two countries attached
to NSSD outcomes. Members of parliament would be keen to ensure that projects, policies and plans are implemented in the constituencies to which they are accountable, while Cabinet members would be exposed to experiences that would help them improve on their planning and policy formulation processes, as well as on accountability related matters.

6.8 Results and benefits realized

The sustainable development strategy process has enhanced stakeholder consultation and participation in the development process and has resulted in heightened awareness of sustainable development issues, including the need to systematically integrate sustainability principles in development initiatives.

The broad participatory nature of the NSSD process has helped enhance cross and inter-sectoral communication and coordination, which has enriched the development planning process. Participatory processes have contributed to improving transparency and accountability in government operations. This, in turn, is increasing stakeholder confidence in the credibility of the planning and budgeting processes of the government.

The NSSD process has led to better integration of sectoral priorities, thus minimizing conflicts and overlaps and the wastage of much needed resources. It has also resulted in increased appreciation of the interrelationships among the different dimensions of sustainable development, as well as the win-win solutions that could derive from well-informed trade-offs.

Countries have decentralized strategy development and implementation processes to subnational levels, with capacity enhancing dividends. This has the added value of strengthening the decentralization process.

M&E results have been crucial in informing strategy development/revision and implementation processes, thus improving budgetary allocations and the impacts of programmes and projects. The involvement of beneficiaries in strategy M&E helped increase their understanding and appreciation of matters affecting strategy development and implementation, leading to their commitment to contribute effectively to implementation success, as well as increased demands for more accountability of public officials.

The NSSD process has contributed to strengthening the capacity of government and non-government actors in development planning, implementation, monitoring and evaluation. In addition to well-targeted capacity building activities, it entails a learning-by-doing process that ensures continuous improvement.

6.9 Strengths, weaknesses and challenges

Table 24 summarizes the strengths, weaknesses and challenges identified by the study countries. These can help identify opportunities and threats to improving the strategy process in order to develop appropriate strategies that would ensure the achievement of the desired sustainable development outcomes.
Table 24: Strengths, weaknesses and challenges in the strategy process

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses and challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Political will and commitment to the NSSD process</td>
<td>• Weak institutions and inadequate capacity that render the strategy development and implementation process difficult</td>
</tr>
<tr>
<td>• Experiences in long-term development planning</td>
<td>• Lack of clear rules for engagement of actors, especially the poor, coupled with the tendency for lead government agencies to monopolize the process</td>
</tr>
<tr>
<td>• Existence of institutions such as national planning commissions/units at the national and subnational levels to lead participatory planning</td>
<td>• Lack of sync between the NSSD planning process and political cycles undermines political ownership and championship of NSSDs, leading to ineffective institutionalization of NSSDs into political structures</td>
</tr>
<tr>
<td>• Adoption of broad-based consultative processes by most countries</td>
<td>• Over reliance on donors, leading to lack of ownership and sustainability of the strategy process</td>
</tr>
<tr>
<td>• Availability of M&amp;E frameworks and processes that cater to the requirements of long-term development planning and implementation</td>
<td>• Balancing the need for effective consultation and participation in terms of depth and coverage, and the imperative of timely delivery</td>
</tr>
<tr>
<td>• The existence of MTPs and PRSPs that help link the NSSD to budget processes</td>
<td>• Institutionalizing strong accountability of public servants in order to retain stakeholder confidence in the strategy process</td>
</tr>
</tbody>
</table>

Source: Reports of the study countries, 2007

6.10 Lessons learned

The following are lessons learned from the experiences of the five study countries.

• To maintain the momentum of the NSSD process, it should be based on a shared vision and guiding principles reflecting national sustainable development priorities as a rallying point for the various stakeholders. In addition, the NSSD process needs to be domesticated and localized.

• There is a need to strengthen institutional structures and arrangements for managing sustainable development, particularly strong and committed political leadership, institutional leadership, managerial and technical capacity for coordination and the development of strategies based on long-term shared strategic and pragmatic vision. Investment in capacity-building for various actors should be an integral element of the NSSD process. Increased attention should be paid to the development of predictable, transparent and reliable public institutions, as stakeholders’ confidence is important in ensuring the sustainability of the strategy process.

• PRSPs could be transformed into NSSDs by integrating sustainability principles. In their current form, however, they reinforce preoccupation with short-term poverty reduction interventions, thus paying little or no attention to intergenerational equity considerations. It is, therefore, advisable for countries to develop NSSDs that can be implemented in stages that take into account short, medium and long-term development objectives.

• Greater integration of the economic, social and environmental pillars of sustainable development calls for the development of specific indicators/indices to measure progress in the convergence of the national economic, social and environmental objectives.

• There is need for innovativeness towards ensuring adequate linkage between NSSDs and sectoral strategies. Where the decentralization process is advanced, linking NSSDs to sectoral and other strategies would help link the development priorities at subnational levels to those at national level.

• In order for people to be committed to the NSSD process, it must result in an improvement of their living standards.
7. References


### Annex I: Name and addresses of country respondents

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Name and full address of country respondent(s)</th>
<th>Institutions consulted</th>
<th>Date of completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Algeria</td>
<td>Mr. Bachir Slimani; Directeur General, Observatoire National de l’Environnement et du Développement Durable; Address: 11, Rue Mohamed Tazairt, Bab el oued, Alger; Tel. 021 62 00 63; Fax 021 96 76 01; Email: <a href="mailto:Oneddo_dz@hotmail.com">Oneddo_dz@hotmail.com</a></td>
<td>No response</td>
<td>04/05/2006</td>
</tr>
<tr>
<td>2</td>
<td>Benin</td>
<td>Mr. Séverin ASSE AKAKPO; Secrétaire Permanent de la Commission Nationale du Développement Durable, Point Focal National. Secrétariat Permanent de la Commission Nationale du Développement Durable; Address: 01 BP 6586 Cotonou; Tel. (229) 21 30 33 07; Fax (229) 21 30 12 70; Email: <a href="mailto:asseseverin2000@yahoo.fr">asseseverin2000@yahoo.fr</a>; <a href="mailto:gbelandry@yahoo.fr">gbelandry@yahoo.fr</a>; Website: <a href="http://www.mehubenin.net">www.mehubenin.net</a></td>
<td>Commission Nationale du Développement Durable.</td>
<td>30/01/2006</td>
</tr>
<tr>
<td>3</td>
<td>Cameroon</td>
<td>Mr. Roger MBASSA NDINE; Secrétaire Générale du MINPLAPDAT, Président du CTSE-DSRP, Ministère de la Planification, de la Programmation du Développement et de l’Aménagement du Territoire; Address: BP 660 Yaoundé; Tel. 2224270; Fax 2224270/2224864; Email: No response; Website: minpat.gov.cm</td>
<td>CTSE - DSRP</td>
<td>10/05/2006</td>
</tr>
<tr>
<td>4</td>
<td>Ghana</td>
<td>Mr. RUDOLPH SANDY KUUZEGH; Deputy Director, Ministry of Environment and Science; Address: P.O. Box MB 232; Tel. +233 (0)21 66 73 24; Fax +233 (0)21 66 68 28; Email: <a href="mailto:sandykuuz@yahoo.co.uk">sandykuuz@yahoo.co.uk</a>; Website: No response</td>
<td>The NCSD, Finance, NDPC, Foreign Affairs</td>
<td>24/04/2006, updated 03/11/2006</td>
</tr>
<tr>
<td>5</td>
<td>Kenya</td>
<td>Mr. Stephen Wainaina; Economic Planning Secretary, Ministry of Planning and National Development; Address: P. O. Box 300005; Tel. 254-20-252299; Fax 254-20-218475; Email: <a href="mailto:swainaina@treasury.go.ke">swainaina@treasury.go.ke</a>; Website: <a href="http://www.planning.go.ke">www.planning.go.ke</a></td>
<td>MPND Directorates and NEMA</td>
<td>01/05/2006, updated 12/10/2006</td>
</tr>
<tr>
<td>6</td>
<td>Malawi</td>
<td>Mr. Ralph Kabwaza; Director, Environmental Affairs Department; Address: Private Bag 394, Lilongwe; Tel. 265-1-771111; Fax 265-1-773379; Email: <a href="mailto:rkabweza@sdnp.org.mw">rkabweza@sdnp.org.mw</a>; Website: No response</td>
<td>Economic Planning and Development</td>
<td>10/04/2006</td>
</tr>
<tr>
<td>7</td>
<td>Mauritius</td>
<td>Mrs. Elahee Doomun B. Waseefah, Ministry of Finance and Economic Development, Address: Port-Louis, Mauritius, Tel: (230) 201 2038, Fax: (230) 201 3068, <a href="mailto:welahee-doomun@mail.gov.mv">welahee-doomun@mail.gov.mv</a>, Website: <a href="http://mof.gov.mv">http://mof.gov.mv</a></td>
<td>Ministry of Environment and NDU</td>
<td>20/03/2006, updated 07/12/2006</td>
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</table>

Mrs Ramsurn Rachna, Economist, Ministry of Finance and Economic Development, Address: Government Centre, Port-Louis, Mauritius. Tel. (230) 201 2068; Fax: (230) 201 3068; Email: rramsurn@mail.gov.mv; Website: http://mof.gov.mv
<table>
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<th>Institutions consulted</th>
<th>Date of completion</th>
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<tr>
<td>8</td>
<td>Morocco</td>
<td>Mr. Abdallah RATTAL; Chef de la Division Planification et Prospective, Ministère de l’Aménagement du Territoire, l’Eau et l’Environnement; Address: Ministère de l’Aménagement du Territoire, l’Eau et l’Environnement, Rabat, Maroc; Tel. +212 -37-681018, +212 - 64 - 492284; Fax No response; Email: <a href="mailto:rattal2005@yahoo.fr">rattal2005@yahoo.fr</a>; Website: <a href="http://www.minenv.gov.ma">www.minenv.gov.ma</a></td>
<td>No response</td>
<td>07/02/2006</td>
</tr>
</tbody>
</table>
| 9   | Mozambique  | Mr. André Da Silva, Executive Secretary, National Council for Sustainable Development, Maputo, Mozambique. Tel: +258 21467020/1, Fax +258 2146971, Email: condes@panitra.com, andredasilva@intra.co.mz  
Ms Cristina Matusse, Head of Department, Ministry of Planning and Development, Address: Av. Ahmed Sekou Touré, 21 – 7.° - 72, Maputo. Tel: +258 21492711/21490007, Fax: +258 21497663; Email: cristinamatusse@dnpo.gov.mz; Website: www.op.gov.mz | Completed by Ministry of Planning and Development and National Council for Sustainable Development                                                                 | 14/03/2006        |
| 10  | Senegal     | Mr. Amadou Dickel NIANE; Conseiller technique N°1, Ministère du Plan et du Développement durable; Address: 8, rue Docteur Guillet (derrière l’hôpital Principal) Dakar; Tel. 823 29 93 / 823 29 92 / 550 80 87; Fax 822 59 41 ; Email: adnkomy@yahoo.fr; Website: www.plan.gouv.sn | Ministères techniques                                                                                                                                 | 20/02/2006        |
| 11  | Sierra Leone | Mrs. Abie Elizabeth Kamara; Senior Planning Officer, Ministry of Development and Economic Planning; Address: 7th Floor Youyi Building Freetown; Tel. 00232-22-241238/242041; Fax 00232-22-241599; Email: dijababy@yahoo.com; Website: No response                                                                 | Ministries of Finance, Lands, Country Planning and Environment                                                                                   | 19/04/2006        |
| 12  | South Africa| Mr. Blessing Manale; Director, International Sustainable Development Cooperation, Department: Environmental Affairs and Tourism; Address: P O Box 447, Pretoria, 0001; Tel. +27 12 310 3487; Fax +27 12 322 1003; Email: bmanale@deat.gov.za; Website: www.environment.gov.za | No response                                                                                                                                               | 21/04/2006        |
| 13  | The Gambia  | Ms. Ndey Sireng Bakurin, Director, Intersectoral Network, National Environment Agency, Banjul, The Gambia, Tel. 220 4223207, Fax 220 4229701, Email: ndeyb@hotmail.com; Website: No response  
Mr Modu Touray, Programme Officer, National Environment Agency, Banjul, The Gambia, Tel. 220 4223207, Fax 220 4229701, Email: ndeyb@hotmail.com; Website: No response | SPACO and Department of State for Finance                                                                                                               | 31/03/2006        |
<p>| 14  | Tunisia     | Mr. Mohamed Adel HENTATI; Directeur General, Ministere de l’Environnement et du Developpement Durable; Address: Centre Urbain Nord, Tunis, Tunisie; Tel. 21670728462; Fax 21670728655; Email: No response; Website: No response                                                                 | Institutions membres de la CNDD                                                                                                                  | 01/04/2006        |
| 15  | Uganda      | Mr. Joseph Enyimu; Economist, Ministry of Finance, Planning and Economic Development; Address: Plot 2-12 Sir Appollo Kaggwa Road; Tel. +256-41-707168; Fax +256-41-230163; Email: <a href="mailto:Joseph.Enyimu@finance.go.ug">Joseph.Enyimu@finance.go.ug</a>; Website: http/wwwfinance.go.ug | No response                                                                                                                                              | 10/05/2006        |</p>
<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Name and full address of country respondent(s)</th>
<th>Institutions consulted</th>
<th>Date of completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>Zambia</td>
<td>Priscilla Chitundu-Musonda, Ministry of Finance and National Planning; Address PEMD P O Box 50062 Lusaka, Zambia; Tel. 260 97 857073/260 96 823131 and 260 96 459912/260 1 250886; Fax 260 1 253494 and 260 1 253494; Email: <a href="mailto:prisienga@yahoo.co.uk">prisienga@yahoo.co.uk</a>, Website: <a href="http://www.mofnp.gov.zm">www.mofnp.gov.zm</a></td>
<td>Ministry of Finance and National Planning</td>
<td>07/02/2006, updated 26/10/2006</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mr. Hibeene Mwiinga, Ministry of Finance and National Planning; Address PEMD P O Box 50062 Lusaka, Zambia; Tel. 260 97 857073/260 96 823131 and 260 96 459912/260 1 250886; Fax 260 1 253494 and 260 1 253494; Email: <a href="mailto:hibeenem@yahoo.co.uk">hibeenem@yahoo.co.uk</a>; Website: <a href="http://www.mofnp.gov.zm">www.mofnp.gov.zm</a></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Annex 2: National co-ordinating body for NSSD development and implementation

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Name of body</th>
<th>Year established</th>
<th>Composition</th>
<th>NSBD being implemented</th>
<th>Name of body</th>
<th>Year established</th>
<th>Composition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Algeria</td>
<td>National Committee for the National Plan of Action for Environment and Sustainable Development (PNAE-DD in French)</td>
<td>1998</td>
<td>Senior executives and a multi-disciplinary cadre of engineers/experts from various government departments</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Benin</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>National Commission for Sustainable Development (NCSD)</td>
<td>N/A</td>
<td>General Assembly of The National Commission on Sustainable Development (40 Representatives: Sectoral Ministries, Civil Society, Municipality Association of Benin, Women’s Association, Chamber of Commerce and Industry, Chamber of Agriculture, Economic and Social Council); Steering Committee (Nine Members: Sectoral Ministries, Municipality Association of Benin, Civil Society); and Permanent Secretariat</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Cameroon</td>
<td>Technical Committee for the Preparation and Monitoring of Economic Programmes (CTS in French)</td>
<td>No response</td>
<td>Chairperson, a permanent secretary and 13 charges d’études/researchers</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Country</td>
<td>Name of body</td>
<td>Year established</td>
<td>Composition</td>
<td>Name of body</td>
<td>Year established</td>
<td>Composition</td>
<td></td>
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<td>-----------------------------------------------------------------------------------------------</td>
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<td></td>
</tr>
<tr>
<td>4</td>
<td>Ghana</td>
<td>National Development Planning Commission</td>
<td>1992</td>
<td>Chairman (appointed by President); Minister of Finance and Economic Planning; Government Statistician; Government of Bank of Ghana; Ten (10) Regional Representatives; Other appointees by the President having certain expertise</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Kenya</td>
<td>Ministry of Planning and National Development</td>
<td>No response</td>
<td>No response</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Malawi</td>
<td>No response</td>
<td>No response</td>
<td>No response</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Mauritius</td>
<td>Ministry of Finance and Economic Development</td>
<td>No response</td>
<td>Ministry of Finance and Economic Development, sectoral ministries</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Morocco</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Mozambique</td>
<td>N/A</td>
<td>N/A</td>
<td>No response</td>
<td>No response</td>
<td>No response</td>
<td>No response</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Senegal</td>
<td>N/A</td>
<td>N/A</td>
<td>Technical Secretariat for Sustainable Development (STDD in French)</td>
<td>2005</td>
<td>The STDD is composed of a coordination agent and sectoral agents working in the environment, economic and social sectors, and consultants major groups</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Sierra Leone</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>South Africa</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Country</td>
<td>NSSDs being implemented</td>
<td>Composition</td>
<td>NSSD developed, but not implemented</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>13</td>
<td>The Gambia</td>
<td>Vision 2020 task force</td>
<td>Government Sector Departments (e.g. Finance, Education, Health, Energy, Agriculture and Natural resources, Environment, Trade and Industry, Local Governments, Women's Bureau, etc.); NGOs (TANGO); The Private Sector and Civil Society (The Gambia Chamber of Commerce and Industry); Donor representatives (EC, UN Agencies, WB); Academia (University of The Gambia)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Tunisia</td>
<td>NCSD Secretariat</td>
<td>The Prime Minister chairs the NCSD, which is composed of representatives of government, members of parliament, chairpersons of national professional organizations, representatives of women, children and NGOs</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Uganda</td>
<td>Ministry of Finance, Planning and Economic Development</td>
<td>Historical Standard</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Zambia</td>
<td>National Steering Committee</td>
<td>Secretary to the Cabinet (Chairman), Deputy Secretary to the Cabinet, Secretary to the Treasury and All Permanent Secretaries based in Lusaka</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Annex 3: Links between the NLTV, NSSD, PRS, NDP and others

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Links</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Algeria</td>
<td>The President’s Programme contains the country’s long-term vision in broad terms. As regards sustainable development and the fight against poverty, the Vision is better articulated in the National Report on the MDGs, which was adopted by Algeria’s Council of Government in 2005. The MDG report, NSSD and Poverty Strategy essentially treat social, economic and environmental concerns, and together, will lead to a harmonious development and an adequate standard of living. These three policy and strategic instruments, when implemented in a complementary manner, will help achieve the overall goals of sustainable development, and in particular, the fight against poverty in Algeria.</td>
</tr>
<tr>
<td>2</td>
<td>Benin</td>
<td>The long-term Vision is a development scenario, aimed at making Benin, by 2025, “a beacon of light, and a well-governed country, united and peaceful, with a prosperous and competitive economy, culturally radiant with social well-being”. The NSSD is aimed at directing national policies, and the interventions of all development partners towards the objective of reducing poverty. The PRS is the frame of reference conceived to cover a three-year period, with provision for updating.</td>
</tr>
<tr>
<td>3</td>
<td>Cameroon</td>
<td>Cameroon is in the process of developing a National Long-Term Vision Document, which will have a timeframe of between 25 to 30 years. The country is also in the process of developing a National Development Plan (NDP). The Plan will have a five-year timeframe and will be situated within the Vision. The PRS would appear to be an operationalization of the Plan.</td>
</tr>
<tr>
<td>4</td>
<td>Ghana</td>
<td>Ghana’s former administration adopted “Ghana Vision 2020” that guided the country’s long-term development goal. However, the current administration replaced this with the Coordinated Programme of Economic and Social Development Framework (2003-2013), adopted in 2002. The latter now provides the guide for the country’s development aspiration, but the GPRS is not embedded in it.</td>
</tr>
<tr>
<td>5</td>
<td>Kenya</td>
<td>Kenya’s President will launch the country’s Vision 2030 development process on the 26th of October 2006. It is expected that the Vision will help the country achieve sustained growth and development and will be the basis for future development plans.</td>
</tr>
<tr>
<td>6</td>
<td>Malawi</td>
<td>The links are on efforts to achieve socio-economic development, with the aim to minimizing poverty and enhancing environmental sustainability</td>
</tr>
<tr>
<td>7</td>
<td>Mauritius</td>
<td>The National Long-Term Perspectives (NLTPS) document of Mauritius—The Vision 2020 was adopted in 1997, to provide a framework for long-term development in Mauritius. The NLTPS is a vision for what Mauritius could become by the year 2020 and makes projections for a 20-year period. The NSSD provides a programme of action over the short and medium term to achieve the vision.</td>
</tr>
<tr>
<td>8</td>
<td>Morocco</td>
<td>Morocco’s long-term vision document- 50 years of human development in Morocco and prospects for 2025 (Horizon 2025), was adopted in 2005 by the Government. The report provides a knowledge base of development trends in Morocco and presents arguments that stimulate debate. This was done by documenting lessons learned and by indicating pathways of reflection for the coming two decades, with the participation of the general population. The report is complemented by a graphic illustration of 50 years of development. The atlas is a visual illustration of Morocco’s progress since independence, using about a hundred key development indicators. It is not exhaustive, but addresses those thematic areas that are deemed most important. Horizon 2025 places emphasis on the sustainability of policies, strategies and plans, as well as the following priority issues: improvement of the quality of life of all peoples; generation of employment, access to basic services like health and schooling, sustainable management of natural resources and a competitive economy</td>
</tr>
<tr>
<td>9</td>
<td>Mozambique</td>
<td>The NSSD, PRSP and other strategies and plans operationalize the Agenda 2025, within which framework they are developed.</td>
</tr>
<tr>
<td>No.</td>
<td>Country</td>
<td>Links</td>
</tr>
<tr>
<td>-----</td>
<td>----------</td>
<td>-------</td>
</tr>
<tr>
<td>10</td>
<td>Senegal</td>
<td>Work on updating Senegal-2015 commenced in 2005. This will result in the development of a document entitled “Prospective Study of Senegal-2025”. This will serve as the framework document for the five-year Plan on the Orientation of Economic and Social Development, 2008-2013. Senegal-2015 is characterized by the image of tomorrow’s society, which the country intends to build during the stated period (a generation). To reach this level of development, the country chose, among various alternatives, a global and sectoral strategic scenario to be implemented in successive stages and which constitutes the national economic and social development plans. These Plans define the orientations and set general quantitative and qualitative objectives, which will be broken down to sectoral policies and operational action plans. The PRS aims to improve living and working conditions of the poor (those living below the poverty threshold, as defined by the World Bank). The Strategy is transversal and it defines objectives that target wealth creation and the improvement of basic social services, which have been taken into account and implemented in sectoral policies and action plans. The NSSD is the integration framework, which is premised on the respect for sustainability principles-harmonious development, ecologically rational, economically efficient and socially equitable. The orientations and objectives set by the NSSD will be respected and integrated in strategic planning, irrespective of the level (national, sectoral, regional and local).</td>
</tr>
<tr>
<td>11</td>
<td>Sierra Leone</td>
<td>Sierra Leone’s Parliament approved the country’s long-term vision document in 2003. The Vision has a 22-year timeframe and is being implemented through short to medium-term programmes, such as the PRS and the MTEF.</td>
</tr>
<tr>
<td>12</td>
<td>South Africa</td>
<td>The Presidency approved South Africa’s Vision Document, which has a 10-year timeframe, in 2004. It is envisaged that the NSSD will look beyond the 10-year horizon and provide strategic views on a 20-25 year horizon. It intends to build on existing programmes and strategies, extend the planning time horizon beyond 10 years, to 20 years.</td>
</tr>
<tr>
<td>13</td>
<td>The Gambia</td>
<td>The Vision 2020- the Gambia’s NSSD, sets the country’s long-term development goals and ideals, while the PRS, MTP and the GEAP are means to achieving the Vision. The PRS is situated within the fourth priority area of the Vision, while the MTP is the strategy for the operationalization of the Vision. It is envisaged that the PRS will be incorporated into the MTP (the country’s NDP), in the very near future.</td>
</tr>
<tr>
<td>14</td>
<td>Tunisia</td>
<td>No response</td>
</tr>
<tr>
<td>15</td>
<td>Uganda</td>
<td>Uganda’s Cabinet approved the country’s Vision 2025 in 1999. The Vision has a 25-year timeframe. The PEAP sets out the medium-term policies and actions required to move the country towards the long-term vision embodied in the Vision 2025.</td>
</tr>
<tr>
<td>16</td>
<td>Zambia</td>
<td>The PRS is incorporated into the FNDP, which defines the broad strategies targeted at realizing the country’s long-term vision contained in the Vision 2030 (2006-2030), also adopted by Cabinet in 2006.</td>
</tr>
</tbody>
</table>
Annex 4: NSSD/PRS/MDGs

Benin

Both the NSSD and the PRS take the MDGs into account as follows:

<table>
<thead>
<tr>
<th>MDG</th>
<th>NSSD</th>
<th>PRS</th>
</tr>
</thead>
</table>
| To eliminate extreme poverty and hunger and to ensure primary education for all. | Intervention area- “The fight against poverty”, with objectives:  
• To consolidate macroeconomic stability and to develop the private sector;  
• To improve access to basic education, literacy, primary health care, drinking water and to fight against HIV and malaria;  
• To strengthen institutional governance and capacities and the fight against corruption, and to consolidate democracy and decentralization; and  
• To promote sustainable employment and strengthen capacities of the poor to undertake income generating activities and good regional planning.  
Related indicators: economic growth rate; the rate of productivity increase; and food production index. | Related objectives and indicators:  
• To reduce by 50% the proportion of population living below the poverty line. This would be equivalent to reducing the poverty index from 30% in 2000 to 15% in 2015; and  
• To reduce by 50% the number of people suffering from malnutrition from the current level by 2015  
• To ensure universal primary education by increasing the enrolment rate from 81% in 2000 to 99% in 2015. |
| To promote gender equality and empower women | Intervention area on gender, with objectives:  
• To reduce inequalities between men and women;  
• To take into account the gender dimension in all initiatives related to the reinstatement of family values; and  
• To promote women’s position in society.  
A related indicator is “percentage of women in positions of authority”. | Related objectives:  
• To promote equitable access of girls and women to education and training;  
• To support the economic independence of women;  
• To improve and consolidate the level of knowledge and practice of the legal and social status of women; and  
• To improve and support women’s employment. |
| To reduce infant mortality and to improve maternal health | Intervention area on health, with objectives:  
• To improve health indicators; and  
• To intensify activities aimed at promoting family health.  
A related indicator is “Life expectancy at birth”. | Related objectives and indicators:  
• To reduce infant/child mortality rate from 165 per thousand in 1998 to 90 per thousand in 2015.  
• To reduce maternal death rate from 500 per thousand live births in 1998 to 390 per thousand in 2015; and  
• To ensure access to reproductive health services through the primary health care system for all the individuals in the reproductive age, by 2015. |
| To fight against HIV/AIDS, malaria and other diseases | Related objective:  
• To reduce the incidence and prevalence of HIV/AIDS and sexually transmitted diseases. | Related objective:  
• To decrease HIV/AIDS and STD prevalence rates. |
### National Strategies for Sustainable Development in Africa

**To ensure environmental sustainability**

Intervention areas relating to forestry, agriculture, livestock, fisheries, biological diversity, pollution and the protection of fresh water resources and their quality. Related objectives are:

- To preserve forest productivity and to restore ecosystems regeneration capacity;
- To diversify agricultural production;
- To promote sustainable patterns of production and consumption;
- To restore natural living resources;
- To establish and popularize national standards for principal sources of environmental pollution; and
- To inventory and ensure the ecological monitoring of water resources.

Related indicators are: percentage of households with access to drinking water; percent of NGOs operating in the environment sector; percentage of village community forests; the share of fuelwood in total energy consumption; surface area under conservation; surface area under managed forests; surface area of green spaces in urban environment; the rate of productivity increase.

**To develop a global partnership for development**

Related objective:

- To engage all partners in a form of dialogue, conducive for development.

**Related PRS objectives and indicators:**

- To integrate the principles of sustainable development in national policies, and to reverse the current trends in the loss of environmental resources;
- To succeed, by 2015, in significantly improving the lives of at least two-thirds of people living in slums.

### Malawi

Malawi’s NSSD addresses the MDGs as follows:

<table>
<thead>
<tr>
<th>MDG</th>
<th>NSSD</th>
<th>PRS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eradicating extreme poverty and hunger</td>
<td>Reduce hunger from 65% to 33%, and food-insecure households from 60% to 20%, by 2015.</td>
<td></td>
</tr>
<tr>
<td>Achieving universal primary education, promote gender equality and empower women.</td>
<td>Improve access and equity to quality education for all children at all levels, focusing on the special needs and education of girls.</td>
<td></td>
</tr>
<tr>
<td>Combating HIV/AIDS, malaria and other diseases.</td>
<td>Reduce HIV seroprevalence and deaths due to HIV/AIDS related illness, and to reduce morbidity and mortality in the general population due to infectious diseases.</td>
<td></td>
</tr>
<tr>
<td>Ensuring environmental sustainability.</td>
<td>Issues such as biodiversity, energy, sanitation and water, and human settlements with respect to urban slums are being addressed.</td>
<td></td>
</tr>
<tr>
<td>Developing a global partnership for development.</td>
<td>Support of development partners to complement government’s efforts in addressing issues raised in the NSSD has been enlisted.</td>
<td></td>
</tr>
<tr>
<td>Eradicating extreme poverty and hunger</td>
<td>Economic Empowerment Programme and the Decentralized Cooperation Programme.</td>
<td></td>
</tr>
<tr>
<td>Achieving universal primary education</td>
<td>Education reforms to restrict the number of school dropouts and enhance the employability of the poor. Pre-vocational training to allow more students to simultaneously pursue formal education and necessary work training. Legislation enacted to make schooling compulsory up to the age of 16 years in order to improve knowledge level and employability.</td>
<td></td>
</tr>
<tr>
<td>MDG</td>
<td>NSSD</td>
<td></td>
</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td>Promote gender equality and empower women</td>
<td>Economic Empowerment Programme: Government’s priority in the coming years is to tackle the problem of unemployment, enhance job prospects, including those for unemployed women, especially reskilling redundant female workers from the textile industry, and improve economic growth. The Economic Empowerment Programme aims primarily at broadening the circle of opportunities for the entire population. A multi-pronged approach is envisaged to deal with the constraints to enhance capacity in key areas, train and recycle labour and develop required skills, support the disadvantaged, promote SMEs activities and boost private investment.</td>
<td></td>
</tr>
<tr>
<td>Reduce child mortality</td>
<td>The upgrading of existing infrastructures, the construction of new buildings, the introduction of new services and the provision of high-tech medical care that caters for child mortality, improve maternal health and combat Communicable and Non-Communicable Diseases (NCDs). Recruitment of a significant number of both medical and paramedical personnel. Life expectancy at birth has improved to 68.4 years for males and 75.4 for females. In the evolving new health system, public resources would be largely spent on primary and preventive healthcare towards guiding life-style changes best suited for improving average health conditions.</td>
<td></td>
</tr>
<tr>
<td>Improve maternal health</td>
<td>The National Environmental Strategy, 1999-2010 aims at controlling pollution, promoting clean technology, educating people to be environmentally conscious, conserving resources and protecting the local and global environment. Government intends to revisit the Environmental Protection Act to ensure better compliance to environmental laws and standards. Specific projects are being implemented to promote conservation, sustainable use and development of the coastal zone. A sustainable approach to solid waste management has also been adopted to consolidate existing facilities, provide new ones, and reduce waste for disposal through waste minimization measures such as composting and recycling. In addition, Government, with the support of donors, has embarked on a major programme to develop more modern sewerage infrastructure and treatment of wastewater.</td>
<td></td>
</tr>
<tr>
<td>Combat HIV Aids, Malaria and other diseases</td>
<td>Develop a global partnership for development</td>
<td>The assistance of foreign donors will be sought to implement the economic reform strategy of Government. Already, Mauritius is benefiting from substantial financial and technical assistance from a number of foreign donors, like the European Commission (EU), the African Development Bank (AfDB), the IFAD, the Government of India and People’s Republic of China, amongst others. Consultations have been held with various foreign parties to finance forthcoming infrastructure and development projects.</td>
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</tbody>
</table>
## Annex 5: Challenges and needs regarding NSSD development and implementation

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Challenges</th>
<th>Needs</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Algeria</td>
<td>To improve the health and quality of life of citizens; To preserve natural capital and improve its productivity; To reduce economic losses and improve competitiveness; and To protect the global environment</td>
<td>Strengthen legislative and regulatory instruments, institutional capacities and invest in human resources; Strengthen capacities for pollution assessment, monitoring and follow-up and put in place audit and control procedures for industrial regulation; Reform systems of economic incentives and target priority investments; Regulate land issues in an appropriate manner (right of ownership and use, viable exploitation sizes, protection of arable lands); Strengthen agricultural and rural policies and the fight against poverty; Adopt policies and programmes for the protection of biodiversity and the coastal environment; Ensure judicious management of river basins and the steppes zones; Protect the oasis environment; and Promote credible participation mechanisms</td>
</tr>
<tr>
<td>2</td>
<td>Benin</td>
<td>The National Agenda 21 constitutes the national sustainable development policy, but does not have an implementation strategy. The NSSD was developed in order to ensure its efficient implementation. The NSSD will make it possible to organize actions and interventions and to direct them in a way that would support the mainstreaming of environment and development in the activities of intervention agencies and decision makers, thus strengthening the effectiveness of the fight against poverty</td>
<td>Capacity strengthening (training) for stakeholders working in the area of sustainable development; and Financial support for the implementation of the strategy</td>
</tr>
<tr>
<td>3</td>
<td>Cameroon</td>
<td>No response</td>
<td>No response</td>
</tr>
<tr>
<td>4</td>
<td>Ghana</td>
<td>Engendering commitment to the NSSD development process; Effective coordination with other strategy processes to integrate the three pillars of sustainable development; Adequate capacity for NSSD formulation; Adequate policy and regulatory instruments; Engendering effective participation and ownership; and Adequately monitoring and learning from the strategy process.</td>
<td>To put in place mechanisms for the coordination of other MDA activities (NCSD); To put in place an overarching long-term development framework; and To use cross-sectoral thematic groups in the development of the NSSD; and Financial resources</td>
</tr>
<tr>
<td>No.</td>
<td>Country</td>
<td>Challenges</td>
<td>Needs</td>
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<tr>
<td>5</td>
<td>Kenya</td>
<td>Failure of development partners to fulfil their commitments due to long bureaucratic and tedious processes in procuring; Good governance; Too many competing needs; Low absorptive capacity; Low technical capacity; and Inadequate funding</td>
<td>Accessing adequate funding; Developing human capacity; and Developing institutional capacity.</td>
</tr>
<tr>
<td>6</td>
<td>Malawi</td>
<td>Institutional challenges with respect to coordination on implementation; and Financial support to facilitate implementation of the strategy</td>
<td>Definition of institutional structure; and Financial support to implement and strategy</td>
</tr>
<tr>
<td>7</td>
<td>Mauritius</td>
<td>Develop measures to face the triple shocks that threaten to aggravate the present economic situation; Reduce the budget deficit; Sustain debt servicing; Fiscal consolidation; Improve the investment climate; Mobilize foreign direct investment (FDI); Restructure the economy; Identify priority areas in each sector; Categorize priority sector; and Allocate resources to each sector.</td>
<td>A dedicated team; Co-operation from line Ministries and each sector of the economy; and Consensus on priorities</td>
</tr>
<tr>
<td>8</td>
<td>Morocco</td>
<td>To fight poverty, unhealthy human settlements, promote social security and generate employment; To strengthen competitiveness, promote investments, exports and new technologies; To better manage solid wastes, improve treatment of sewage, sustainably manage fresh water resources, adapt to climate change, control air pollution and better enforce environmental regulations; To strengthen the institutional, legal, regulatory, and technical frameworks to better manage natural disasters; To strengthen the role of communities in land management; modernize land tenure systems and scale-up the fight against land speculation; To advance cultural heritage and the culture of sustainable development; To improve governance at various levels and in all branches of industry; and To strengthen Morocco’s achievements in regard to its international commitments</td>
<td>Team of specialized experts; Involvement of civil society; Sensitization of the general public; Establishment of commissions or working/thematic groups, at the national and regional levels; and Organization of national workshops - (launch, thematic, review and final workshop)</td>
</tr>
<tr>
<td>9</td>
<td>Mozambique</td>
<td>No response</td>
<td>No response</td>
</tr>
<tr>
<td>No.</td>
<td>Country</td>
<td>Challenges</td>
<td>Needs</td>
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<td>10</td>
<td>Senegal</td>
<td>Nature Protection (water, soil and air) through the promotion of sustainable production and consumption, particularly in the agriculture, livestock, fisheries, and industrial sectors (mining, agroalimentaire (agri-foods), chemical); and Transport, human settlements, and promotion of new and renewable energy, to reduce the pressure on forests, which provide 60 per cent of domestic energy needs</td>
<td>Financial assistance to equip and for the functioning of the STDD; and Technical and financial assistance in the form of project support for the implementation of the NSSD, (development and implementation of an action plan)</td>
</tr>
<tr>
<td>11</td>
<td>Sierra Leone</td>
<td>The challenges and needs relating to the development of NSSD for Sierra Leone include inadequate institutional and human capacity and financial resource constraints</td>
<td>There will be a need for technical assistance to develop the NSSD and financial resources to fund the process</td>
</tr>
<tr>
<td>12</td>
<td>South Africa</td>
<td>Synchronization of activities with those of other policies and strategies being developed at the same time in order to minimize policy conflicts and enhance integrated planning. How to address the consequences of the South African social transition, including interventions to address the Two Economies paradigm and create an improved focus on spatial development; How to improve the regional environment, implement NEPAD and facilitate high growth in SADC; An existing lack of a common and consensual national vision; Policy implementation and integration issues; A bias in the Vision 2014 towards social and economic development without integrating sustainability; Inadequate monitoring and evaluation of various plans and approaches; The need to strengthen capacity for sustainable local development; How to successfully move towards a longer-term view in development planning; The need for improved interactions between government and society; and Meeting basic human needs, while growing the economy</td>
<td>No response?</td>
</tr>
<tr>
<td>13</td>
<td>The Gambia</td>
<td>No response</td>
<td>No response</td>
</tr>
<tr>
<td>14</td>
<td>Tunisia</td>
<td>No response</td>
<td>No response</td>
</tr>
<tr>
<td>15</td>
<td>Uganda</td>
<td>No response</td>
<td>No response</td>
</tr>
<tr>
<td>16</td>
<td>Zambia</td>
<td>Resource allocation between sectors and for the programmes and prioritization; Aligning Donors to priority areas in line with the plan period; Mobilization of local resources in reducing the financing gap; Implementation of Fiscal decentralization- no controlling officer at district levels; and Active participation of the National Development Coordinating Committee</td>
<td>Fiscal stability</td>
</tr>
</tbody>
</table>
Annex 6: NSSD Questionnaire

1. If your country’s NSSD has been approved and is being implemented:

   a) Please give the name of the NSSD, timeframe, year of approval and name of approving body:
      Name:
      Timeframe:
      Year of approval:
      Name of approving body:

   b) Did the process of development of the NSSD include any of the following?
      Multi-stakeholder consultations
      Training or workshops undertaken
      Establishment or designation of a national coordination body
      Name of the body:
      Year the body was established:
      Composition of the body:

   c) What year did implementation commence?

   d) Do you have a national body designated to coordinate the implementation of your country’s NSSD (or its equivalent)?
      Yes  No
      Name of the body:
      Year the body was established:
      Composition of the body:

   e) Please specify in bullet form, the priorities that your country’s NSSD addresses:

   f) Does your country’s NSSD integrate the economic, social and environmental dimensions of sustainable development?
      Yes  No
      Please explain whether this integration entails an analysis of the interlinkages between the three dimensions, or whether although incorporated, the three dimensions are treated separately:

How is your country’s NSSD (or its equivalent) being implemented? Please give specific actions/activities undertaken for this purpose and specify the key players:

   g) Is the implementation of your country’s NSSD (or its equivalent) being monitored and evaluated?
      Monitored on a regular basis
      Not monitored on a regular basis
      Not monitored at all
      Frequency of monitoring:

      Has been evaluated
National Strategies for Sustainable Development in Africa

Has not yet been evaluated
Year of last evaluation:

h) Are indicators used in monitoring your country’s NSSD?
Yes    No

Comments:

i) If yes to question (i), please state if these indicators are contained in the NSSD?
Yes    No

Comments:

j) Do the indicators represent a set of indicators for sustainable development (covering the social, economic and environmental pillars of sustainable development as well as the institutional dimension)?
Yes    No

Comments:

k) Briefly explain how the outcomes of monitoring and evaluation have been used to improve the NSSD process in your country:

2. If your country’s NSSD is developed, but not yet implemented (approved or not):

a) Please give the name of the NSSD (or its equivalent) and timeframe:
   Name:
   Timeframe:

b) Has the NSSD been approved?
   Yes    No

c) If yes to question 2b, please give the year of approval and name of approving body:
   Year of approval:
   Name of approving body:

d) Did the process of development of the NSSD include any of the following?
   Multi-stakeholder consultations
   Training or workshops undertaken
   Establishment or designation of a national coordination body
     Name of the body:
     Year the body was established:
     Composition of the body:

e) Please specify in bullet form, the priorities that your country’s NSSD addresses:

f) Does your country’s NSSD integrate economic, social and environmental dimensions of sustainable development?
Yes    No
Please explain whether this integration entails an analysis of the interlinkages between the three dimensions, or whether although incorporated, the three dimensions are treated separately:

g) Does the NSSD define how monitoring will be done?  
Yes    No  
Comments:

h) Will indicators be used in monitoring the implementation of the NSSD?  
Yes    No  
Comments:

i) If yes to question (h), please state if these indicators are contained in the NSSD?  
Yes    No  
Comments:

j) Do the indicators represent a set of indicators for sustainable development (covering the social, economic and environmental pillars of sustainable development as well as the institutional dimension)?  
Yes    No  
Comments:

3. If your country is in the process of developing a NSSD:

Please indicate whether the process includes?  
Multi-stakeholder consultations  
Training or workshops undertaken  
Establishment or designation of a national coordination body  
Name of the body:  
Year the body was established:  
Composition of the body:

4. If your country’s NSSD is formulated or is being formulated as a Poverty Reduction Strategy (PRS) (ie your country’s PRS is considered its NSSD), please complete questions 4e onwards.

However, if your country has both a NSSD and a PRS, please complete questions 1, 2, OR 3 as applicable, AND question 4a onwards, and please explain the link between your country’s PRS and NSSD processes:

a) Please indicate whether your country has developed a Poverty Reduction Strategy (PRS)?  
Yes, a PRS has been developed and is being implemented  
Timeframe  
Year of approval  
Name of approving body:
Yes, a PRS has been developed, approved, but not yet implemented

Timeframe
Year of approval
Name of approving body:

Yes, a PRS has been developed, but not yet approved

PRS is under development

Comments:

b) If your country has developed, or is in the process of developing a PRS, did (does) this include:
   Multi-stakeholder consultations
   Training or workshops undertaken
   Establishment or designation of a national coordination body
   Name of the body:
   Year the body was established:
   Composition of the body:

c) Please specify in bullet form, the priorities that your country’s PRS addresses:


d) Does your country’s PRS integrate economic, social and environmental dimensions of sustainable development?
   Yes  No

Please explain whether this integration entails an analysis of the interlinkages between the three dimensions, or whether although incorporated, the three dimensions are treated separately:

e) Is your country’s PRS embedded in a long-term development strategy?
   Yes  No

f) If yes to question 4e), please give the name of the strategy, timeframe, year of approval and name of approving body:
   Name:
   Timeframe:
   Year of approval
   Name of approving body:

h) If yes to question 4g, please give the timeframe, year of approval and name of approving body
   Timeframe
   Year of approval
   Name of approving body:

i) Briefly state what improvements have been made to the second generation PRS relative to the first?
   Improvements:
5. If your country does not have a NSSD (or its equivalent), but has strategy components that could contribute to a NSSD:

1. Please check all that apply, give timeframes, year of approval, name of approving body and specify in bullet form, priorities addressed:

   National Development Plan (NDP)
   - Timeframe: 
   - Year of approval: 
   - Name of approving body: 
   - Priorities addressed:

   Environmental Action Plan
   - Timeframe: 
   - Year of approval: 
   - Name of approving body: 
   - Priorities addressed:

   Others – please specify:
   - Name: 
   - Timeframe: 
   - Year of approval: 
   - Name of approving body: 
   - Priorities addressed:

   - Timeframe: 
   - Year of approval: 
   - Name of approving body: 
   - Priorities addressed:

   - Name: 
   - Timeframe: 
   - Year of approval: 
   - Name of approving body: 
   - Priorities addressed:

2. Do the components mentioned in question 5a above integrate the economic, social and environmental dimensions of sustainable development?

   National Development Plan (NDP)
   - Yes  
   - No

   Environmental Action Plan
   - Yes  
   - No

   Others- specify
   - Yes  
   - No
Please explain whether the integration in each case entails an analysis of the interlinkages between the three dimensions, or whether although incorporated, the three dimensions are treated separately:

6. Please indicate whether your country has a national long-term vision document that articulates its development goals and ideals?

Yes, a national long-term vision has been developed and is being implemented
Timeframe
Year of approval
Name of approving body:

Yes, a national long-term vision has been developed, approved, but not yet implemented
Timeframe
Year of approval
Name of approving body:

Yes, a national long-term vision has been developed, but not yet approved

National long-term vision is under development

Comments:

7. Please explain the links (relationships) between your country’s long-term vision, NSSD, PRS, NDP and others, where available:

8. Do your NSSD and/or PRS address the Millennium Development Goals (MDGs) in your country?

9. h) NSSD
   Yes  No

Comment in bullet form (Please take into account all the eight goals and indicate whether your NSSD includes MDG targets tailored to your country’s specific context, and corresponding indicators):

i) PRS
   Yes  No

Comment in bullet form (Please take into account all the eight goals and indicate whether your PRS includes MDG targets tailored to your country’s specific context, and corresponding indicators):
9. Does your country’s NSSD process entail revising/updating existing policies, strategies and plans to incorporate key characteristics of NSSD *rather than* preparing a separate strategy document:

Please give specific actions/activities undertaken for this purpose:

10. Does your country’s NSSD process entail revising/updating existing policies, strategies and plans to incorporate key characteristics of NSSD *and* developing a separate strategy document:

*Please respond to questions that correspond to the stage of development and implementation of the strategy (1, 2, 3, or 4 as applicable); and*

Explain how these two processes relate to one another:

11. Please comment on the level of involvement of the Ministries of Planning and Finance and/or the Planning Commission in the NSSD process in your country and provide concrete examples of their involvement:

12. Is the development and implementation of your country’s NSSD reflected in and supported by the national budget?

Comments:

13. If your country has not developed, but is considering developing a NSSD:

Please comment:

14. If your country has not taken any action regarding the development of a NSSD:

Please comment:

15. Briefly specify (in bullet form) your country’s main challenges and needs regarding the development and implementation of NSSD:

Challenges:

Needs:


At the World Summit held in September 2005, countries resolved to adopt, by 2006, and implement comprehensive national development strategies to achieve the internationally agreed development goals and objectives, including the MDGs. Briefly comment on how this resolution is interpreted/viewed in your country and how your country intends to operationalize it. Please take into account the various strategy and planning processes already ongoing in your country (where applicable).

Comments:
17. Contact information on person completing the questionnaire.

<table>
<thead>
<tr>
<th>Title (Dr./Mr./Mrs./Ms.)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>First Name</td>
<td></td>
</tr>
<tr>
<td>Last Name</td>
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<tr>
<td>Designation/Job Title</td>
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<td>Organization/Institution</td>
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<td>Email address</td>
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<tr>
<td>Website of organization/institution</td>
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<tr>
<td>Institutions consulted</td>
<td></td>
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<tr>
<td>Country</td>
<td></td>
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<tr>
<td>Date of completion</td>
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</tbody>
</table>

THANK YOU FOR TAKING TIME TO COMPLETE THIS QUESTIONNAIRE.
Annex 7: Key characteristics of a National Strategy for Sustainable Development (NSSD)

A NSSD is commonly thought to be a process (with a strong emphasis on learning), which leads to a document or plan that needs to remain dynamic. There is a distinction between NSSDs (the process) and strategy documents, which are tools to make the strategy explicit and record the policies and actions agreed by the participants.

A NSSD does not necessarily mean developing a new strategy document, but it should entail improving or restructuring the decision-making process to achieve a full integration of social, economic and environmental issues and a broader range of public participation. Paragraph 162 (b) of the Johannesburg Plan of Implementation (JPOI) also states that where applicable, NSSDs could be formulated as PRSs that integrate economic, social and environmental aspects of sustainable development. An effective NSSD will be distinguish by adherence to a set of principles for strategic planning and sustainable development, and a coordinated set of measures to ensure their implementation.

The experiences of both developed and developing countries suggest that sound and effective national sustainable development strategies would have certain fundamental elements in common. These are elements constituting the underlying principles for strategy development, and include:

i. **Country ownership and commitment.**
   - Country-driven, multi-stakeholder ‘ownership’ and strong political commitment
   - Sound leadership and good governance
   - Based on a long-term, shared strategic and pragmatic vision
   - Strong institutional leadership and technical capacity for coordination
   - Institutions and people at the local level as strong driving forces
   - Ensuring continuity of the cyclical process of strategy development and implementation

ii. **Integrated economic, social and environmental objectives across sectors, territories and generations.**
   - Comprehensive, balanced, as well as vertically and horizontally well integrated strategy process
   - Linking the short to the medium and long term
   - Linking national and local priorities and actions
   - Consensus building and transparent trade-offs

iii. **Broad participation and effective partnerships.**
   - Broad public participation, including the civil society and the private sector, in decision-making
   - Effective public participation where each group has its own selection
   - Communication and wide information dissemination through media as a key for effective participation
   - Promoting and building partnerships with the civil society, private sector and external organizations
   - Governments to create an enabling environment for participation, including through a decentralized governance structure or providing incentives
   - Local governments to play a stronger role in the formulation and implementation of national sustainable development strategies
iv. **Develop capacity and enabling environment.**
   - Strong human and institutional capacity, and in turn building a multifaceted capacity for solving complex problems
   - Building on existing knowledge and expertise, optimizing local skills and capacity, both within and outside government
   - Traditional knowledge and institutions to be given due recognition

v. **Focus on outcomes and means of implementation.**
   - Aiming to achieve concrete results on the ground based on sound technical assessment of the present situation and of projected trends and risks, examining links between local, national and global challenges
   - Building on existing strategies, policies and processes, working towards convergence, complementarity and coherence among different planning frameworks and policies to achieve concrete results
   - Setting realistic but flexible targets
   - Building coherence between budget and strategy priorities
   - Mechanisms for monitoring, follow up, evaluation and feedback
Country Summaries on National Strategies for Sustainable Development
Compiled from the Completed Questionnaires

Appendix to the Report on National Strategies for Sustainable Development in Africa:
A Sixteen-Country Assessment

Contents
1. Algeria 1
2. Benin 4
3. Cameroon 8
4. Ghana 10
5. Kenya 13
6. Malawi 17
7. Mauritius 19
8. Morocco 23
9. Mozambique 26
10. Senegal 28
11. Sierra Leone 31
12. South Africa 33
13. The Gambia 36
14. Tunisia 39
15. Uganda 42
16. Zambia 44
Appendix to the Report on National Strategies for Sustainable Development in Africa

1. Algeria

Status and process of development and implementation of NSSD

Algeria’s Council of Government adopted the country’s NSSD – The National Strategy for Environment and Sustainable Development (SNE-DD in French), in 2001. The Strategy has a 10-year timeframe and its development included multi-stakeholder consultations, the organization of training sessions and workshops and the designation of a national coordinating body – the National Committee for the National Plan of Action for Environment and Sustainable Development (PNAE-DD in French), established in 1998. The PNAE-DD is composed of senior executives and a multi-disciplinary cadre of experts from various government departments Implementation commenced in 2002, and is overseen by the same body.

Algeria’s NSSD process entails revising/updating policies, strategies and plans in order to integrate the key characteristics of sustainable development. The current NSSD will be updated after 2011, and the process will take into account other policies, strategies, plans and programmes that are directly or indirectly related to sustainable development.

NSSD priorities

Algeria’s NSSD identifies the following priority areas:

- Health and quality of life: improve access to drinking water and drainage services; promote sound management of domestic and special waste streams; control industrial pollution; improve environmental governance; improve the quality of life of citizens; and manage archaeological and historical heritage;
- Conservation and enhancement of the productivity of the natural capital: improve management of soils and combat desertification; manage irrigation water rationally; preserve, reestablish and increase forest resources; protect the littoral environment; and preserve and protect the oasis environment;
- Competitiveness and economic effectiveness; and
- The global environment.

Integration of the three pillars of sustainable development

The SNE-DD situates environmental problems in the context of economic and social development models pursued by countries, in order to link the desired environmental transition with the country’s economic transition, and to tackle key development challenges.

Implementation process- specific actions and key players

The National Plan of Action for Environment and Sustainable Development (PNAE-DD) is intended to concretize the objectives of the SNE-DD. The Plan is supported by the implementation of institutional measures and accompanying priority investments.
Monitoring and evaluation

The SNE-DD is monitored regularly through the use of environmental performance indicators contained in the PNAE-DD. This is to ensure that the objectives set by the Strategy are translated into concrete programmes and projects in the PNAE-DD. These indicators represent a set of indicators for sustainable development. They make it possible to evaluate the situation and/or aspects and parameters of sustainable development, taking into account concerns related to demography, the working population... as well as qualitative and quantitative characteristics of natural resources and the environment, using principal indices of economic growth (GDP, GNP).

The SNE-DD was last evaluated in 2003. The evaluation exercise resulted in the preparation of a national report on the state and future of the environment. A better approach to the definition of programmes, projects and actions is in the process of being adopted. Evaluation carried out made it possible to launch activities other than those initially envisaged in the NSSD. These include strengthening capacities in specific areas (such as clean technology and renewable energy).

Poverty Reduction Strategy (PRS)

Algeria’s National Strategy for the Fight Against Poverty was adopted by the country’s Ministry of Solidarity. The Strategy has a 10-year timeframe (2005-2015) and its development process included multi-stakeholder consultations, organization of training sessions and workshops and designation of a national coordinating body- Ministry of Solidarity. The Strategy is embodied in a long-term development strategy.

Long-term Vision and linkages with the NSSD and PRS

The President’s Programme contains the country’s long-term vision in broad terms. As regards sustainable development and the fight against poverty, the Vision is better articulated in the National Report on the MDGs, which was adopted by Algeria’s Council of Government in 2005.

The MDG report, NSSD and Poverty Strategy essentially treat social, economic and environmental concerns, and together will lead to a harmonious development and an adequate standard of living. These three policy and strategic instruments, when implemented in a complementary manner, will help achieve the overall goals of sustainable development, and in particular, the fight against poverty in Algeria.

The NSSD and the MDGs

Algeria’s NSSD does not take into account the MDGs. The MDGs are addressed in a national report on same, which was adopted in 2005.
Level of involvement of the Ministries of Finance and/or the Planning Commissions and budget support received

The Ministry includes plans, programmes and projects on sustainable development and poverty reduction in its operational budget. Ministry officials have received specialized training for optimal operations. Foreign investors and donors supplement budget support.

Challenges and needs

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Needs</th>
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<tbody>
<tr>
<td>To improve the health and quality of life of citizens;</td>
<td>Strengthen legislative and regulatory instruments, as well as institutional capacities and invest in human resources;</td>
</tr>
<tr>
<td>To preserve natural capital and improve its productivity;</td>
<td>Strengthen capacities for pollution assessment, monitoring and follow-up, and put in place audit and control procedures for industrial regulation;</td>
</tr>
<tr>
<td>To reduce economic losses and improve competitiveness; and</td>
<td>Reform economic incentive systems and target priority investments;</td>
</tr>
<tr>
<td>To protect the global environment.</td>
<td>Regulate land issues in an appropriate manner (right of ownership and use, viable exploitation sizes, protection of arable lands);</td>
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<td></td>
<td>Strengthen agricultural and rural policies and the fight against poverty;</td>
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<td></td>
<td>Adopt policies and programmes for the protection of biodiversity and the coastal environment;</td>
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<td></td>
<td>Ensure judicious management of river basins and the steppes zones;</td>
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<tr>
<td></td>
<td>Protect the oasis environment; and</td>
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<td></td>
<td>Promote credible participatory mechanisms.</td>
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Country’s Views on the 2005 World Summit National Development Strategy-related Resolution

The adoption and implementation of Algeria’s SNE-DD- the country’s NSSD and MDG Report are not only clear indications of the country’s commitment to the World Summit resolution, but also, indications of the country’s effective engagement in attaining sustainable development and meeting the MDGs.
2. Benin

Status and process of development and implementation of NSSD

As at 2006, Benin’s NSSD had been developed, but was yet to be adopted. It was envisaged that the Strategy would be adopted that year and implementation would commence in 2007. The process of development included multi-stakeholder consultations and the designation of a national coordinating body— the National Commission for Sustainable Development (CNDD in French). The Commission was established in 2000, and has a broad-based composition.

NSSD priorities

NSSD priorities are as follows:
Strategic sectoral areas; strategic intersectoral areas; role of stakeholders in the implementation of the strategy; M&E system; mechanism of appropriation of the strategy by stakeholders; Strategy for mobilization of resources; budget coordination for monitoring and evaluation of the strategy.

Integration of the three pillars of sustainable development

Integration has been achieved in the “strategic sectoral” and “strategic intersectoral” chapters of the NSSD, which takes into account the environmental, economic and social pillars of sustainable development.

Monitoring and evaluation

The Strategy states that committees set up at the national, regional and local levels will carry out monitoring. Each committee (national, regional and local) is charged at its level of intervention to ensure the effective implementation of the strategy and the strict application of recommended measures in all areas of intervention. These committees will meet at regular intervals to discuss activities carried out within the framework of implementation of the strategy. These meetings will be sanctioned by reports on the implementation of the strategy.

Indicators will be used to monitor the implementation of the NSSD, and these are contained in the Strategy document. They represent a set of indicators for sustainable development, as they cover the social, economic, environmental and institutional dimensions. The indicators include:
Appendix to the Report on National Strategies for Sustainable Development in Africa

<table>
<thead>
<tr>
<th>Social Indicators</th>
<th>Economic Indicators</th>
<th>Environmental Indicators</th>
<th>Institutional Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment rate;</td>
<td>Investment rate;</td>
<td>Rate of treatment of</td>
<td>Percentage of GDP</td>
</tr>
<tr>
<td>Life expectancy;</td>
<td>Economic growth rate;</td>
<td>household and industrial</td>
<td>spent on research and</td>
</tr>
<tr>
<td>Percentage of</td>
<td>GDP per capita;</td>
<td>waste;</td>
<td>development programmes;</td>
</tr>
<tr>
<td>households with</td>
<td>Share of the informal</td>
<td>Percentage of agricultural</td>
<td>Percentage of households</td>
</tr>
<tr>
<td>access to drinking</td>
<td>sector; Total fuel</td>
<td>land treated with</td>
<td>with access to telephone</td>
</tr>
<tr>
<td>water and to</td>
<td>consumption; Per</td>
<td>pesticides; Surface area</td>
<td>lines;</td>
</tr>
<tr>
<td>electricity;</td>
<td>capita consumption</td>
<td>under organic agriculture;</td>
<td>Proportion of NGOs</td>
</tr>
<tr>
<td>Percentage of</td>
<td>of energy; FDI;</td>
<td>Ratio of fuelwood to total</td>
<td>working on environmental</td>
</tr>
<tr>
<td>women in</td>
<td>Rate of increase in</td>
<td>energy consumption;</td>
<td>issues;</td>
</tr>
<tr>
<td>decision-making</td>
<td>productivity; and</td>
<td>Surface area under</td>
<td>Proportion of NGOs</td>
</tr>
<tr>
<td>positions;</td>
<td>Per capita food</td>
<td>conservation; Greenhouse</td>
<td>working on humans rights</td>
</tr>
<tr>
<td>Percentage of</td>
<td>production index,</td>
<td>gas emissions; Surface</td>
<td>issues, and/or gender</td>
</tr>
<tr>
<td>women in</td>
<td>etc.</td>
<td>area under tree</td>
<td>issues;</td>
</tr>
<tr>
<td>access to formal</td>
<td></td>
<td>plantation; Surface area</td>
<td>Percentage of community</td>
</tr>
<tr>
<td>and/or informal</td>
<td></td>
<td>under managed forests;</td>
<td>and village forests etc;</td>
</tr>
<tr>
<td>education, etc.</td>
<td></td>
<td>and Surface area of green</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>spaces in urban</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>environment, etc.</td>
<td></td>
</tr>
</tbody>
</table>

Poverty Reduction Strategy

The Government of Benin adopted the country’s PRS in 2002. The PRS had a three-year timeframe (2003-2005) and its development process included multi-stakeholder consultations, the organization of training sessions and workshops and the designation of a national coordinating body – the National Commission for Sustainable Development and Fight Against Poverty. The body was established in 2000 and is composed of the Assembly; the Ministerial Committee; the Permanent Secretariat; the Observatory for Social Change; and Departmental Committees. Benin is in the process of developing its second generation PRS.

PRS and long-term development strategy

Benin's PRS is embedded in the country’s long-term development strategy, known as National Long-term Perspectives Studies (NLTPS)- Benin 2025, which has a 25-year timeframe (2001-2025), and was adopted by the Government in 2000.

PRS priorities

- Economic and poverty diagnosis of Benin;
- Key intervention areas and priorities of the PRS (strengthening of the macroeconomic framework in the medium term, development of human capital and management of the environment, strengthening of good governance and institutional capacities, promotion of sustainable employment and strengthening the capacities of the poor to take part in decision-making and production processes);
- Medium-term expenditure framework of the PRS; and
- Mechanism for monitoring and evaluation of PRS implementation.
Integration of the three pillars of sustainable development

The PRS treats the three pillars of sustainable development in an integrated manner. The section of the PRS entitled “Economic and Poverty Diagnosis of Benin” places emphasis on the interrelationships between the economic and social pillars of sustainable development; and the section of the PRS, which deals with “Key Intervention Areas and Priorities”, addresses the linkages between the environmental, economic and social pillars of sustainable development.

Long-term Vision Document and its linkages with the NSSD and PRS

The long-term Vision is a development scenario, aimed at making Benin, by 2025, “a beacon of light, and a well-governed country, united and peaceful, with a prosperous and competitive economy, culturally radiant with social well-being”. The NSSD is aimed at directing national policies, and the interventions of all development partners towards the objective of reducing poverty. The PRS is the frame of reference conceived to cover a three-year period, with provision for updating.

The NSSD, PRS and the MDGs

Both the NSSD and the PRS take the MDGs into account as follows:

<table>
<thead>
<tr>
<th>MDG</th>
<th>NSSD</th>
<th>PRS</th>
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</thead>
<tbody>
<tr>
<td>To eliminate extreme poverty and the hunger and to ensure primary education for all.</td>
<td>Intervention area- “the fight against poverty”, with objectives: &lt;br&gt;• To consolidate macroeconomic stability and to develop the private sector; &lt;br&gt;• To improve access to basic education, literacy, primary health care, drinking water and to fight against HIV and malaria; &lt;br&gt;• To strengthen institutional governance and capacities and the fight against corruption, and to consolidate democracy and decentralization; and &lt;br&gt;• To promote sustainable employment and strengthen capacities of the poor to undertake income generating activities and good regional planning.</td>
<td>Related objectives and indicators: &lt;br&gt;• To reduce by 50% the proportion of population living below the poverty line. This would be equivalent to reducing the poverty index from 30% in 2000 to 15% in 2015; and &lt;br&gt;• To reduce by 50% the number of people suffering from malnutrition from the current level by 2015 &lt;br&gt;• To ensure universal primary education by increasing the enrolment rate from 81% in 2000 to 99% in 2015. &lt;br&gt;Related indicators: economic growth rate; the rate of productivity increase; and food production index.</td>
</tr>
<tr>
<td>To promote gender equality and empower women</td>
<td>Intervention area on gender, with objectives: &lt;br&gt;• To reduce inequalities between men and women; &lt;br&gt;• To take into account the gender dimension in all initiatives related to the reinstatement of family values; and &lt;br&gt;• To promote women’s position in society. &lt;br&gt;A related indicator is “percentage of women in positions of authority”.</td>
<td>Related objectives: &lt;br&gt;• To promote equitable access of girls and women to education and training; &lt;br&gt;• To support the economic independence of women; &lt;br&gt;• To improve and consolidate the level of knowledge and practice of the legal and social status of women; and &lt;br&gt;• To improve and support women’s employment.</td>
</tr>
<tr>
<td>MDG</td>
<td>NSSD</td>
<td>PRS</td>
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<td>-----------------------------------------------</td>
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</tbody>
</table>
| To reduce infant mortality and to improve maternal health | Intervention area on health, with objectives:  
• To improve health indicators; and  
• To intensify activities aimed at promoting family health.  
A related indicator is “life expectancy at birth”. | Related objectives and indicators:  
• To reduce infant/child mortality rate from 165 per thousand in 1998 to 90 per thousand in 2015.  
• To reduce maternal death rate from 500 per thousand live births in 1998 to 390 per thousand in 2015; and  
• To ensure access to reproductive health services through the primary healthcare system for all the individuals in the reproductive age, by 2015. |
| To fight against HIV/AIDS, malaria and other diseases | Related objective:  
• To reduce the incidence and prevalence of HIV/AIDS and sexually transmitted diseases. | Related objective:  
• To decrease HIV/AIDS and STD prevalence rates. |
| To ensure environmental sustainability            | Intervention areas relating to forestry, agriculture, livestock, fisheries, biological diversity, pollution and the protection of fresh water resources and their quality. Related objectives are:  
• To preserve forest productivity and to restore ecosystems regeneration capacity;  
• To diversify agricultural production;  
• To promote sustainable patterns of production and consumption;  
• To restore natural living resources;  
• To establish and popularize national standards for principal sources of environmental pollution; and  
• To inventorize and ensure the ecological monitoring of water resources.  
Related indicators are: percentage of households with access to drinking water; percentage of NGOs operating in the environment sector; percentage of village community forests; the share of fuelwood in total energy consumption; surface area under conservation; surface area under managed forests; surface area of green spaces in urban environment; the rate of productivity increase. | Related PRS objectives and indicators:  
• To integrate the principles of sustainable development in national policies, and to reverse the current trends in the loss of environmental resources;  
• To succeed, by 2015, in significantly improving the lives of at least two-thirds of people living in slums. |
| To develop a global partnership for development   | Related objective:  
• To engage all partners in a form of dialogue, conducive for development. | No specific PRS objective and indicator. |

Level of involvement of the Ministries of Finance and/or the Planning Commissions and budget support received

The different sectoral ministries were involved in the validation of the NSSD. With regard to its implementation, the Ministries responsible for Planning and Finance will be equally involved for the following reasons- first, because they are responsible for coordinating national development plans, and second, because they will provide the bulk of funds to be used in implementing the strategy. The development of the Strategy was taken into account in the National budget, and so will its implementation. This will be supplemented by external funding sources.
Challenges and needs:

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Needs</th>
</tr>
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<tbody>
<tr>
<td>The National Agenda 21 constitutes the national sustainable development policy, but does not have an implementation strategy. The NSSD was developed in order to ensure its efficient implementation. The NSSD will make it possible to organize actions and interventions and to direct them in a way that would support the mainstreaming of environment and development in the activities of intervention agencies and decision makers, thus strengthening the effectiveness of the fight against poverty.</td>
<td>Capacity strengthening (training) for stakeholders working in the area of sustainable development; and Financial support for the implementation of the strategy.</td>
</tr>
</tbody>
</table>

Country’s views on the 2005 World Summit National Development Strategy-related Resolution

Benin, being a member of the United Nations, generally takes into account all decisions, recommendations and resolutions adopted by this institution. With regard to this specific resolution, many development strategies in various sectors have been elaborated. Ensuring consistency of all these strategies with a view to putting in place a national development strategy would be ideal.

3. Cameroon

Status and process of development and implementation of NSSD


Implementation commenced in 2003 and is being overseen by the Technical Committee for the Monitoring and Evaluation of the PRS implementation (CTSE-DRSP in French), established the same year. The Committee is composed of the Administration, civil society, the private sector and development partners.

NSSD priorities

The seven strategic pillars of the PRS are as follows:

- Promotion of a stable macroeconomic framework;
- Reinforcement of growth by diversification of the economy;
- Stimulation of private sector growth;
- Development of infrastructure, natural resources, and environmental protection;
- Acceleration of regional integration within the framework of Economic and Monetary Committee of Central African States (CEMAC in French);
- Strengthening of human resources and development of the social sector; and
• Improvement of the institutional framework, and governance.

Integration of the three pillars of sustainable development

The PRS treats the three pillars of sustainable development in an integrated manner. It established the linkages between growth and poverty reduction in all its dimensions.

Implementation process- specific actions and key players

The PRS is being implemented through a matrix of priority actions appended to the document. These actions are being undertaken within the framework of the seven strategic pillars. Among the actions undertaken are:

• Satisfactory implementation of the program of reference initiated with the IMF, which made possible the signing of a new triennial agreement entitled the FRPC, for the period July 2005 to June 2008;
• Improving access to high-yield modern farming techniques for rural populations;
• Completion of large-scale infrastructure projects in support of the private sector;
• Ongoing and periodic servicing of road networks, and operations of investment in studies and road works;
• Continuous improvement and modernization of public finance in Cameroon has generated respect for the quasi-totality of the convergence criteria of the multilateral inspection committee of CEMAC;
• Construction of classrooms;
• Fight against HIV/AIDS; and
• Reforms to the legal system.

Monitoring and evaluation

Cameroon’s PRS is monitored annually, using a certain number of indicators defined in the document. This was complemented by a study on the setting up of a statistical programme to follow up on the implementation of the PRS. The implementation of this statistical programme has allowed for some improvements. The indicators represent a set of indicators for monitoring progress in sustainable development, because they tend to cover the seven strategic pillars of the PRS and are updated regularly.

The PRS has also been evaluated; the year of last evaluation was 2005. The results of evaluation and monitoring are discussed at the level of the CTSE-DSRP, where many actors are represented. The resulting recommendations are implemented, thus allowing for improvements.

Poverty Reduction Strategy

Cameroon’s PRS (2003-2015) represents the country’s NSSD, and is embedded in a longer-term development strategy.
Long-term Vision Document and Linkages with the PRS and NDP

Cameroon is in the process of developing a National Long-Term Vision Document, which will have a timeframe of between 25 to 30 years. The country is also in the process of developing a National Development Plan. The Plan will have a five-year timeframe and will be situated within the Vision. The PRS would appear to be an operationalization of the Plan.

The PRS and the MDGs

Cameroon subscribes to the MDGs, and the seven strategic pillars of the PRS contribute to the realization of the eight MDGs. The specified objectives and indicators are suited to the country's circumstance.

Level of involvement of the Ministries of Finance and/or the Planning Commissions and budget support received

The Planning Ministry supervises the development and implementation of the PRS, which receives budget support. However, resources are inadequate and are supplemented by support received from development partners.

Country’s Views on the 2005 World Summit National Development Strategy-related Resolution

This resolution has been taken into account in the current PRS, which integrates the MDGs. In addition, the second generation PRS will be designed to better take this resolution into account.

4. Ghana

Status and process of development and implementation of NSSD

Ghana's NSSD- Growth and Poverty Reduction Strategy (GPRS), which has a three-year timeframe (2006-2009), was approved by the country’s Cabinet and endorsed by Parliament in 2005. The Strategy development process included multi-stakeholder consultations, training, workshops and the designation of a national coordinating body- the National Development Planning Commission (NDPC), which was established in 1992. The NDPC is composed of a Chairperson (appointed by the President), the Minister of Finance and Economic Planning, the Government Statistician, the Governor of the Bank of Ghana, 10 regional representatives and others appointed by virtue of their expertise. Implementation commenced in 2006 and is overseen by the NDPC.

Ghana’s NSSD process entails revising existing policies, strategies and plans. The first GPRS (GPRS-I), which was adopted in 2003, spanned three years (2003-2005), and has been fully implemented.
NSSD priorities

Ghana’s NSSD addresses the following priorities:
• Sound economic management for accelerated growth;
• Increasing production and promoting sustainable livelihoods;
• Support to human resource development and provision of basic services;
• Special programmes for the vulnerable and excluded;
• Ensuring good governance and increased capacity for the public sector; and
• Private sector development.

Integration of the three pillars of sustainable development

Even though most sectoral strategies that fall under the economic, social, environmental and institutional dimensions of sustainable development were developed in isolation, Ghana’s NSSD is considered as integrating these four dimensions. This is explained by the fact that integration was achieved through the general policy matrix provided by the NDPC to MDAs, to guide them in correcting the deficiencies of the first phase of the GPRS (GPRS–I), which treated ‘the environment’ as a sector, and not as a cross-cutting issue.

Implementation process - specific actions and key players

GPRS-II is being implemented by propelling some key sectors of the economy e.g. agriculture, tourism, ICT, light industries such as garments and textiles and other strategic sectors that have long-term growth potentials. Most of these activities are being implemented through the Presidential Special Initiative.

Implementation actors are MDAs and civil society at large. District assemblies are actively engaged through a vigorous decentralization programme. Strategies include partnerships with development partners and public-private partnership (PPP) arrangements. To be noted is the fact that private sector growth is one of the strategic pillars of GPRS-II.

The budget formulation process has been enhanced by linking the MTEF with the GPRS and by using the Annual Progress Report as a major input to implementing sector or district implementation plans.

Monitoring

The implementation of the NSSD was to be monitored annually. Evaluation was yet to be done, as implementation had only commenced during the survey year 2006. A core set of 52 indicators, contained in the NSSD, will be used to monitor implementation progress. These represent a set of indicators for sustainable development. This was corroborated by the Environment Ministry, which used the UNCSD methodology to ascertain the extent to which the GPRS indicators address the four dimensions of sustainable development.

In addition to the core set of 52 indicators, the following indictors were developed on the basis of the following factors: the availability of data; the extent to which they provide a balance between input, output and outcome indicators; the views of stakeholders; and the Medium-Term Priorities (MTP) of the GPRS.
The goal of the M&E system under GPRS II is to facilitate the tracking of progress and effectiveness, as well as to identify bottlenecks associated with the implementation of the Strategy. The system forms an integral part of the GPRS II and will build on progress made under GPRS I. It will employ the following key strategies:

- Reinforcement of institutional arrangements that can support and sustain M&E processes;
- Evolution of an efficient system for evidence-based M&E;
- Strengthening and effectively coordinating existing mechanisms;
- Evolution of an efficient system for generating relevant, reliable and timely quantitative and qualitative information;
- Management of an effective feedback mechanism that make statistical information available in useable form to government and civil society; and
- Ensuring a holistic and participatory approach to M&E, including consultative mechanisms such as the APRM.

Enhanced efforts to implement the M&E Plan for GPRS I focused on strengthening institutional capacities to link M&E results to national policy and decision-making and budgeting. The outputs from the M&E efforts are being documented and widely disseminated through the Annual Progress Reports.

The GPRS-II benefited from lessons learned in the development and implementation of GPRS-I. The Strategic Environmental Assessment (SEA) conducted on GPRS-I revealed serious shortcomings in relation to integration. The lessons were incorporated into the GPRS-II development process, resulting in a well-integrated document with horizontal and vertical linkages.

Improvements on the second generation PRS relative to the first, include:

- Enhanced participatory processes
- Better integration of the four dimensions of sustainable development
- MDG targets and indicators tailored to the country’s specific context and mainstreamed as much as practicable

### The NSSD, the long-term development strategy and the MDGs

Ghana’s former administration adopted “Ghana Vision 2020”, which guided the country’s long-term development goal. However, the current administration replaced this with the Coordinated Programme of Economic and Social Development Framework (2003-2013), adopted in 2002. The latter now provides the guide for the country’s development aspiration, but the GPRS is not embedded in it. The NSSD addresses all eight MDGs taking into account the country’s specificities. The Goals have been incorporated into a national policy matrix with accompanying indicators.
Level of involvement of the Ministries of Finance and/or the Planning Commissions and budget support received

Ghana’s planning authority, the NDPC, worked very closely with the Ministry of Environment and Science and Ghana’s Statistical Services at all stages to produce the NSSD and the SDIs. The NDPC, before it became an autonomous agency, was directly under the Ministry of Finance, and has been the source of most data and their analysis. The Ghana Statistical Services also operates under the ambit of the Finance Ministry and is the data repository of the country today. The development of Ghana’s NSSD is reflected in and supported by the national budget, but funding is inadequate. The NSSD was developed mainly by the NDPC with the active support and cooperation of all sectors. Development partners also provided some funding support.

Challenges and needs

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Engendering commitment to the NSSD development process;</td>
<td>• To put in place mechanisms for the coordination of other MDA activities (NCSD);</td>
</tr>
<tr>
<td>• Effective coordination with other strategy processes to integrate the three pillars of sustainable development;</td>
<td>• To put in place an overarching long-term development framework;</td>
</tr>
<tr>
<td>• Adequate capacity for NSSD formulation;</td>
<td>• To use cross-sectoral thematic groups in the development of the NSSD; and</td>
</tr>
<tr>
<td>• Adequate policy and regulatory instruments;</td>
<td>• Financial resources</td>
</tr>
<tr>
<td>• Engendering effective participation and ownership;</td>
<td></td>
</tr>
<tr>
<td>• Adequately monitoring and learning from the strategy process.</td>
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</tbody>
</table>

Country’s views on the 2005 World Summit National Development Strategy-related Resolution

Ghana’s NSSD, which is currently being synchronized with the SDI Set, adequately addresses the requirements of this resolution. The SDI covers the economic, social, environmental and institutional dimensions of sustainable development and its targets are based on the MDG indicators. However, capacities need to be built at all levels of government for effective implementation.

5. Kenya

Status and process of development and implementation of NSSD

NSSD priorities

The IP-ERS addresses the following priorities:
- Economic growth;
- Equity and poverty reduction;
- Improved governance; and
- Employment creation.

The NSSD also addresses some key environmental and social priorities, which include, building capacity or environmental management, promoting private sector participation in forestry plantation, managing human-wildlife conflicts and putting in place mechanisms for benefit-sharing and implementing a slum improvement programme through the provision of basic services, such as water and sanitation.

Integration of the three pillars of sustainable development

The IP-ERS integrates the three pillars of sustainable development. This involves analysis of the interlinkages with a view to achieving the overall goal of sustained economic growth, equity, poverty reduction and improved governance. However, environmental issues are not strongly captured in the Strategy.

Implementation process- specific actions and key players

The IP-ERS set clear objectives, targets and outcomes to be achieved over the period 2003-2007. Each government Ministry (Sectors) develops strategic plans in line with the goals, targets and outcomes of the IP-ERS. Annual budgets and workplans detailing a set of activities to be implemented are prepared to implement the strategic plans. A set of 31 IP-ERS indicators were identified and agreed as a basis for tracking implementation.

Key actions/activities include: provision of free primary education and free healthcare in public health facilities in rural areas; reduction of the cost of Anti-Retrovirals (ARVs); increasing the budget of the Ministry of Health, and Education; and setting up of the Constituency Development Fund.

Monitoring and evaluation

The implementation of the IP-ERS is monitored annually. The document contains a number of indicators (inputs, process, output, outcome and impact indicators). For the purpose of national reporting, a set of 31 IP-ERS outcome indicators were identified and agreed by the different stakeholders. The M&E Department of the Ministry of Planning and National Development prepares an annual progress report based on these indicators and to a lesser extent, on output indicators. However, sector ministries and districts prepare quarterly progress reports and provide feedback on implementation, based on input, process and output indicators.

The 31-IP-ERS indicators represent a set of indicators for sustainable development, since they include indicators on economic growth, health, education, poverty, gender, HIV/AIDS, environment and reforms in public finance, civil service, local activities, among others. With support from the
poverty and environment Initiative, consultations are ongoing to expand the range of poverty and environment indicators.

The IP-ERS was last evaluated in 2005. Monitoring and evaluation have resulted in the improvement of the NSSD process as follows: Sector ministries have reviewed their targets and made them more realistic and have reoriented their budgets.

**Poverty Reduction Strategy**

The Government of Kenya approved the country’s first generation PRS, in 2001. The PRS spanned three years (2001-2004), but has not been implemented fully due to lack of funds and long bureaucratic procurement procedures. Its development included multi-stakeholder consultations, organization of training sessions and workshops and the designation of a national coordinating body headed by the Ministry of Planning and National Development with representatives from all line ministries. In 2003, the Ministry approved Kenya’s second generation PRS, which spans four years (2003-2007). Improvements to the second generation PRS over the first include:

- Prioritization of key sectors of the economy;
- Strengthening institutions of governance;
- Matrix implementation;
- Deepening the MTEF and establishment of an M&E Department; and
- The pursuit by the Central Bank of a monetary policy consistent with low inflation rate without compromising recovery.

**PRS and long-term development strategy**

The PRSs are embedded in Kenya’s National Poverty Eradication Programme, which spans 15 years. The Government of Kenya approved the Programme in 1999.

**PRS priorities**

The PRS addresses the following priorities:

- Agriculture and Rural Development;
- Human Resource Development;
- Physical Infrastructure Development;
- Trade, Tourism and Industry Development;
- Public Safety, Law and Order; and
- Information Technology.

**Integration of the three pillars of sustainable development**

While the PRS treats sectoral dimensions separately, it also analysed the interlinkages between the different sectors. Regarding the environmental pillar, it should be noted that the Ministry of Planning and National Development is closely involved in the National Environmental Action Plan (NEAP) process. The Ministry’s Permanent Secretary chairs the NEAP committee, and an Officer has been designated to liaise with the National Environment Management Authority (NEMA).
National Strategies for Sustainable Development in Africa

Linkages between the Vision 2020, the NSSD and the PRS

Kenya's President will launch the country’s Vision 2030 development process on the 26th of October 2006. It is expected that the Vision will help the country achieve sustained growth and development and will be the basis for future development plans. The PRS takes into account all the MDGs. The Strategy aims at eradicating extreme poverty; aims at developing human capacity through universal primary education; prioritizes the health sector, hence reducing child mortality, improving maternal health and curbing the spread of HIV/AIDS, malaria and others; aims at environment sustainability through the National Environment Action Plan; and supports global partnership for development.

Level of involvement of the Ministries of Finance and /or the Planning Commissions and budget support received

The Ministries of Planning and Finance are fully involved in the development and implementation of Kenya's NSSD, as they are responsible for: coordinating the formulation of government policies and strategies; advising all other ministries on policy issues; coordinating and managing the MTEF, budgeting and planning processes; and coordinating the implementation of the NSSD. The development and implementation of the NSSD is fully supported and reflected in the national budget. The budget treats as priority, areas identified by the NSSD.

Challenges and needs

Kenya’s challenges and needs regarding the development and implementation of NSSD are:

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Needs</th>
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<tbody>
<tr>
<td>Failure of development partners to fulfill their commitments- long bureaucratic and tedious procurement processes; Ensuring good governance; Too many competing needs; Low absorptive capacity; Low technical capacity; and Inadequate funding</td>
<td>Accessing adequate funding; Development of human capacity; and Development of institutional capacity.</td>
</tr>
</tbody>
</table>

Country’s views on the 2005 World Summit National Development Strategy-related Resolution

The resolution has been adequately addressed through the IP-ERS (the country’s NSSD), the PRS, and the MDG report. The country has assessed resource requirements and has put in place a M&E framework to track the implementation of the IP-ERS. Furthermore, the country has reached an advanced stage of developing a National Strategy and Action Plan for the implementation of the outcomes of WSSD.

Draft National Strategy and Action Plan for the implementation of the outcomes of WSSD

There exists a draft National Strategy and Action Plan for the implementation of the outcomes of WSSD. The draft Strategy, whose development was coordinated by the National Environment Au-
thority, treats the three pillars of sustainable development in an integrated manner. Priorities addressed are as follows:

- Combating poverty;
- Conserving and managing natural resources;
- Building capacity for sustainable development; and
- Protecting and promoting human health.

6. Malawi

Status and process of development and implementation of NSSD

Malawi’s Cabinet approved the country’s NSSD in 2003. The NSSD development process included multi-stakeholder consultations, organization of training and workshops and designation of a national coordination body. Implementation commenced in 2004 and is coordinated by the National Environment Council, established in 1996. The Council is composed of senior government officials, representatives of parastatals and NGOs. Malawi’s NSSD process entails revising/updating existing policies, strategies and plans, as well as developing separate ones.

NSSD priorities

Priority sectors addressed in the NSSD include water, energy, health, agriculture and biological diversity.

Integration of the three pillars of sustainable development

The NSSD addresses the three dimensions of sustainable development, but they are treated separately.

Implementation process- specific actions and key players

Various sectors implement activities of the NSSD under the Ministry of Natural Resources and Environment through the Environmental Affairs Department.

Monitoring and evaluation

The NSSD is not monitored regularly and has not yet been evaluated, but it contains indicators that are embedded in each of the themes.

Poverty Reduction Strategy

Malawi’s Cabinet approved the country’s PRS in 2002. The Strategy has a four-year timeframe (2002-2006). The PRS development process included multi-stakeholder consultations, the organization of training sessions and workshops and the designation of a national coordinating body – the Ministry of Economic Planning and Development. The Ministry works closely with other sectoral ministries,
parastatals and NGOs. It is envisaged that Cabinet will approve the country’s second generation PRS – the Economic and Development Growth Strategy, which has a five-year timeframe, in 2006. Improvements to the second generation PRS relates to design and implementation modalities.

**PRS and long-term development strategy**

The PRS is embedded in the country’s Vision 2020, which has a timeframe of 20 years and was approved by Cabinet in 1998.

**PRS priorities**

The PRS addresses the following, as priorities:

- Sustainable and pro-poor economic growth;
- Human capital development;
- Improving the quality of life of the most vulnerable; and
- Good governance

**Integration of the three pillars of sustainable development**

The PRS integrates the three pillars of sustainable development.

**Linkages between the Vision 2020, the NSSD and the PRS**

The links facilitate efforts to achieve socioeconomic development, with the aim to minimizing poverty and enhancing environmental sustainability.

**The NSSD and the MDGs**

Malawi’s NSSD addresses the MDGs as follows:

<table>
<thead>
<tr>
<th>MDG</th>
<th>NSSD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eradicate extreme poverty and hunger</td>
<td>Reduce hunger from 65% to 33%, and food-insecure households from 60% to 20%, by 2015.</td>
</tr>
<tr>
<td>Achieve universal primary education, promote gender equality and empower women.</td>
<td>Improve access and equity to quality education for all children at all levels, focusing on the special needs and education of girls.</td>
</tr>
<tr>
<td>Reduce child mortality and improve maternal health.</td>
<td>Reduce child mortality rates by 66% by 2015, and reduce maternal mortality rates by 75%, by 2015.</td>
</tr>
<tr>
<td>Combat HIV/AIDS, malaria and other diseases.</td>
<td>Reduce HIV seroprevalence and deaths due to HIV/AIDS related illness, and to reduce morbidity and mortality in the general population due to infectious diseases.</td>
</tr>
<tr>
<td>Ensure environmental sustainability.</td>
<td>Issues such as biodiversity, energy, sanitation and water, and human settlements with respect to urban slums, are being addressed.</td>
</tr>
<tr>
<td>Develop a global partnership for development.</td>
<td>Support of development partners to complement government’s efforts in addressing issues raised in the NSSD has been enlisted.</td>
</tr>
</tbody>
</table>
Level of involvement of the Ministries of Finance and/or the Planning Commission and budget support received

The Ministry of Economic Planning and Development ensures that projects developed address priority issues contained in the NSSD, and that the budget supports their implementation.

Challenges and needs

The following challenges and needs are identified:

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Institutional challenges with respect to coordination on implementation; and</td>
<td>• Definition of institutional structure; and</td>
</tr>
<tr>
<td>• Financial support to facilitate implementation of the strategy.</td>
<td>• Financial support to implement and strategy.</td>
</tr>
</tbody>
</table>

7. Mauritius

Status and process of development and implementation of NSSD

Mauritius’s Ministry of Finance and Economic Development approved the country’s NSSD – “Reform Strategy”, in 2006. The NSSD has a five-year timeframe and its development process included multi-stakeholder consultations, the organization of training sessions and workshops and the designation of a national coordinating body—The Ministry of Finance and Economic Development. Implementation commenced in 2006, and is overseen by the same Ministry. In executing this mandate, the Ministry works closely with sectoral ministries.

Mauritius’s NSSD process entails revising/updating existing policies, strategies and plans, as well as developing separate strategy documents. Prior to the Reform Strategy, The Third Millennium, which was the NSSD for the period 1999-2005, provided the guideline for economic development. When it was no longer relevant to meet the urgent economic imperatives, the Reform Strategy was formulated. The Reform Strategy document took into consideration the need to update policies, strategies and plans governing each sector of activity of the economy.

NSSD priorities

The NSSD addresses the following priority areas:

- Economic Development- sugar sector, non-sugar sector, fisheries, land-based oceanic industry, tourism, manufacturing, information, communication technology, transport (including ports, airports and congestion management);
- Environmental Management- water, wastewater, solid waste management, energy, land administration and management, improving land planning, beach erosion, degradation of watersheds, air quality standards for industrial emissions and biodiversity); and
- Human Development – training, education, health, poverty reduction, ICT and transport.
Integration of the three pillars of sustainable development

Although separate action plans are developed for each sector, the interlinkages between the three pillars are analysed in an integrated manner. Furthermore, the environmental impact assessment process is applied to all major development activities.

Implementation process- specific actions and key players

The Reform Strategy spells out the reform program to facilitate integration of Mauritius into the world economy. The reform programme has eight poles and four planks. The eight poles, which define the scope of the reform programme, are (i) investment facilitation; (ii) opening up the economy; (iii) labor market reform; (iv) social policies; (v) controlling wastages and securing efficiency gains in the public sector; (vi) fiscal consolidation and discipline; (vii) tax reform; and (viii) widen access to economic opportunities. The reform programme will be pursued in the context of government’s prior commitment to make Mauritius a duty free island over a period of three years.

Monitoring and evaluation

The NSSD is monitored on a regular basis, but evaluation is yet to be done, since implementation only commenced in 2006. Indicators contained in the NSSD include: number of social housing units constructed; number of small firms created; training and re-skilling; special programmes for unemployed women; creation of tourist villages; assistance for outsourcing and support for development of new entrepreneurs and SMEs; and poverty reduction. In addition, indicators for each sector are being developed in the preparation of the MTEF. In the environment sector, a core set of 32 Environmental Indicators has been developed for monitoring and evaluating environment-related programmes. Therefore, the indicators represent a set of indicators for sustainable development.

The prevailing economic imperatives (unemployment, inflation, debt servicing, triple shocks, which have affected the economy—rising oil prices, reduction of 37 per cent of sugar prices and dismantling of the multi-fibre agreement), informed the design of the current NSSD- The Reform Strategy.

Poverty Reduction Strategy

Specific groups have thus remained marginalized, despite the fact that Mauritius is a Welfare State with free health and free education services, as well as an impressive array of social services and safety nets and although considerable progress has been achieved on the economic front over the past two decades. According to the latest Poverty Analysis report released by the Central Statistics Office (CSO), the groups with highest percentage of poor and thus most vulnerable, are divorced/separated householdheads, elderly living alone, one-person households, female-headed households and households whose heads never attended school.

A major initiative in the 2006/2007 budget (incorporating the NSSD), is the adoption of a bold Economic Empowerment Programme, which is being implemented with the support of the private sector to undertake critical activities, namely:

- Land for social housing;
- Land for small entrepreneurs;
- A workfare programme emphasizing training and reskilling;
Special programmes for unemployed women;
Setting up of tourist villages;
Assistance for outsourcing; and
Support for development of new entrepreneurs and SMEs.

Over the next five years, Government will be spending some MUR 5 billion to implement this programme, which is intended to provide long-term answer to the poverty problem. Basically, it will empower the citizens to enter the labour force with confidence, empower them to set up micro and small enterprises, to acquire new skills and training, knowledge and expertise, and empower them to stand on their own feet in a world where globalization and competition will continue to challenge the resourcefulness of individuals and of the nation.

The Decentralized Cooperation Programme (DCP), operational as from March 2006, is also a poverty alleviation programme, to the tune of Euro 16 M, with a grant of Euro 13.5 from the European Commission (EU). The overall objective of the DCP is the alleviation of poverty through the capacity-building of Non-State Actors and job creation through support to SMEs. The DCP covers a wide range of activities including, technical assistance, training, reskilling and capacity-building, research and awareness raising.

The Economic Empowerment Programme integrates the economic, social and environmental pillars of sustainable and is embedded in the NSSD. Previous poverty reduction programmes include:
- Trust Fund for the Social Integration of Vulnerable Groups;
- Action Plan for Poverty Alleviation;
- Micro Project Programme for Poverty Alleviation - “A Nou Diboute Ensam”;
- Rural Diversification Programme; and
- Fight Against Exclusion-“Lévé Déboute” programme.

Great emphasis was placed on participatory approaches and community involvement in order to strengthen the capabilities of the poorest segments of the population, by providing resources, credit, training and empowerment.

**Long-term Vision Document**

The National Long-Term Perspectives (NLTPS) document of Mauritius- The Vision 2020 was adopted in 1997, to provide a framework for long-term development in Mauritius. The NLTPS is a vision for what Mauritius could become by the year 2020 and makes projections for a 20-year period. The NSSD provides a programme of action over the short and medium-term to achieve the vision.
The NSSD and the MDGs

The NSSD together with its various programmes and action plans, including sectoral ones, adequately address the MDGs.

<table>
<thead>
<tr>
<th>MDG</th>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eradicate extreme poverty and hunger</td>
<td>Economic Empowerment Programme and the Decentralized Cooperation Programme.</td>
</tr>
<tr>
<td>Achieve universal primary education</td>
<td>Education reforms to restrict the number of school dropouts and enhance the employability of the poor. Pre-vocational training to allow more students simultaneously pursue formal education and necessary work training. Legislation enacted to make schooling compulsory up to the age of 16 years in order to improve knowledge level and employability.</td>
</tr>
<tr>
<td>Promote gender equality and empower women</td>
<td>Economic Empowerment Programme: Government’s priority in the coming years is to tackle the problem of unemployment, enhance job prospects, including for unemployed women, especially reskilling redundant female workers of the textile industry, and improve economic growth. The Economic Empowerment Programme aims primarily to broadening the circle of opportunities for the entire population. A multi-pronged approach is envisaged to deal with the constraints to enhance capacity in key areas, train and recycle labour and develop required skills, support the disadvantaged, promote SMEs activities and boost private investment.</td>
</tr>
<tr>
<td>Reduce child mortality</td>
<td>The upgrading of existing infrastructures, the construction of new buildings, the introduction of new services and the provision of high-tech medical care that cater for child mortality, improve maternal health and combat Communicable and Non-Communicable Diseases (NCD). Recruitment of a significant number of both medical and paramedical personnel. Life expectancy at birth has improved to 68.4 years for males and 75.4 for females. In the evolving new health system, public resources would be largely spent on primary and preventive health care towards guiding life-style changes best suited for improving average health conditions.</td>
</tr>
<tr>
<td>Improve maternal health</td>
<td></td>
</tr>
<tr>
<td>Combat HIV/AIDS, Malaria and other diseases</td>
<td></td>
</tr>
<tr>
<td>Ensure environmental sustainability</td>
<td>The National Environmental Strategy, 1999-2010 aims at controlling pollution, promoting clean technology, educating people to be environmentally conscious, conserving resources and protecting the local and global environment. Government intends to revisit the Environmental Protection Act to ensure better compliance to environmental laws and standards. Specific projects are being implemented to promote conservation, sustainable use and development of the coastal zone. A sustainable approach to solid waste management has also been adopted to consolidate existing facilities, provide new ones, and reduce waste for disposal through waste minimization measures such as composting and recycling. In addition, Government, with the support of donors, has embarked on a major programme to develop more modern sewerage infrastructure and treatment of wastewater.</td>
</tr>
<tr>
<td>Develop a global partnership for development</td>
<td>The assistance of foreign donors will be sought to implement the economic reform strategy of Government. Already, Mauritius is benefiting from substantial financial and technical assistance from a number of foreign donors, like the EU, the ADF, the IFAD, the Government of India and People’s Republic of China, amongst others. Consultations have been held with various foreign parties to finance forthcoming infrastructure and development projects.</td>
</tr>
</tbody>
</table>

Level of involvement of the Ministries of Finance and /or the Planning Commissions and budget support received

The Ministry of Finance coordinates the NSSD development and implementation process. The NSSD receives budget support. The Ministry has put in place the MTEF, which is being implemented as part
of an ongoing budget reform programme. The Framework puts focus on results and allows for greater transparency in the management of public funds. The MTEF methodology has been applied in five critical sectors of high investment, namely Education and Training, Health, Social Security, Environment and Public Infrastructure.

Challenges and needs

Challenges

- Develop measures to face the triple shocks that threaten to aggravate the present economic situation
- Reduce the budget deficit
- Sustain debt servicing
- Fiscal consolidation
- Improve the investment climate
- Mobilize FDI
- Restructure the economy
- Identify priority areas in each sector
- Categorize priority sector

Needs

- A dedicated team
- Co-operation from line ministries and each sector of the economy
- Consensus on priorities

Country’s Views on the 2005 World Summit National Development Strategy-related Resolution

The Blueprint for achieving sustainable development in SIDS is the Barbados Programme of Action, of which the Mauritius Strategy is an outcome. The Mauritius strategy includes all internationally agreed development goals, including the MDGs. Mauritius is committed to the MDGs and aims to come up with a more adapted version of the MDGs that would reflect the specificities of SIDS.

8. Morocco

Status and process of development and implementation of NSSD

Morocco is in the process of developing its NSSD. The development process includes multi-stakeholder consultations and the organization of training sessions and workshops. A series of preparatory meetings were held in September 2005, with the support of international experts. The National Environment Council will meet in 2006 to follow up on the outcomes of the 2005 meetings. All partners and actors concerned with sustainable development will be involved.

Morocco’s NSSD process entails revising/updating existing policies, strategies and plans to incorporate key characteristics of NSSD, as well as developing a separate strategy document. The NSSD will be developed in the form of a document, which contains the sectoral orientations that will be used to update the existing policies, strategies or plans.
Strategy components that could contribute to a NSSD

Morocco has many strategies and plans within the environment, social and economic sectors that can contribute to the development of its NSSD. For example, the National Strategy for the Protection of the Environment and for Sustainable Development, and the National Environmental Action Plan, adopted by the National Environmental Council, in 1995 and 2002 respectively, address priority environmental and natural resources issues. The Economic and Social Development Plan adopted in 1999, by an Inter-Ministerial Commission, addresses priority issues in the economic, social and environmental fields.

Poverty Reduction Strategy (PRS)

A Steering Committee chaired by the Prime Minister adopted Morocco’s PRS, known as the National Initiative for Human Development (INDH in French), in 2005. The PRS has a five-year timeframe (2005-2010) and its development process included multi-stakeholder consultations, organization of training sessions and workshops, as well as the establishment of a Steering Committee, as the national coordinating body. The Steering Committee was established in 2005 and is composed of the Royal Cabinet, the Prime Minister’s Office, government agencies and experts.

PRS and long-term development strategy

The INDH is not embedded in a long-term development strategy.

PRS priorities

The INDH has the following objectives:

- To strengthen human resources development; and
- To fight poverty, exclusion and unemployment.

The Initiative tackles the following priority issues:

- Rural poverty;
- Social exclusion in the urban environment;
- Unemployment; and
- Support to, and strengthening of local government initiatives and actions with impacts at the grassroots level. This is being implemented as a cross-cutting programme.

Integration of the three pillars of sustainable development

The INDH addresses the three pillars of sustainable development in an integrated manner.

Long-term Vision Document and linkages with the INDH and other strategies and plans

Morocco’s long-term vision document- 50 years of human development in Morocco and prospects for 2025 (Horizon 2025), was adopted in 2005 by the Government.
The report provides a knowledge base of development trends in Morocco, and presents arguments that stimulate debate. This was done by documenting lessons learned and by indicating pathways of reflection for the coming two decades, with the participation of the general population. The report is complemented by a graphic illustration of 50 years of development. The atlas is a visual illustration of Morocco’s progress since independence, using about a hundred key development indicators. It is not exhaustive, but addresses those thematic areas that are deemed most important.

Horizon 2025 places emphasis on the sustainability of policies, strategies and plans, as well as the following priority issues: improvement of the quality of life of all peoples; generation of employment, access to basic services like health and schooling, sustainable management of natural resources and a competitive economy.

The INDH and the MDGs

The INDH takes into account the eight MDGs through various programmes and initiatives of government, local communities, as well as NGOs that are directly affected.

Level of involvement of the Ministries of Finance and/or the Planning Commissions and budget support received

Morocco’s NSSD is in the preparatory phase, and the Planning Commission and the Ministry for Finance will be involved in its development. Its development and implementation will be supported by the national budget and supplemented by donors.

Challenges and needs

Challenges and needs are specified in the table:

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To fight poverty, unhealthy human settlements, promote social security and generate employment;</td>
<td>• Team of specialized experts;</td>
</tr>
<tr>
<td>• To strengthen competitiveness, promote investments, exports and new technologies;</td>
<td>• Involvement of civil society;</td>
</tr>
<tr>
<td>• To better manage solid wastes, improve treatment of sewage, sustainably manage fresh water resources, adapt to climate change, control air pollution and better enforce environmental regulations;</td>
<td>• Sensitization of the general public;</td>
</tr>
<tr>
<td>• To strengthen the institutional, legal, regulatory, and technical frameworks to better manage natural disasters;</td>
<td>• Establishment of commissions or working/thematic groups, at the national and regional levels; and</td>
</tr>
<tr>
<td>• To strengthen the role of communities in land management; modernize land tenure systems and scale-up the fight against land speculation;</td>
<td>• Organization of national workshops – (launch, thematic, review and final workshop).</td>
</tr>
<tr>
<td>• To advance cultural heritage and the culture of sustainable development;</td>
<td>• To improve governance at various levels and in all branches of industry; and</td>
</tr>
<tr>
<td>• To strengthen Morocco’s achievements in regard to its international commitments.</td>
<td></td>
</tr>
</tbody>
</table>
Country’s Views on the 2005 World Summit National Development Strategy-related Resolution

Morocco launched the process of implementing Agenda 21 by adopting a National Strategy for the Environmental Protection and Sustainable Development, as well as a NEAP. The country has also initiated actions in order to realize sustainable development objectives, indicating the country’s commitment to implementing WSSD resolutions. The NSSD development process has been delayed due to a number of difficulties. However, relevant government departments, public bodies, NGOs and the private sector will support the process. This will entail the review of existing strategies, plans and programmes, in order to identify those that are truly strategic in nature, for detailed analysis and evaluation. This is with a view to putting in place a coherent instrument that guarantees continuity. The 2005 World Summit national development strategy-related resolution will, therefore, be implemented through the NSSD that is in the process of being developed.

9. Mozambique

Mozambique’s NSSD- the Environmental Strategy for Sustainable Development (ESSD) is yet to be approved. The process of its development included multi-stakeholder consultations, training sessions and workshops. The Ministry for the Coordination of Environmental Affairs oversaw the development of the NSSD.

NSSD priorities

Mozambique’s NSSD identifies the following priorities:
- Ecosystems (natural resources protection and management);
- Urban environment (urban planning, water supply, sewage, waste and recreational infrastructures);
- Atmospheric pollution (environmental and human health);
- Population (health, well being, knowledge and culture, communities and governance);
- Integration of the NSSD at local, regional and international levels (governance and commitment to the process of environmental decision-making); and
- Global environmental governance.

Integration of the three pillars of sustainable development

Integration is achieved through the country’s PRS, which used the NSSD to mainstream environmental issues.

Monitoring

The NSSD defines that monitoring will be done with the help of indicators, but these are still in the process of being developed. However, the PRS contains indicators that cover the different dimensions of sustainable development.
PRS and long-term development strategy

Mozambique’s Cabinet approved the country’s first generation PRS in 1999. The Strategy spans six years (1999-2005) and its process of development included multi-stakeholder consultations, training sessions and workshops. The country’s second generation PRS (2006-2009) has been developed and is awaiting Cabinet approval. The Ministry of Planning and Development was designated as the national coordinating body for the PRS process. The PRS is embedded in the country’s Agenda 2025.

Improvements to the second generation PRS over the first include:
Adoption of a more participatory approach during the process of elaboration;
Definition of priorities based on recognized pillars; and
Integration of more areas as cross-cutting: de-mining, natural disasters, food security and rural development.

PRS priorities

Mozambique’s PRS addresses the following priorities:
- Poverty reduction/macroeconomic management;
- Economic development – agriculture and infrastructures;
- Good governance; and
- Cross-cutting issues (environment, gender, de-mining, HIV/AIDS, natural disasters, rural development).

Integration of the three dimensions of sustainable development

The PRS addresses the three pillars of sustainable development. The NSSD was used as one of the sources for mainstreaming environmental.

Long-term Vision Document

Mozambique’s Parliament approved the country’s 2025 Vision Agenda in 2003. The Vision spans 25 years.

Linkages between the Agenda 20-25, NSSD and PRS

The NSSD, PRSP and other strategies and plans operationalize the Agenda 2025, within which framework they are developed.

The PRS and the MDGs

The MDGs are addressed in the context of well-defined pillars, for example, human capital, economic development and good governance. The goals are tailored to match existing capacities and are measured through targets set by parliament at the time of approving the annual social and economic plan and budget of government.
Level of involvement of the Ministries of Finance and/or the Planning Commissions and budget support received

The Ministry of Planning and Development and the Ministry of Finance are members of the National Council for Sustainable Development, which should endorse the NSSD before its approval by Cabinet. NSSD implementation will be supported by the national budget upon approval, since all plans should be integrated in the normal process of planning and budgeting, to ensure their implementation.

10. Senegal

Status and process of development and implementation of NSSD

Senegal’s National Commission for Sustainable Development (NCSD) adopted the country’s NSSD, in 2005. The Strategy has a nine-year timeframe (2007-2015), and its development process included multi-stakeholder consultations, the organization of training sessions and workshops and the establishment of the Technical Secretariat for Sustainable Development (STDD in French) in 2005, to coordinate the process. The STDD is under the Ministry of Planning and Sustainable Development. It should be noted that the Directorate of the Environment under the Ministry of Environment and Nature Protection, was in charge of coordination before the STDD took over.

The STDD is composed of a coordination agent and sectoral agents working in the environment, economic and social sectors. All technical ministries are represented in the NCSD, and in Regional Commissions for Sustainable Development (CRDD in French) through regional technical services. The NCSD is composed of four sub-commissions: a sub-commission on orientation and evaluation, chaired by the Ministry of Planning and Sustainable Development; a sub-commission on the environment, chaired by the Ministry of Environment and Nature Protection; a sub-commission on project financing, chaired by the Ministry of Economy and Finance; and a sub-commission on science and technology, chaired by the Ministry of Scientific Research. Major groups and consultants (consultancy firms or independent consultants), in research and evaluation-related work support the body.

Senegal’s NSSD process entailed the development of a distinct strategy document.

NSSD priorities

- Senegal’s NSSD addresses issues pertaining to the three pillars of sustainable development. The six strategic pillars are:
- Increase in the level of education and sensitization of actors;
- Promotion of sustainable production and consumption patterns;
- Good governance, cooperation between partners;
- Harmonious and balanced development policies; and
- Measurements and actions that support the attainment of the MDGs.

Integration of the three pillars of sustainable development

The three pillars of sustainable development are well integrated in the six strategic pillars of the NSSD.
Monitoring and evaluation

The NCSD comprises sub-commissions charged with M&E, under the coordination of the STDD. The sub-commissions will work with focal points of technical ministries and major groups, on projects and programmes identified in the NSSD. Indicators will be used in monitoring progress and these have been specified in the NSSD. Each strategic pillar is broken down into strategic objectives and action points with corresponding indicators. The indicators represent a set of indicators for sustainable development. They cover the economic, social, environmental and institutional dimensions.

Poverty Reduction Strategy

A PRS, which was adopted by Senegal’s Council of Ministers in 2003, is currently being implemented. The PRS has a three-year timeframe (2003-2005), and its development process included multi-stakeholder consultations, training sessions and workshops and the establishment in 2003, of a national coordinating body – the Cell on Monitoring the Fight Against Poverty (CSPLP in French). The Cell is composed of a coordinator, experts, an administrative and financial department and corresponding personnel. Senegal has developed its second generation PRS (2006-2008), and it is currently awaiting approval. Areas such as gender, environment, employment and social protection have been strengthened in the second generation PRS.

PRS and long-term development strategy

The PRS is embedded in Senegal’s long-term vision document- Senegal 2015. The Vision has a 25-year timeframe and was adopted in 1989, by the Council of Ministers.

PRS priorities

Senegal’s PRS addresses the following priority areas:

- The creation of wealth;
- Capacity strengthening and basic social services;
- Improvement of the living conditions of vulnerable groups; and
- Issues relating to implementation and the financing of activities.

Integration of the three pillars of sustainable development

The PRS integrates the three pillars of sustainable development. Within the framework of wealth creation, agricultural and other sectors of the rural economy, the craft industry and services occupy important places. Activities are often directly related to the exploitation of natural resources (land, water, forests, etc.), on which pressure is exerted. The reduction of this pressure is one of the objectives of the PRS.

Long-term Vision Document and Linkages with the NSSD and PRS

Work on updating Senegal-2015 commenced in 2005. This will result in the development of a document entitled “Prospective Study of Senegal- 2025”, in 2007. This will serve as the framework docu-
ment for the five-year Plan on the Orientation of Economic and Social Development, 2008-2013. Senegal-2015 is characterized by the image of tomorrow’s society, which the country intends to build during the stated period (a generation). To reach this level of development, the country chose among various alternatives, a global and sectoral strategic scenario, to be implemented in successive stages and which constitutes the national economic and social development plans. These Plans define the orientations and set general quantitative and qualitative objectives, which will be broken down to sectoral policies and operational action plans. The PRS aims to improve living and working conditions of the poor (those living below the poverty threshold, as defined by the World Bank). The Strategy is transversal and it defines objectives that target wealth creation and the improvement of basic social services, which are taken into account, and implemented in sectoral policies and action plans. The NSSD is the integration framework, which is premised on the respect for sustainability principles- harmonious development, ecologically rational, economically efficient and socially equitable. The orientations and objectives set by the NSSD will be respected and integrated in strategic planning, irrespective of the level (national, sectoral, regional and local).

The NSSD, GPRS and the MDGs

NSSD:

Strategic pillar number six entitled, 'strengthening of measures and actions that contribute to the attainment of the MDGs’, demonstrates that the MDGs are integral to the NSSD. The eight objectives, together, are at the heart of sustainable development and are situated in the strategic pillars of the NSSD, which go beyond the MDG framework considered in the national plan. For example, the NSSD has strategic objectives such as: strengthening the integrated management of transboundary resources; strengthening the linkages between development programmes and regional planning; ensuring success in decentralization; and strengthening of principles and mechanisms of good governance for sustainable development. Distinct indicators are linked to these specific objectives.

PRS:

Long before the development of the PRS and the Millennium Declaration, Senegal had put in place many sectoral strategic plans such as the plan for integrated health development (PNDIS, in French), the development plan for education and training (PDEF, in French), among others. These sectoral plans provided the materials used in developing the PRS, which reintegrates the programmes and objectives of sectoral policies. Following the Millennium Declaration, the PRS entered into an adjustment process to integrate the MDGs. This entailed a process of harmonizing the PRS with the MDGs, achieved by strengthening diagnosis through sectoral working groups and readjusting programmes and projects in line with the MDGs.

Level of involvement of the Ministries of Finance and/or the Planning Commissions and budget support received

The Ministry of Planning and Sustainable Development coordinated the development of Senegal's NSSD. In addition, the PRS, which forms an integral part of the NSSD, was led by the Ministry of Economy and Finance. UNDP supported the NSSD process through the Capacity 2021 project, which ended in 2005. Currently, the process has slowed down and is only supported through the Ministry’s resources.
Challenges and needs:

Challenges and needs are specified in the table below:

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Nature Protection (water, soil and air) through the promotion of sustainable production and consumption, particularly in the agriculture, livestock, fisheries, and industrial sectors (mining, agroprocessing, chemical); and • Transport, human settlements, and promotion of new and renewable energy, to reduce the pressure on forests, which provide 60 per cent of domestic energy needs.</td>
<td>• Financial assistance for the effective functioning of the STDD; and • Technical and financial assistance in the form of project support for the implementation of the NSSD, (development and implementation of an action plan).</td>
</tr>
</tbody>
</table>

Country’s Views on the 2005 World Summit National Development Strategy-related Resolution

Senegal completed the development of its NSSD in 2006. Following its adoption, the country will put in place administrative and legal instruments for its implementation by 2007, during which time the 11th National Development Plan will be in the development stage. The National Plan will therefore, integrate the strategic pillars of the NSSD, and provide it with global, sectoral and regional orientations. The sectoral policies, strategies and action plans will take into account subregional, regional and international settings, as well as Senegal’s commitment to the respective areas. Regarding the MDGs and the Millennium Change Account (MCA), Senegal is considered a pilot country in the search for concrete and positive results. Important documents produced for these programmes have been highly appreciated by development partners. A National Steering Committee, chaired by the Ministry of Planning and Sustainable Development, has been established to coordinate this work.

In addition to the above, the agreed international goals and objectives, including the MDGs, are all integral to sustainable development, given that they address concerns that cut across the three pillars. In Senegal, in addition to the NSSD, many strategies and planning processes in the environment, economic and social sectors, have taken into account agreed international goals and objectives.

11. Sierra Leone

Sierra Leone has not taken any action to develop a NSSD. The country emerged from a bloody decade-long conflict, which only ended in 2002. As a post-conflict country, there are many competing priorities and processes, with poverty being a key challenge. This compelled the country to focus on the development and implementation of a PRS. Sierra Leone’s PRS addresses the country’s development concerns in their entirety, and is a vehicle for achieving the MDGs. The country is committed to meeting the commitments contained in the JPOI and planned to commence developing its NSSD in 2006. Until the development of its NSSD is accomplished, the PRS, which addresses the three pillars of sustainable development, is considered the country’s NSSD.
Poverty Reduction Strategy


PRS and long-term development strategy

The PRS is embedded in Sierra Leone’s Vision 2025, which has a timeframe of 22 years (2003-2025), and was adopted by Parliament in 2003.

PRS priorities

PRS priorities are: good governance; peace consolidation; national security; food security; infrastructure development; private sector development; human development (education, health care delivery, water and sanitation); and cross-cutting issues such as environment, HIV/AIDS, youth issues, gender equality and empowerment.

Integration of the three pillars of sustainable development

The PRS integrates the three pillars of sustainable development. During the review process, the inter-linkages between the three pillars were brought out and addressed accordingly.

Strategy components that could contribute to a NSSD

Sierra Leone’s Cabinet approved the country’s Environmental Action Plan in 2002. The Plan, which is the local Agenda 21, can contribute to the development of a NSSD. It is the natural resources framework document and addresses the following, among others: urban environment management; gender and the environment; poverty and the environment; and environmental education and training.

Long-term Vision Document and its linkages with the PRS

Sierra Leone’s Parliament approved the country’s long-term vision document in 2003. The Vision has a 22-year timeframe and is being implemented through short to medium-term programmes such as the PRS and MTEF.

The PRS and the MDGs

The MDGs have been localized in the PRS, whose priorities are fully aligned to the MDG targets: pillar 1 of the Sierra Leone’s PRS addresses issues of good governance, security and peace building and is linked to MDG 8; pillar 2 aims to promote pro-poor policies for food security and job creation and is linked to MDGs 2, 3, 4, 5, 6 and 7. The PRS indicators are therefore linked to the MDG indicators.
Challenges and needs

The country’s challenges and needs regarding the development of a NSSD are identified as follows: Challenges include inadequate institutional and human capacity and financial resource constraints; and

Needs relate to technical assistance and financial resources.

Country’s Views on the 2005 World Summit National Development Strategy-related Resolution

The MDGs have been adequately catered for in the PRS, which also takes into account the three pillars of sustainable development.

12. South Africa

Status and process of development and implementation of NSSD

South Africa is in the process of developing its NSSD. The process includes organizing multi-stakeholder consultations, training sessions and workshops. The Intergovernmental Steering Committee (ISC), composed of ministries and departments at the central, provincial and local government levels, was established to act as a sign off and play a foresight role in the NSSD development process. A decision was also taken for the NSSD process to be overseen by a cluster of Director-Generals. The Employment and Investment Clusters and the International Relations Cluster were mandated to jointly oversee the process. However, the challenge has been to establish a political oversight committee at ministerial level.

South Africa’s NSSD is not understood to be a new ‘super policy’, but rather a framework that builds on existing programmes and strategies. The NSSD will strengthen existing planning frameworks by lengthening the time horizon, and specifically, by identifying long-term trends that may influence (positively or negatively), the intended development outcomes.

The implementation of the NSSD is expected to be coordinated through established Government structures. A number of bodies in South Africa are responsible for monitoring government’s performance on delivering development objectives. There are clusters (of Director-Generals of departments with related mandates) and cabinet committees (ministers) that address social, economic, governance, justice and international issues. Two clusters, in particular, address sustainable development (social and economic), and are supported by an Intergovernmental Sustainable Development Task Team to oversee the implementation of the JPOI and coordinate South Africa’s performance in relation to WSSD Agreements.

NSSD priorities

The NSSD identifies the need to focus on the following priority areas for strategic interventions:

- Sustaining ecosystems and using natural resources efficiently;
• Investing in sustainable infrastructure;
• Creating sustainable communities;
• Enhancing systems for integrated planning; and
• Building capacity for sustainable development.

Integration of the three pillars of sustainable development

The NSSD intends to address synergies and tensions at the interface of social, economic and environmental priorities.

Strategy components that could contribute to a NSSD

Key instruments that give strategic direction to development efforts include the following: (i) at national level, the National Spatial Development Perspective (the NSDP) and national sector department priorities and plans; and (ii) at provincial level, the Provincial Growth and Development Strategies (PGDS). The NSDP provides a framework to guide the future development of the national space economy and the PGDS provides the overall framework, strategic direction and scope for development within a province. South Africa has also developed a strategy that outlines South Africa’s response to the targets set out in the JPOI.

Poverty Reduction Strategy

One of the foremost sustainable development challenges of the country is addressing the consequences of the South African social transition, including interventions to address the Two Economies Paradigm and create an improved focus on spatial development. In this regard, the Accelerated and Shared Growth Initiative of South Africa (AsgiSA) launched in 2006, has as one of its key objectives halving unemployment and poverty by 2014. The logic of South Africa’s major poverty eradication programmes is aimed at ensuring that the historically marginalized communities, in both urban and rural areas, benefit from government’s programme of social reconstruction and development. Therefore, part of the AsgiSA funds will be spent on accelerated infrastructure investment in underdeveloped urban and rural areas through existing initiatives, such as the Municipal Infrastructure Grant and the Expanded Public Works Programme, to improve service delivery in areas of the Second Economy.

Furthermore, a key NSSD priority area is creating sustainable economies, with the objective of: fostering employment creation and anti-poverty projects within a LED approach that is focused on the mobilization of existing resources, social networks, local savings and skills, with an emphasis on livelihoods derived from sustainability priorities such as waste recycling, alternative fuel production, solar and wind-based business opportunities, urban agriculture, local craft production, and biodiversity-based opportunities.

Long-term Vision Document and its relationship with the NSSD

The Presidency approved South Africa’s Vision Document, which has a 10-year timeframe, in 2004. It is envisaged that the NSSD will look beyond the 10-year horizon and provide strategic views on a 20–25 year horizon. It intends to build on existing programmes and strategies, extend the planning time horizon beyond 10 years to 20 years. The NSSD priority areas mentioned above also contribute to meeting the MDGs in South Africa.
The NSSD, and the MDGs

South Africa is committed to achieving the targets set out in the MDGs, which include amongst others, halving unemployment and poverty by 2014. AsgiSA, launched in 2006, focuses on meeting these goals. The NSSD priority areas mentioned above will contribute towards achieving the MDG’s and JPOI targets:

Level of involvement of the Ministries of Finance and /or the Planning Commissions and budget support received

The National Treasury of South Africa is a member of the ISC that was established to act as a sign-off, and play a foresight role in the NSSD development process. The national budget supports the development and implementation of the NSSD.

Challenges

The key challenge that has been experienced in the NSSD development process relates to the synchronization of activities with those of other policies and strategies being developed at the same time, so as to minimize policy conflicts and enhance integrated planning.

Specific challenges for South Africa’s bid to entrench sustainable development principles:

- How to address the consequences of the South African social transition, including interventions to address the Two Economies Paradigm and create an improved focus on spatial development;
- How to improve the regional environment, implement NEPAD and facilitate high growth rates in SADC;
- The lack of a common and consensual national vision;
- Policy implementation and integration issues;
- A bias in the Vision 2014 towards social and economic development, without integrating sustainability;
- Inadequate monitoring and evaluation of various plans and approaches;
- The need to strengthen capacity for sustainable local development;
- How to successfully move towards a longer-term view in development planning;
- The need for improved interactions between government and society; and
- Meeting basic human needs, while building the economy.

Country’s Views on the 2005 World Summit National Development Strategy-related Resolution

South Africa views this resolution as an elaboration of the JPOI requirement for the development and/or elaboration of the NSSD. In this regard, the country endeavours to include a holistic set of plans and/or recommendations towards achieving internationally agreed development goals, including the MDG’s. As a result, the NSSD should also satisfy the World Summit’s resolution.
13. The Gambia

Status and process of development and implementation of NSSD

The Gambia’s National Assembly in 1995, approved the country’s NSSD- Vision 2020. The Vision has a 25-year timeframe. Its development process included multi-stakeholder consultations, training and workshops and the establishment in 1995, of a national coordinating body – the Vision 2020 taskforce. This taskforce, which is chaired by the Permanent Secretary of the Department of State for Finance and Economic Affairs (DoSFEA), is broadly representational and comprises representatives from government ministries and agencies, NGOs, the private sector, donor agencies and academia. Implementation commenced in 1996 and is overseen by the same task force. The country’s NSSD process entails revising/updating existing strategies and programmes, rather than preparing a separate strategy document.

NSSD priorities

The NSSD addresses the following priority areas:

• Accelerating private sector development;
• Restructuring economic management;
• Developing the human capital base;
• Institutionalizing decentralized and democratic participatory government structures, processes and systems;
• Sustainable natural resource management; and
• Protecting the environment.

Integration of the three pillars of sustainable development

The Vision 2020 integrates the three pillars of sustainable development. The interlinkages between the three pillars have been adequately analysed and some components such as environment, gender, governance, HIV/AIDS and nutrition, are considered cross-cutting, and as such, are being mainstreamed into sectoral polices and programmes.

Implementation process- specific actions and key players

The Vision 2020 is being implemented through three national strategies, namely; the Strategy for Poverty Alleviation (1994) - now the PRSP, the MTP and the GEAP, which pursue short to medium-term goals. The key actors are, sectoral ministries and departments, the private sector, civil society (including NGOs and CBOs) and development partners.

Monitoring and evaluation

The Vision is monitored regularly. Monitoring is by yearly progress reports and policy cycle reviews. The review cycles are, three years for the PRSP, four years for the GEAP and five years for the MTP. The Vision is evaluated at regular intervals- the last was done in 2005.
The NSSD sets long-term development objectives, and sectoral targets and indicators are set towards achieving these objectives. Indicators used in monitoring are therefore included in key sector policy documents. The PRSP and the MTP, being more comprehensive development frameworks, adopt these indicators. The achievement of sector targets is expected to contribute to the achievement of the Vision’s long-term development objectives. The indicators represent a set of indicators for monitoring and assessing sustainable development. They measure progress towards achieving short and medium-term targets in the social, economic and environmental sectors, as well as the long-term development objectives contained in the Vision.

Six years after its adoption, and following a series of annual reports and cyclical reviews on progress made in realizing the country’s Vision, it was concluded that a gap existed between the Vision and sectoral programmes. This was due to the absence of concrete actions to link the Vision with these programmes. Consequently, the Vision was revised to reflect developments and progress made since 1996. Furthermore, different sector agencies established outputs, targets and indicators to monitor implementation progress. In so doing, the National Vision has now been broken down into broad objectives and ideals that cut across functionally related sectors.

Poverty Reduction Strategy

The Gambia’s National Assembly also approved the country’s PRS in 2002. The PRS has a three-year timeframe and its development included multi-stakeholder consultations, training and workshops and the designation of a national coordinating body- the Strategy for Poverty Alleviation Coordinating Office (SPACO). SPACO was first established in 1994 to oversee the development and implementation of the then Strategy for Poverty Alleviation (SPA). SPACO is composed of a group of professional staff that work with government departments, development partners, NGOs and civil society at large, to coordinate poverty alleviation efforts in the country. The Gambia has developed its second generation PRS, which has a five-year timeframe (2006-2010) and was approved by the National Assembly, in 2006.

Improvements to the second generation PRS over the first, include:

- PRS mainstreamed into the MTP and timeframe increased from three years to five;
- PRS realigned targets towards achieving the MDGs;
- Community participation reinforced through the institutionalization of existing participatory approaches; and
- A functional M&E system for poverty reduction and the MDGs established.

PRS and long-term development strategy

As mentioned above, the PRS is one of the national development strategies that operationalizes the country’s NSSD- the Vision 2020, which embeds it.

PRS priorities

The PRS addresses the following priority areas:

- Agriculture, natural resources and environment;
- Education and health;
- Nutrition, population and HIV/AIDS;
- Infrastructure development;
National Strategies for Sustainable Development in Africa

- Social fund for poverty reduction and poverty reduction dialogue forum;
- ICT research and development;
- Decentralization and Local Government Authority (LGA) capacity-building;
- Government and civil service capacity building programmes;
- Support to cross-cutting poverty programmes; and
- Implementation and monitoring of SPA II.

Integration of the three pillars of sustainable development

The PRS addresses the three pillars of sustainable development in an integrated manner. Analysis of the interlinkages resulted in cross-cutting issues like environment, gender, HIV/AIDS, population and nutrition being mainstreamed in the PRS.

The Vision 2020 and linkages with the PRS

The Vision 2020- the Gambia’s NSSD sets the country’s long-term development goals and ideals, while the PRS, MTP and the GEAP are means to achieving the Vision. The PRS is situated within the fourth priority area of the Vision, while the MTP is the strategy for the operationalization of the Vision. It is envisaged that the PRS will be incorporated into the MTP (the country’s NDP), in the very near future.

The NSSD, PRS and the MDGs

The PRS, MTP and the GEAP, which are the main vehicles for achieving the country’s NSSD- the Vision 2020, together, address the MDGs. In fact, the MTP and PRS are MDG focused. For example, the following priorities of the PRS are linked to the MDGs:

- Agriculture and natural resources & environment – MDGs 1 and 7
- Education and health– MDGs 2 and 4
- Infrastructure programmes - All
- Social fund for poverty reduction and poverty reduction dialogue forum – MDG1
- ICT Research and Development – MDG 8
- Decentralization and LGA capacity building – MDG 3
- Government and Civil Service capacity building programmes – MDG 3
- Support to cross-cutting poverty programmes (nutrition, population, HIV/AIDS, gender and environment) – MDGs 1, 3, 6, and 7
- Implementation and monitoring of SPA II - All

Level of involvement of the Ministries of Finance and /or the Planning Commissions and budget support received

The Secretary of State (Minister) for Finance and Economic Affairs chairs the HLEC, which cleared the Gambia’s NSSD- Vision 2020 before it went to Cabinet, then to the National Assembly for final approval. The Permanent Secretary of the Ministry chairs the Vision 2020 Taskforce, which coordinated the development of the Vision and now oversees its implementation. Additionally, the Ministry is the lead agency responsible for the development of the MTP and the PRS, which are two major vehicles for operationalization of the Vision. The budget supports the development and implementation of the PRS, MTP and the GEAP.
Country’s Views on the 2005 World Summit National Development Strategy-related Resolution

The Gambia’s NSSD – the Vision-2020, through the PRS, MTP and GEAP, adequately responds to the requirements of this resolution. However, its successful implementation calls for a functional strategic partnership based on mutual benefits and differentiated responsibilities, involving private sector agencies, professional and CSOs, local and international communities.

14. Tunisia

Status and process of development and implementation of NSSD


The development process of the Agenda included multi-stakeholder consultations, training and workshops, as well as the designation of a national coordinating body – the NCSD Secretariat, which was established in 1993. The Prime Minister chairs the NCSD, which is composed of representatives of government, members of parliament, chairpersons of national professional organizations, representatives of women, children and NGOs. Implementation commenced in 1998, and is also being overseen by the NCSD Secretariat.

Tunisia’s NSSD process entails revising/ updating existing policies and strategies to incorporate key characteristics of a NSSD and developing a separate strategy document.

NSSD priorities

National Agenda 21 priorities include:

- Identification of priority actions for sustainable development, based on the Agenda, for implementation within the framework of the ninth plan;
- Development of practical sectoral guides for sustainable development, which facilitate the implementation of sustainable development approaches in development sectors (agriculture, industry, tourism, fisheries and forestry);
- Engagement in local Agenda 21 processes- currently 100 cities and rural communities are engaged in this process;
- Development of regional programmes on environment for sustainable development, based on regional indicators for the improvement of living conditions; and
- Commencement of the process of promoting sustainable companies (industrial, tourism and agriculture).
Implementation process- specific actions and key players

Implementation is through economic and social development programmes, which translate the orientations of sectoral development policies. The local Agenda 21s equally constitute means to implement the National Agenda 21.

Monitoring and evaluation

The National Agenda 21 is monitored annually. Tunisia has put in place a database of indicators for sustainable development, comprising more than 420 indicators covering economic, social, environmental, health and institutional dimensions. The Tunisian Observatory for Environment and Development (OTEDD in French) manages this database, under the supervision of the Ministry of Environment and Sustainable Development. A series of 132 indicators are calculated annually in conformity with the recommendations of UNCSD.

From this, a set of 40 indicators for sustainable development was developed in 2003, and is used in evaluating sectoral and national level performance related to sustainable development. Indicators of integration are in the process of being developed to better entrench the interrelational approach among the three pillars. Tunisia also has a list of regional indicators linked to improving living conditions in the regions. These are also useful to measure development performance in those parts of the country and to identify priorities for future programmes. The indicators are not contained in the National Agenda 21, but will be included in the revised document.

The year of last evaluation was in 2005, during the last meeting of the NCSD and evaluation of the implementation of the presidential electoral programme and the 10th development plan. Evaluation has made the following possible:

- Identification of difficulties encountered during implementation and conducting studies to define the measures necessary to reduce those difficulties;
- Redirecting sustainability objectives to be achieved according to the evolution of the economic situation of the sector in question;
- Development of motivation tools for stakeholders engaged in sectoral processes relevant to sustainable development;
- Directing sensitization activities and the media to priority sectors, such as the efficient and rational utilization of energy; and
- Re-examination of policies.

Poverty Reduction Strategy

Tunisia has for more than 30 years, elaborated poverty reduction programmes, which are implemented through economic and social development plans. The poverty rate calculated on the basis of the ratio of the population living below the poverty threshold was 33 per cent in 1967 and four per cent in 2003. This is due to a policy of employment creation, supported by economic growth of five per cent on average per annum for the last 10 years, substantial welfare transfers from the national budget and the mechanism of solidarity put in place in Tunisia since the 1990s, which, together, have given impressive results. In Tunisia today, the issue of fighting poverty is becoming less of a priority; priority is accorded to the creation of employment for the youth.
The NSSD and the MDGs

- Access to drinking water is guaranteed for more than 95 per cent of the urban population and for 87 per cent of the rural population. A programme has been put in place to achieve 100 per cent coverage in urban areas by 2009 and 95 per cent in rural areas, by 2011.
- Access to the sewerage system in the urban areas is guaranteed for 78 per cent of the population.

Country’s Views on the 2005 World Summit National Development Strategy-related Resolution

The eight MDGs are among the priorities of the social and economic development plans of the country. The situation in Tunisia regarding the goals is relatively satisfactory and this will improve by the target dates set by the Millennium Summit.

Updating Tunisia’s National Agenda 21

Following the recent developments and the requirements of globalization and free exchange, Tunisia began the process of updating the National Agenda 21, using participatory approaches. The updating is being done within the framework of the development process of the eleventh development plan. To this end, the Tunisian common vision for sustainable development was elaborated and adopted by the NCSD in 2005. Public consultations and dialogue were undertaken at the professional level, to prepare the orientations for sustainable development for the decade 2007-2016. This orientation will be translated in concrete terms by the programmes of the eleventh plan, which will constitute the plan for the implementation of sustainable development in Tunisia. A General Directorate for Sustainable Development, established in 2006, within the Ministry of Environment and Sustainable Development, has been charged with coordinating the NSSD development process.

The Strategy to be developed will benefit from the rich experience of implementing National Agenda 21. It is envisaged that the Strategy will orient development actions towards an integration of the interrelationships. The balance to be achieved will depend on the emphasis placed on each pillar, the parties concerned and resources available. Each development action should, at the end, produce results in the economic, environmental and social sectors, which should be defined as objectives from the outset. The efficiency of each development action is dependent on the level of concrete realization of these results.

Priorities to be addressed by the NCSD will be based on the presidential electoral programme- “Tunisia of Tomorrow”

- Towards sustainable economic growth through integrated management of fragile natural resources that results in more benefits and translates into the well-being of citizens;
- For productive, sustainable and more competitive companies;
- Towards economic and social development sectors that are favorable to sustainable development, in order to strengthen competitiveness of the national economy that guarantees more immunity;
- Voluntary and more efficient environmental protection policy;
- Participation that is voluntary and broad-based and which engages citizens to be more conscious of the stakes and their roles in the march towards sustainable development; and
- Decentralization that reinforces the basis for good governance at the local level.
15. Uganda

Status and process of development and implementation of NSSD

Uganda’s Cabinet approved the country’s NSSD- the Poverty Eradication Action Plan (PEAP) in 2004. The PEAP, which has a three-year timeframe (2004/5 to 2007/8), represents the country’s third generation PRS. The first was implemented from 1997 to 2000 and the second, from 2001 to 2003. The PEAPs fit within Uganda’s long term Vision 2025. The NSSD development process included multi-stakeholder consultations, organization of training and workshops and designation of a national coordination body – the Ministry of Finance, Planning and Economic Development. The Ministry is also responsible for coordinating its implementation.

Uganda’s NSSD process entails revising/updating existing policies, strategies and plans to incorporate key characteristics of NSSD. On average, the PEAP is revised every three years. For example, the revision of the second PEAP included the development of the 2003 Poverty Status Report (PSR-2003). The PSR-2003 documented implementation progress and outstanding challenges. The three major stakeholder workshops organized during 2003 and 2004, brought together over 1000 stakeholders from central government, local government, the civil society and private.

NSSD priorities

Uganda’s PEAP addresses the following priorities:

- Restoring security, dealing with the consequences of conflict and improving regional equity;
- Restoring sustainable growth in the incomes of the poor;
- Addressing quality and dropout in primary education and planning for post-primary education, cutting mortality and increasing people’s control over the size of their families. These issues are being addressed under the human development pillar; and
- Using public resources transparently and efficiently to eradicate poverty

Integration of the three pillars of sustainable development

The PEAP addresses the three pillars in an integrated manner, because the interlinkages were analysed and treated as cross-cutting. In addition, the implications of each dimension on the others received due consideration.

Implementation process- specific actions and key players

Implementation is done through sector-wide approaches, the MTEF, decentralized programmes and partnerships with the private sector and civil society. Activities include coordinating and managing the budget process and undertaking annual sector reviews and consultative workshops. Among the actors are central government agencies, civil society, the private sector, the media and local communities.
Monitoring and evaluation

The PEAP is monitored on a regular basis. The PEAP results and monitoring matrix defines indicators for all five pillars of the PEAP, which cut across the different dimensions of sustainable development, thus representing a set of indicators for assessing progress in sustainable development. Evaluation of the PEAP process was last done in 2003, at the end of the implementation cycle of the second generation PEAP. M&E outcomes were used to inform priority policy action areas in the cyclical revisions of the Plan.

Improvements to the second PEAP over the first included deeper poverty diagnostics and wider stakeholder consultations. Improvements to the third PEAP over the second include:

- More focus on linking public expenditure to the PEAP priorities;
- PEAP made more functional by linking priority actions under each pillar to sector functions;
- Development of a PEAP Results and Policy matrix;
- Stronger balance between social and productive sector priorities;
- More holistic approach to conflict resolution, disaster management and ending insecurity;
- Integration of cross-cutting issues in all PEAP interventions; and
- More comprehensive consultation process.

Long-term Vision Document and its linkages with the PEAP

Uganda’s Cabinet approved the country’s Vision 2025 in 1999. The Vision has a 25-year timeframe. The PEAP sets out the medium-term policies and actions required to move the country towards the long-term vision embodied in the Vision 2025.

The PEAP and the MDGs

All the MDGs except the eighth are addressed under the five pillars of the PEAP, namely: economic management; enhancing production, competitiveness and income; security, conflict resolution and disaster management; good governance; and human development.

Level of involvement of the Ministries of Finance and/or the Planning Commissions and budget support received

The Ministry of Finance, Planning and Economic Development, coordinates the development and implementation of the PEAP. And, budgetary support is provided through the MTEF.

Country’s Views on the 2005 World Summit National Development Strategy-related Resolution

The PEAP embodies the MDGs and other sustainable development-related goals.
16. Zambia

Status and process of development and implementation of NSSD

Zambia’s Cabinet adopted the country’s NSSD - The Fifth National Development Plan (FNDP), this year 2006. The plan, which is currently being implemented spans five years, (2006-2010). Zambia’s NSSD development process included multi-stakeholder consultations, training sessions and workshops and the establishment of a national coordinating body - The National Steering Committee (NSC), in 2005, whose composition is limited to representatives from government agencies. The National Technical Committee (NTC) was also established in 2005 to coordinate the implementation of FNDP. The composition of the NTC, also limited to representatives from government agencies,

NSSD priorities

The FNDP prioritizes six sectors as priorities for public expenditure:
- Education;
- Health;
- Infrastructure;
- Water and sanitation;
- Agricultural development; and
- Public Order and safety.

Integration of the three pillars of sustainable development

The interlinkages between the three pillars of sustainable development were taken into account during the preparation of the FNDP.

Implementation process - specific actions and key players

The Government of Zambia largely undertakes the implementation of the FNDP through the participation of Sector Advisory Groups (SAGs), Provincial Development Coordinating Committees (PDCCs) and District Development Coordinating Committees (DDCCs).

Monitoring and evaluation

Implementation of the FNDP commenced this year and it is envisaged that monitoring will be done quarterly. For this purpose, an M&E framework has been developed as part of the FNDP. Each sector has developed between four to six performance indicators, which are contained in the FNDP. Furthermore, within the M&E framework, and in accordance with national goals and priorities, a set of indicators covering the economic, social and environmental pillars of sustainable development are being developed separately. Since implementation only commenced only recently, evaluation is yet to be done.

However, the M&E process of previous Plans has helped in enhancing transparency and accountability, especially in the management of public affairs. It has also promoted consultations among various stakeholders in guiding the implementation of development programmes.
Poverty Reduction Strategy

Zambia’s Cabinet adopted the country’s first generation PRS in 2002. The PRS spanned three years (2002-2004), and ran concurrently with the Transitional National Development Plan (TNDP- 2002-2005). Cabinet also adopted the second generation PRS (2006-2011) in 2006. Following the second progress review of the PRS, it was decided to incorporate it as part of the national planning process. Thus, the FNDP encompasses poverty reduction programmes.

Improvements to the second generation PRS over the first include designing programmes that specifically address poverty reduction and mainstreaming the MDGs.

Linkages between the FNDP, PRS and the Vision 2030

The PRS is incorporated into the FNDP, which defines the broad strategies targeted at realizing the country’s long-term vision contained in the Vision 2030 (2006-2030), also adopted by Cabinet in 2006.

The NSSD, PRS and the MDGs

The FNDP addresses all the MDGs. A matrix of MDG targets and key performance indicators covering all sectors of the economy and the different pillars of sustainable development has been developed. The sectors are: Macroeconomics, agriculture, mining, environment and natural resources, manufacturing and industry, commerce and trade, energy, education and skills development, health, water supply and sanitation, housing, social protection, youth and child development, employment and labor, central administration (public sector management), information services, foreign relations, defense, law and order, HIV/AIDS, gender and food and nutrition.

Level of involvement of the Ministries of Finance and /or the Planning Commissions

The Ministry of Finance and National Planning coordinates the preparation of all planning instruments in Zambia and mobilizes financial resources for effective implementation by sector ministries. The development and implementation of FNDP is reflected in and supported by the Medium-Term Financial framework (three year programme) and the national budget.

Challenges and needs

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<tr>
<th>Challenges</th>
<th>Needs</th>
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<tr>
<td>Resource allocation between sectors and for the programmes, as well as prioritization</td>
<td>Fiscal stability</td>
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<td>Aligning donors to priority areas of the planning period</td>
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<td>Mobilization of local resources in reducing the financing gap</td>
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<td>Implementation of fiscal decentralization (no controlling officer at district level)</td>
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<td>Active participation of the National Development Coordinating Committee</td>
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Country’s Views on the 2005 World Summit National Development Strategy-related Resolution

Zambia is committed to the summit resolution. Therefore, Zambia views the MDGs as an amalgamation process of its aspirations for sustainable development. The Country has, in accordance with its sustainable development priorities, incorporated the MDGs into her FNDP.
National Strategies for Sustainable Development in Africa
A Sixteen-Country Assessment