

# From Strategy To Practice: The Tonle Sap Initiative

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The logo of the Asian Development Bank (ADB), consisting of the letters 'ADB' in a white serif font on a dark blue square background.

ADB

# Section Overview

- Strategic Frame of Reference
  - Putting Strategy to Work
  - Scenario Thinking
  - Navigating a Strategy
  - Strategy as Practice



# Putting Strategy to Work

- Despite worldwide attention to strategic planning, the notion of strategic practice is surprisingly new.
- The perception that strategic reversals owe to strategic miscalculations is widespread: the strategy was not sufficiently perceptive, imaginative, or visionary; alternatively, it was too much of a good thing.
- Strategic reversals are, quite commonly, failures of execution. In many cases, a strategy is abandoned out of impatience or because of pressure for an instant payoff before it has had a chance to take root and yield results. Or, its focal point is allowed to drift over time.

# Scenario Thinking

- The short term needs strategic decisions as much as the long term.
- Strategic planning is about making decisions systematically with the greatest intelligence of their futurity, organizing the efforts necessary to carry them out, and measuring outcomes against expectations.
- Scenario thinking is about generating and analyzing a small set of different futures. In discrete steps, it: (i) reveals the focal issue, (ii) characterizes factors and players, (iii) lists driving forces, (iv) ranks driving forces, (v) fleshes out scenarios, (vi) draws implications, and (vii) selects indicators.
- The end-result of building scenarios is not an accurate prediction of tomorrow. It is better thinking about the future.
- Scenarios provide a context for decisions. Better thinking leads to decisions that are more robust.

# Navigating a Strategy

<b>Strategizing Mode</b>	↔	<b>Learning Mode</b>
Predicting and Controlling	↔	Participating
Theorizing	↔	Experimenting
Choosing Directions	↔	Enabling Natural Selection
Solving Problems	↔	Building Capabilities
Challenging Others	↔	Listening to Others
Explaining	↔	Interpreting
Seeking the Truth	↔	Seeking what Works
Desiring the Future	↔	Trusting Fate

# Strategy as Practice

- Execution is a process. It is not an action or a step.
- Strategy as practice reconciles the dichotomy between strategizing and learning. It embodies concern for the effectiveness and efficiency of strategists, not just of organizations.
- Putting strategy to work connects to: (i) structured thinking, (ii) building, organizing, and working teams, (iii) appraising options, creating support mechanisms, (iv) assigning and holding responsibilities and accountability, (v) choosing the right metrics, (vi) planning delivery, (vii) monitoring results, (viii) evaluating performance, and (ix) managing stakeholders and communications.

# Section Overview



- The Tonle Sap Basin Strategy
  - Operating Framework
  - Operating Outputs and Principles

# Operating Framework

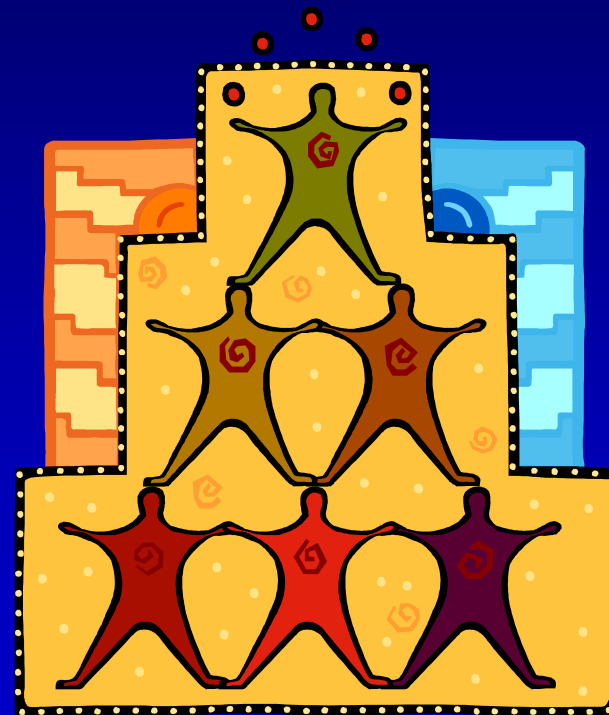
Goal (5–10 years)		
↑		
Development Objectives	↔	Strategic Principles
↑		
Core Areas of Intervention	↔	Crosscutting Themes
↑	↔	
Operating Outputs (annual)	↔	Operating Principles
↑	↔	
Activities (regular)		

# Operating Principles and Outputs

Operating Outputs (annual)		Operating Principles
	↗	Long-Term Perspective
Investment Approvals	↗	Selectivity and Concentration
Technical Assistance Approvals	↖	Partnerships
Efficiently Managed Project Portfolios	↖	Country Ownership and Delegation
Resources and Cofinancing Mobilized	↘	Informing and Listening
	↘	Judicious Use of Modalities

## Section Overview

- From Strategy to Practice
  - Long-Term Perspective
  - Selectivity and Concentration
  - Partnerships
  - Country Ownership and Delegation
  - Informing and Listening
  - Judicious Use of Modalities



## Long-Term Perspective

- The tasks of multilateral and bilateral agencies include improving policy; developing institutions; creating and strengthening productive capacity, infrastructure, and services; and promoting resource cooperation.
- Enduring tasks depend on continuity of interventions: one-shot projects are of limited sustainable value and fail to build commitment.
- ADB's interventions recognize a broad ecological zoning of the Tonle Sap basin. They are phased geographically and temporally. Loan, grant, and technical assistance projects are planned over an eight-year period that works outward to the basin's watersheds.
- Four major projects address the concerns specific to each zone. Each pillar joins the next to support a cohesive long-term program.

# Selectivity and Concentration

- ADB cannot be active in every sector and throughout the country: too many issues demand attention.
- ADB must understand what can realistically be achieved and be selective with the limited assets at its disposal.
- Assessing core competences against issues in consultation with stakeholders helps to prioritize.
- The Tonle Sap basin constitutes a discrete entity. It is critical to the overall development of Cambodia and has transboundary repercussions.
- The critical issues are preservation of biodiversity and maintenance and improvement of livelihoods.
- ADB adheres to the sectoral boundaries of the Tonle Sap Basin Strategy to ensure that the parameters it purports to address are common.

# Partnerships

- A partnership is a formal or informal agreement between two or more partners to work together to achieve common purposes.
- Partnerships can compensate for resources that fall short of requirements.
- Unremitting effort is needed to meet the challenges that are associated with creating and running partnerships.
- Selection of partners is guided by the principles that partnerships should: (i) have a shared vision of needs and how they can be addressed, (ii) be participatory, with sharing of responsibilities and accountability, (iii) have complementarity of skills between partners, (iv) be within priority areas of ADB and those of partners, and meet the conditions set by them, and (v) result in ADB's knowledge benefiting the partner and vice-versa.

# Country Ownership and Delegation

- Country ownership must be evident in the political commitment to reforms, programs, and projects.
- At the same time, multilateral and bilateral agencies remain accountable for ensuring that loan and grant projects proceed only where the policy and institutional framework is conducive to the achievement of their development objectives.
- Country ownership implies participation through institutions. ADB fosters the latter at community, regional, and national levels. For instance, a Tonle Sap Initiative Coordination Unit and an interministerial Working Group on the Tonle Sap Initiative have been established.
- The policy and institutional framework is being strengthened.

# Informing and Listening

- Disclosure of information has become an operating principle for all multilateral and bilateral agencies. In the last 10 years, they have done much to improve the flow of information to governments, nongovernment organizations, the private sector, academics, researchers, teachers, specialists, and the media.
- In Cambodia, all the above factors and players are relevant and audiences are reached through structured access to information.
- However, national development priorities and local livelihood needs take precedence over the others and have been put at the center of analysis.
- Tools include formal channels, campaigns, briefings, web sites, brochures, databases, and studies.

## Judicious Use of Modalities

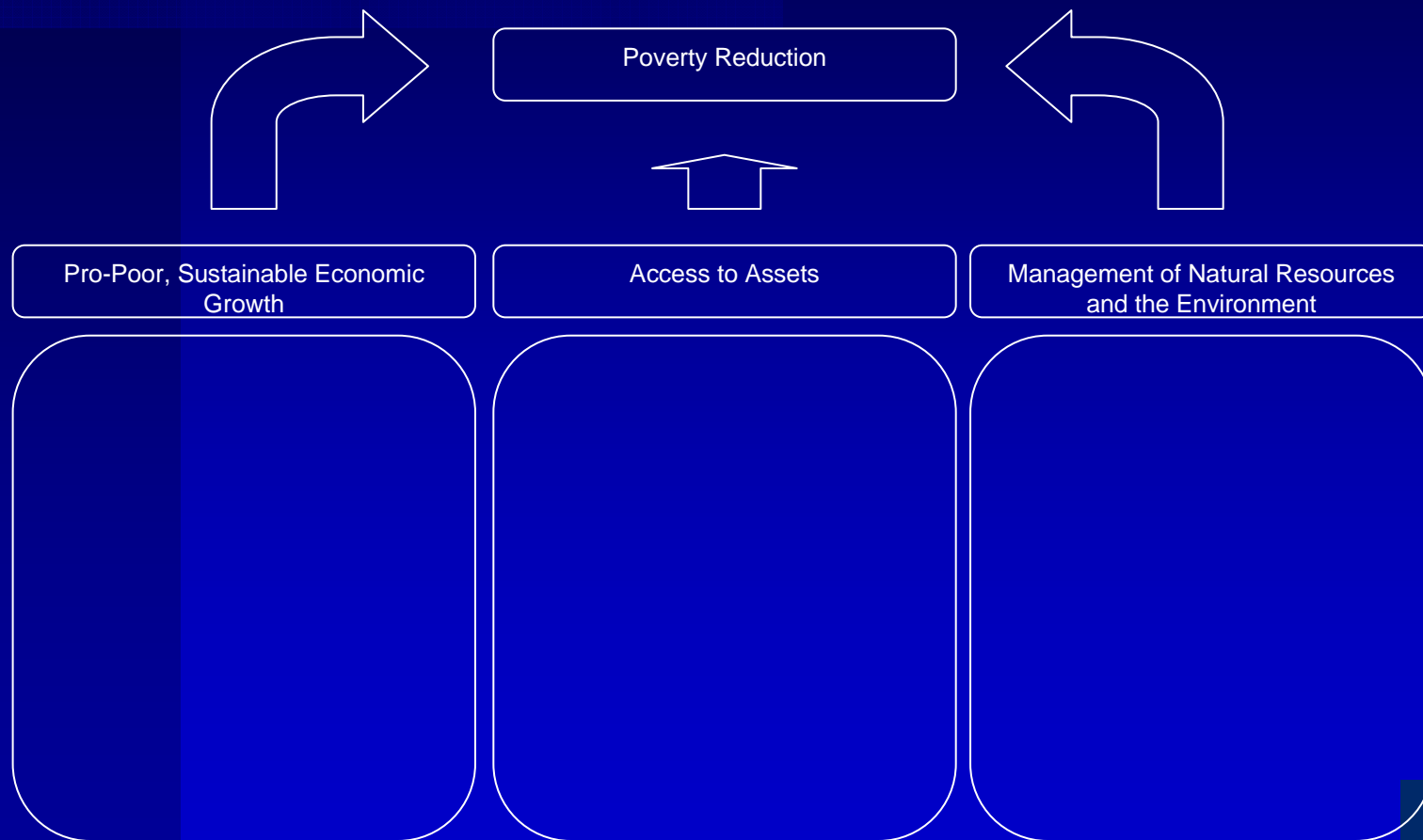
- ADB acts as a financial intermediary and a channel for concessional funds.
- ADB's intermediation and channeling functions are founded in expertise, experience, and policies.
- ADB has several funding modalities. The policy and associated procedures for each define what the tool is and how it is to be used. New modalities are sometimes introduced to meet new circumstances.
- Lending, grant, and technical assistance instruments must be used in ways that maximize development impact.
- The trademark of projects in the Tonle Sap basin is high, visible interconnectedness.
- Technical assistance projects are judged against sound precepts for approval.

# Section Overview

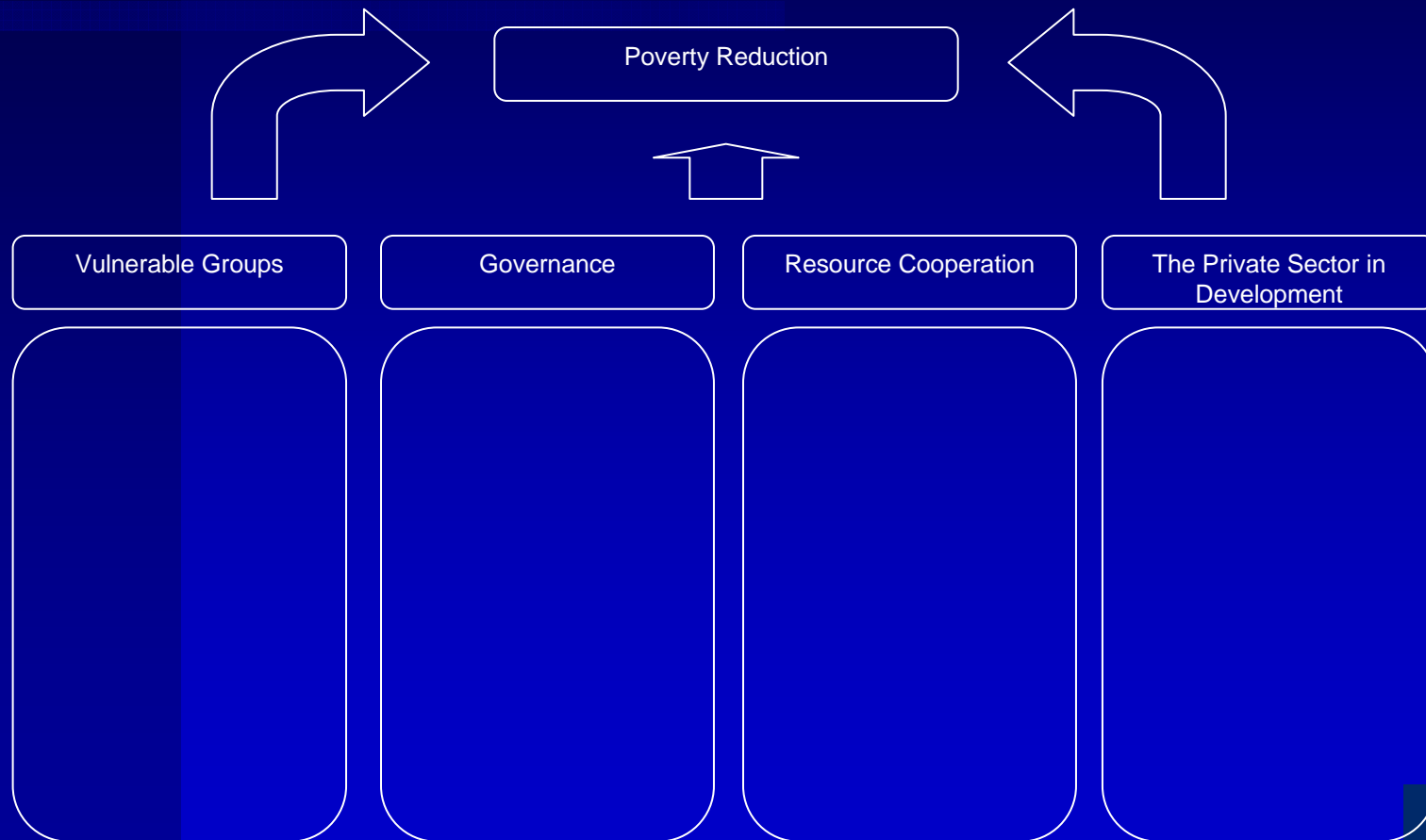
- From Strategy to Practice
  - By Development Objective
  - By Crosscutting Theme
  - By Operating Output



# Implementing by Development Objective



# Implementing by Crosscutting Theme



# Implementing by Operating Output

Code	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
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Score	3	17	13	7	14	17	2	20	9	7	12	17	6	14	8	22	8	11	13	9	17	14	8	9	17	7	17	18
Rating	Low	High	Medium	Low	Medium	High	Low	High	Low	Low	Medium	High	Low	Medium	Low	High	Low	Medium	Medium	Low	High	Medium	Low	Low	High	Low	High	High

Code	Project Name
1	Protection and Management of Critical Wetlands in the Lower Mekong Basin (1996)
2	Tonle Sap Environmental Management (2002)
3	Improving the Regulatory and Management Framework for Inland Fisheries (2002)
4	Chong Kneas Environmental Improvement (2002)
5	Capacity Building of the Inland Fisheries Research and Development Institute (2002)
6	Establishment of the Tonle Sap Basin Management Organization (2003)
7	Living with Floods on the Tonle Sap (2003)
8	Tonle Sap Sustainable Livelihoods (2003)
9	Participatory Poverty Assessment of the Tonle Sap (2003)
10	Developing and Testing Methodologies and Tools for Environmental Education and Awareness (2004)
11	Capacity Building for the Tonle Sap Poverty Reduction Initiative (2004)
12	Establishment of the Tonle Sap Basin Management Organization II (2004)
13	Sustainable Rural Water Supply and Sanitation (2005)
14	Capacity Building of the Inland Fisheries Research and Development Institute II (2005)

Code	Project Name
15	Tonle Sap Rural Water Supply and Sanitation Sector (2005)
16	Tonle Sap Sustainable Livelihoods (2006)
17	Improving the Access of Poor Floating Communities on the Tonle Sap to Social Infrastructure and Livelihood Activities (2005)
18	Study of the Influence of Built Structures on the Fisheries of the Tonle Sap (2005)
19	Tonle Sap Lowland Stabilization (2005)
20	Enhancing the Role of Women in Inland Fisheries in Cambodia (2006)
21	Establishment of the Tonle Sap Basin Management Organization III (2006)
22	Capacity Building for the Tonle Sap Poverty Reduction Initiative II (2007)
23	Study of Participatory Watershed Management Approaches (2007)
24	Tonle Sap Watershed Management (2008)
25	Establishment of the Tonle Sap Basin Management Organization IV (2008)
26	Study of Inland Aquatic Resource Trade Patterns (2009)
27	Establishment of the Tonle Sap Basin Management Organization V (2009)
28	Tonle Sap Resources Management and Conservation (2010)

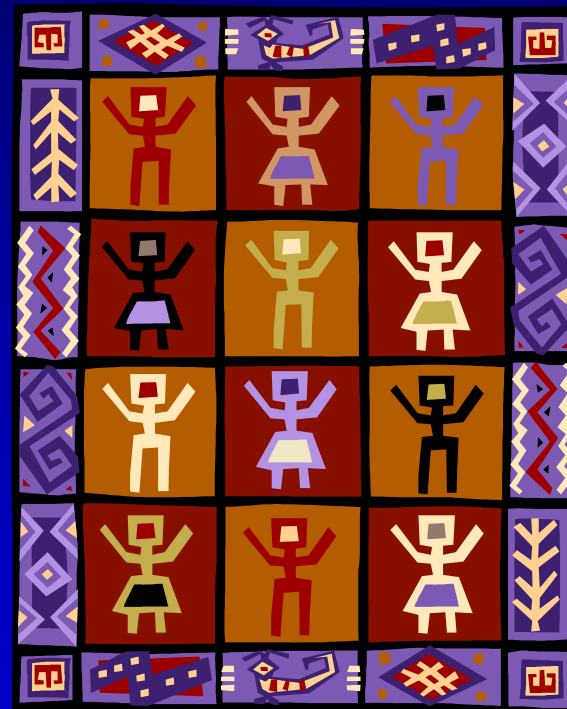
Note: All planned assistance is indicative and subject to the approval of authorities in ADB.  
 Note: The rating indicates the degree of interconnectedness with other projects.

Legend	Score	Rating
Yes	16 to 27	High
No	11 to 15	Medium
Not Applicable	0 to 10	Low



# Section Overview

- From Practice to Results
  - Managing for Development Results
  - Managing for Development Effectiveness
  - Managing for Development Results and Effectiveness in the Tonle Sap Basin



# Managing for Development Results

- The introduction of results-based management in the 1990s has knitted practice more closely to results.
- Results-based management is centered on causality. The techniques used included results-based strategic planning, logic models (results frameworks), results-based budgeting, risk management, and results-based monitoring and evaluation.
- In 2003, ADB framed an action plan for: (i) development results at the country level, (ii) results orientation at ADB's corporate level, and (iii) ADB's contributions to managing for development results in partnerships.
- Closely allied to recognition of the need to manage for development results is a move to portfolio management rather than the more generally followed project-by-project approach.

# Managing for Development Effectiveness

- Managing for development results is a prerequisite to improving the quality of assistance. It is also one of the five key principles espoused in the Paris Declaration on Aid Effectiveness of 2005, which firmed up resolve to promote development through ownership, harmonization, alignment, results, and mutual accountability.
- In assessing effectiveness, relevance, performance, and success must be taken into consideration.

# Managing for Development Results and Effectiveness in the Tonle Sap Basin

- The suite of loan, grant, and TA projects that delivers the Tonle Sap Basin Strategy contributes to managing for development results and effectiveness, notably through the accent that it places on portfolio management, institutional effectiveness, partnerships, relevance, performance, and success.
- The suite constitutes an integrated portfolio that is managed, monitored, evaluated, and reported on in the same way as an overall country portfolio.
- Supplementing adherence to the tenets of managing for development results and effectiveness, an exacting system of review, assessment, and reporting is established for projects. It comprises: (i) systematic six monthly reviews, (ii) analyses of output accomplishment, (iii) progress reports, (iv) end-of-assignment reports, and (v) completion questionnaires.

## For More Information

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