

“The real act of discovery consists not in finding new lands but in seeing with new eyes.” -Marcel Proust

“For efforts to protect the environment and promote sustainable livelihoods in a just society; science, economics and technology are necessary but not sufficient. When we approach the horizon where causes must be sought and remedial, protective or preventive action chosen, we have to move into the social and cultural space of values, lifestyles and interests which mould behavior, shape societies, affect environment and decide our future.”

ENVIRONMENTAL SURPRISES: PLANNING FOR THE UNEXPECTED

- Monoculture technologies are brittle, so plan for diversity.
- Direct opposition to a natural force is generally counterproductive, so plan to work with nature.
- You can never have just one effect, so plan to have several.
- Solutions are almost never permanent, so plan to keep on planning.
- None of us may find the answer alone, but together we probably can.

THE WORLD IN WHICH YOU WILL MAKE (ARE MAKING) YOUR LIVELIHOOD

- **KNOWLEDGE BASED ECONOMIES**
- **URBAN vs. RURAL vs. LINKED**
- **MORE WEALTH THAN EVER**
- **NETWORKED - MORE CONNECTED**
- **GLOBALIZED**
 - **FREER TRADE**
 - **FAST MOVEMENT OF CAPITAL**
 - **FASTER, CHEAPER COMMUNICATIONS**
 - **EASY ACCESS TO INFORMATION**

BUT ALSO A WORLD WITH:

- **GREATER INEQUALITIES WITHIN AND BETWEEN COUNTRIES**
- **MORE PEOPLE LIVING IN POVERTY**
- **LESS WORRY ABOUT OVER POPULATION**
- **CONTINUING ENVIRONMENTAL CONCERNS**
- **LESS PREDICTABILITY - MORE UNCERTAINTY ABOUT THE FUTURE**
- **PLURIACTIVITY RATHER THAN SINGLE JOB**
- **MORE “AND” THAN “OR”**

HOLISTIC STRATEGIES (1)

What are they?

- Whole systems thinking, approaches, policies, programmes
- Attempts to treat reality as it is in all its complexity rather than dealing with “manageable” parts.

Why are they attractive?

- They have the potential of providing solutions with fewer negative impacts
- Win-win solutions, e.g. poverty-environment nexus
- Solutions that are more equitable and sustainable

HOLISTIC STRATEGIES (2)

Why are they so challenging?

- 300 years of reductionist education which has been highly successful in many ways, but whose limits are becoming more evident
- Reductionist linear approaches are not wrong, they are just partial truths
- Sectoral institutions trying to solve cross-sectoral (holistic) problems
- Mono-disciplinary multi-disciplinary interdisciplinary
- Sectoral policies and programmes living within sectoral institutions
- Turf protection and empire building
- Must deal with higher levels of complexity
- Divide between knowledge and policy communities

HOLISTIC STRATEGIES (3)

How to make them work? (Lessons Learned)

- Use them only when necessary
- Changing the way we teach development studies and do development research
- Design institutions with porous walls and many plugs
- Reward team effort over individuals
- Use holistic concepts and analytical frameworks but be prepared to use sectoral entry points for implementation and then seek convergence
- Have a shared (common) vision
- Complexity (and chaos) theory will be helpful to bridge disciplines
- Consensus and conflict resolution skills are of prime importance

FROM ANALYSIS TO SYNTHESIS OR AND EXAMPLES

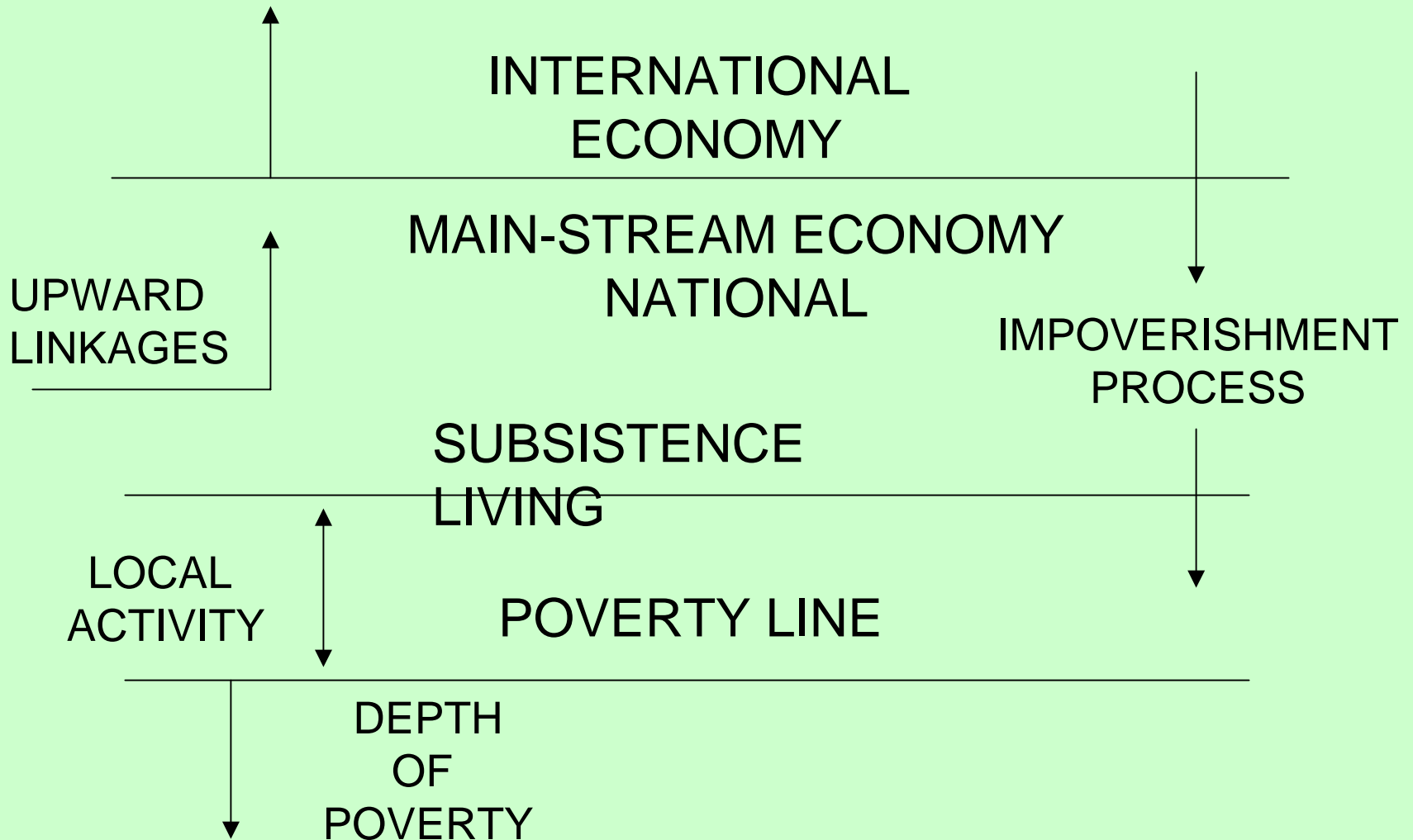
- I think therefore I am (*Descartes*)
- I am because we are (*African*)
- Counting APPLES and ORANGES
- To have and to be

“Have we been blinded by all the tremendous successes that the journey of analysis and of science and technology has brought? Have we perhaps separated too much between analysis and synthesis, between taking apart and putting together, between the brain and the heart?”



SL Approach as a Strategy for Poverty Reduction in a Sustainable Way

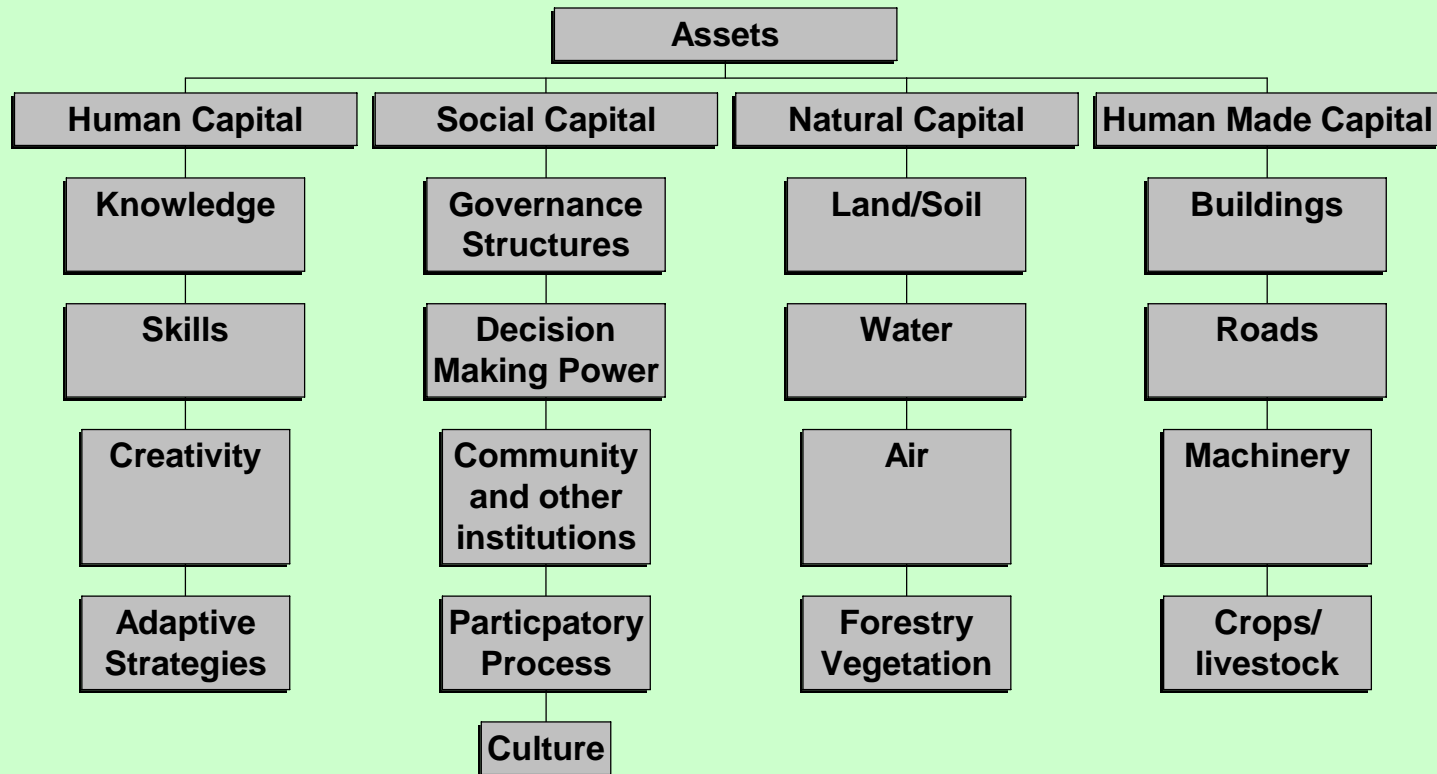
FROM POVERTY TO LIVELIHOODS TO SUSTAINABLE LIVELIHOODS



Sustainable Livelihoods Concept

- **Livelihoods**
 - Activities
 - Entitlements
 - Assets
- **Sustainability**
 - Capacity to cope with shocks and stresses
 - Economic efficiency
 - Social equity
 - Ecological integrity

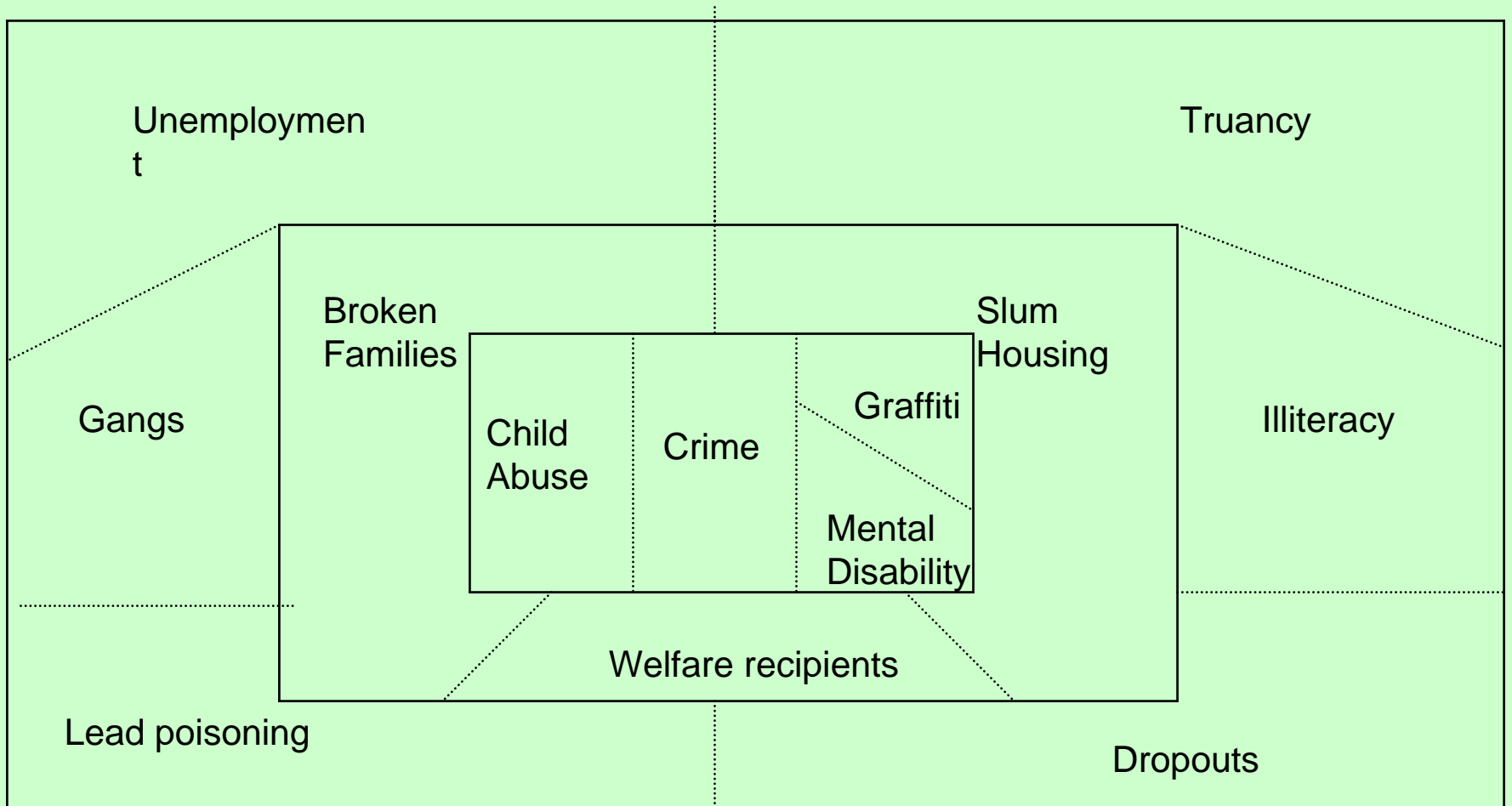
Livelihoods and their Sustainability: Towards an Analytical Construct



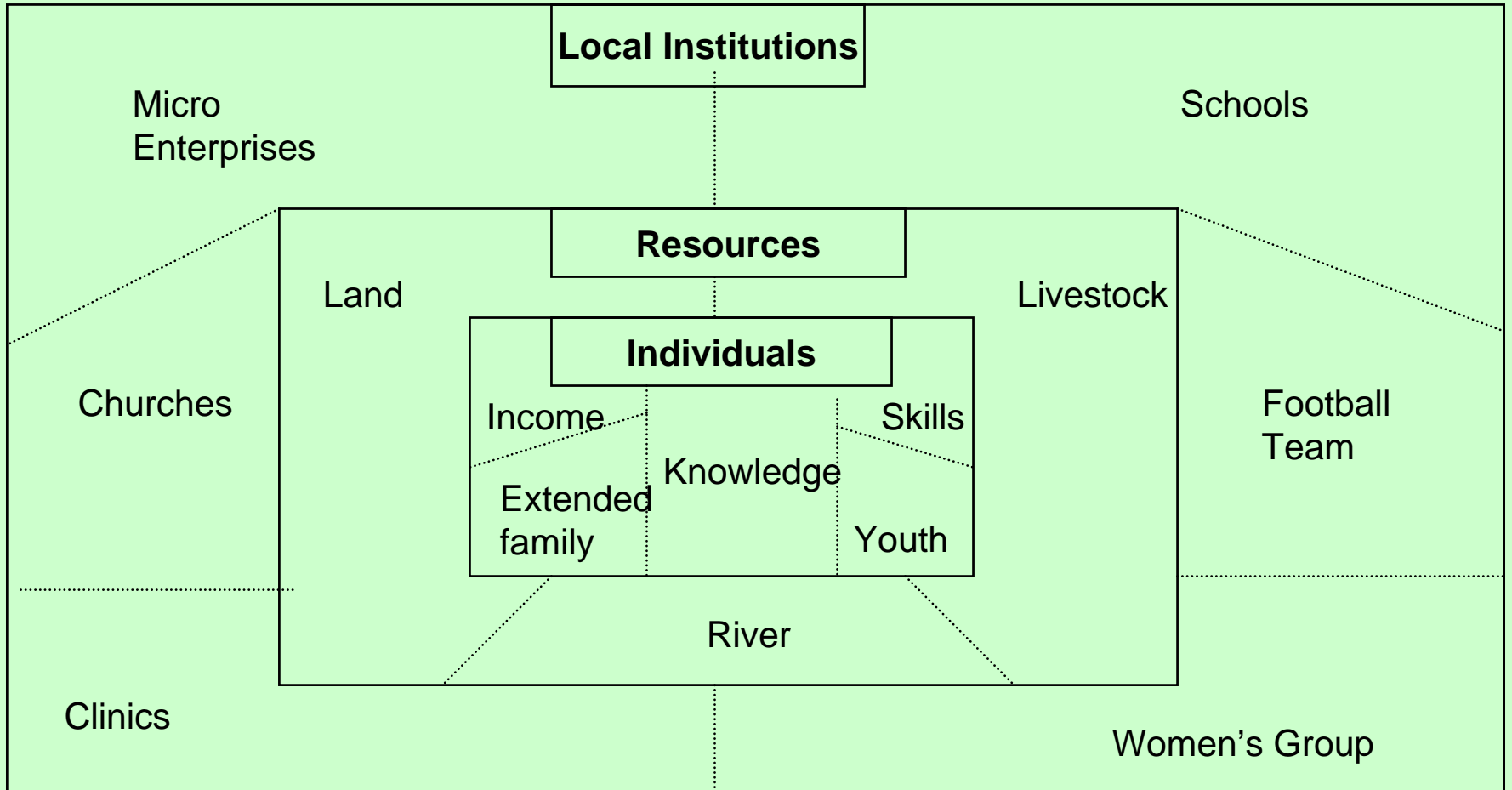
Operational Steps of Sustainable Livelihoods: Livelihoods Methodology

1. **Participatory** - assessment of assets, adaptive strategies, livelihood activities, entitlements, knowledge (Note: focus is on community assets rather than needs)
2. **Policy** - analysis of the macro, micro and sectoral policies and governance arrangements which impinge on people's livelihood strategies
3. **Technology** - Assess potential contributions of science and technology that complement indigenous knowledge systems
4. **Investments** - identification of social and economic investments mechanisms which help or hinder existing livelihood strategies
5. 1,2,3, and 4 are interactive not sequential and are gender desegregated

Community Needs Map



Community Assets Map



APPRECIATIVE PLANNING AND ACTION

- **One Goal:**
 - Seeking the root cause of success
- **Two Laws:**
 - What you seek is what you find
 - Where you believe you are going is where you will end up
- **Three Principles:**
 - If you look for problems, you find more problems
 - If you look for successes, you find more successes
 - If you have faith in your dreams, you can

APPRECIATIVE PLANNING AND ACTION

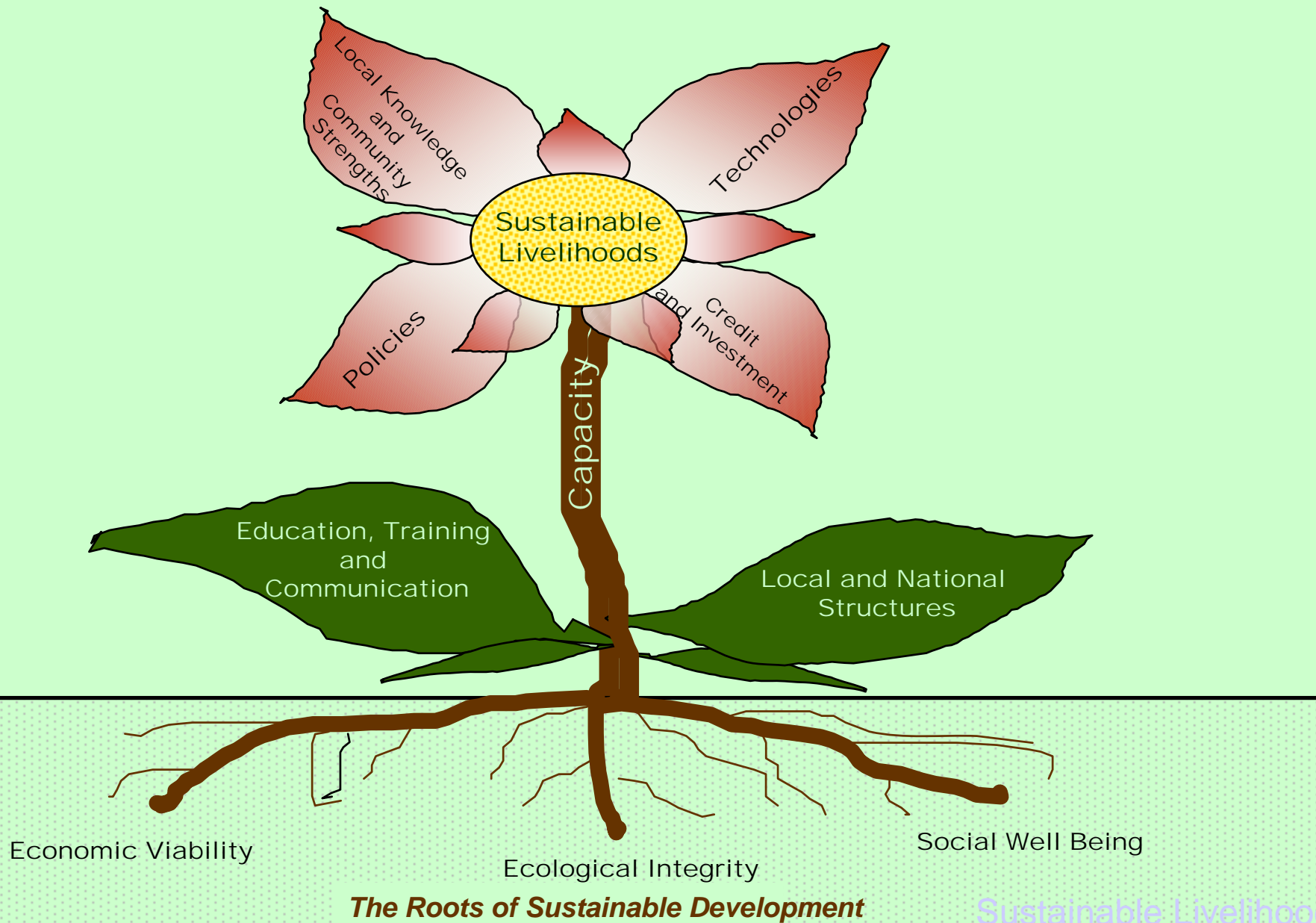
DISCOVERY	DREAM	DESIGN	DELIVERY	REFLECTION
<p>(Success Map) “What gives life to this community?” What are our successes?” What’s best...” - Seeking what works, and what works best</p>	<p>(Future Map) Vision of future – “looking ahead 10 yrs; 20 yrs”. What’s our vision for even better?”</p>	<p>(Group Dialogue) “Constructing the future” “Next steps” 5 year general plan 1 year action plan</p>	<p>(Delivery) “Actions we can take now” Immediately: same day, same place, Tasks to start now that can be done in 10-30 minutes</p>	<p>(Re-Discovery) “What was the best?” “Sharing and reflection of best and even better...” (Participatory Monitoring) Celebrate, enjoy!</p>

The Way Forward

If we are to improve the performance of the development enterprise a quantum leap is required from our current dominant thinking, underlying assumptions, principles, approach and research agenda.

The way forward is not to abandon completely Newtonian principles but rather to recognize their limitations and incorporate the value of the other insights now available. In other words, adopt a co-evolutionary systems approach. One practical way of doing this is through the Sustainable Livelihoods Approach.

Integrated Framework for Sustainable Livelihoods



For more details on applying the SL Approach, please see the websites:

<http://www.undp.org/sl>

<http://www.livelihoods.org>