

Tools and Approaches to Strengthen River Basin Organisations in SADC

RBOs and the Business Process

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Business process

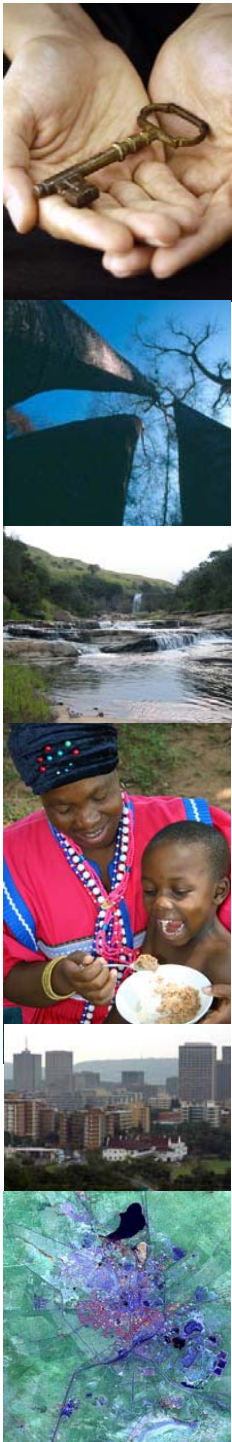




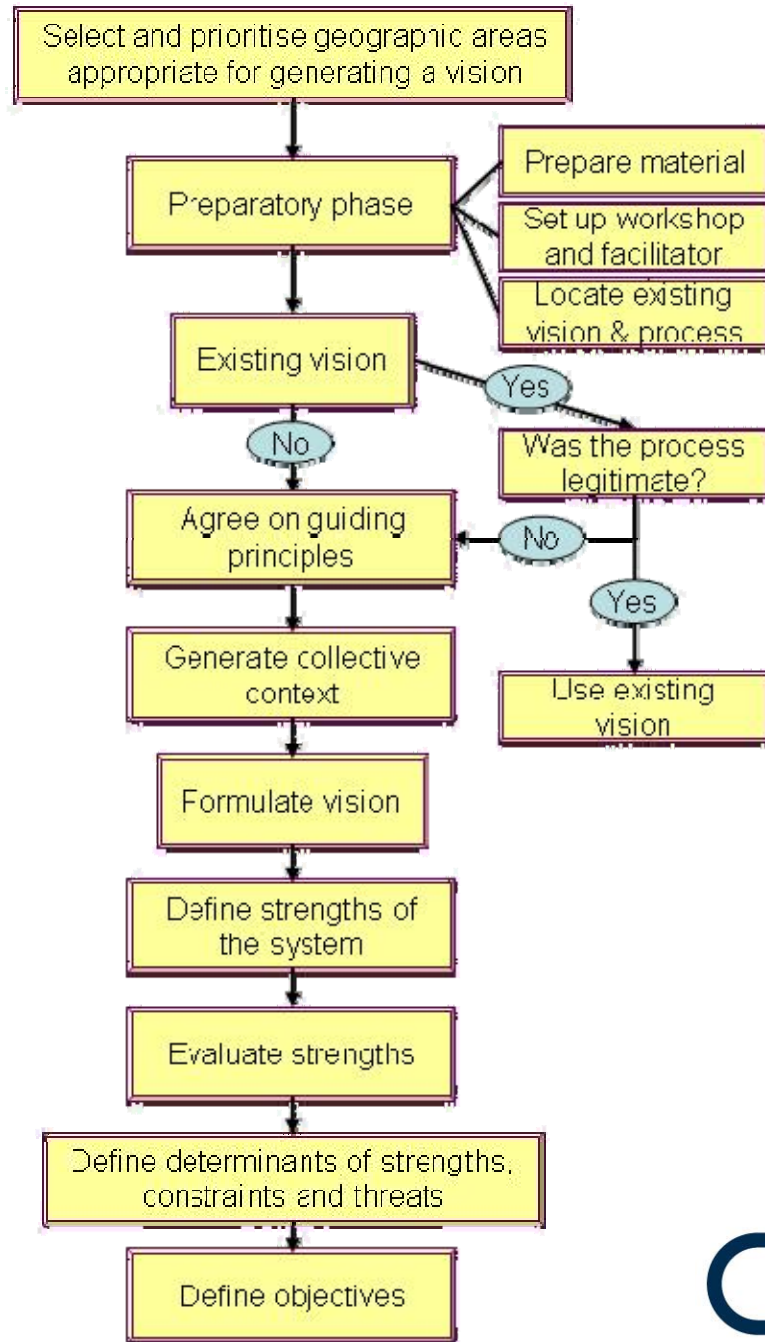
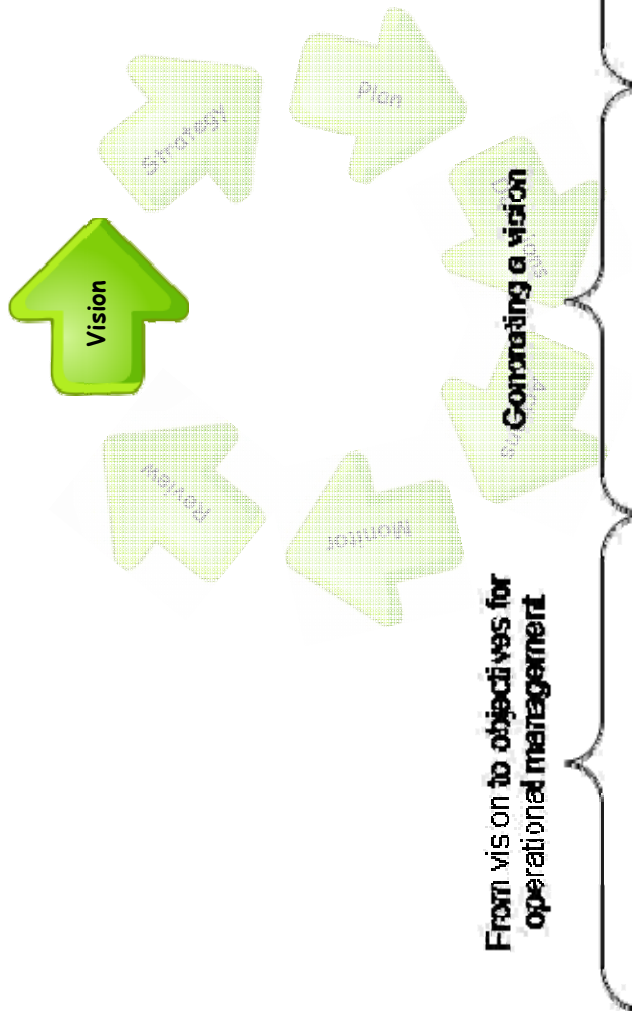
Vision

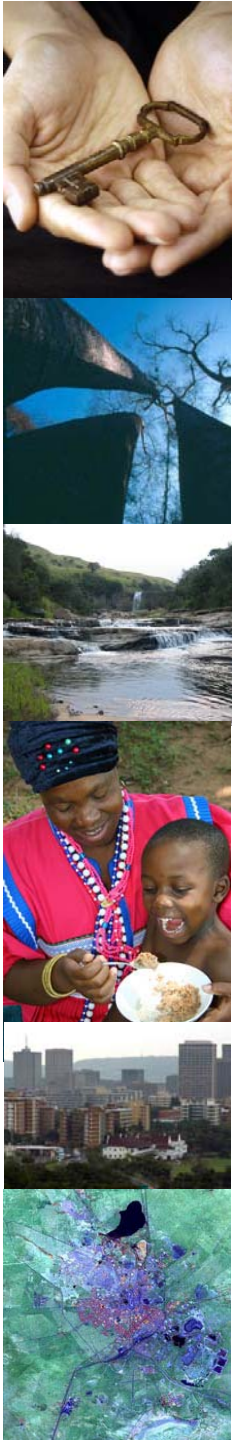


- Expression of a desired future state
- Based on an understanding of the current situation and potential future direction
- Powerful in shaping and achieving a desired future
 - through overt strategic planning and management decisions
 - through influencing seemingly small actions (fractal)
- Types of Visions
 - Religious
 - Political
 - Humanistic
 - Business or organisational
 - Community
 - Policy visions
 - Personal visions



Vision Process





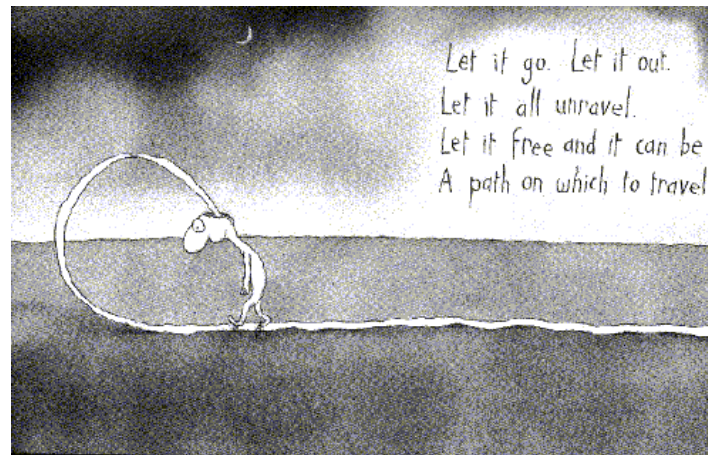
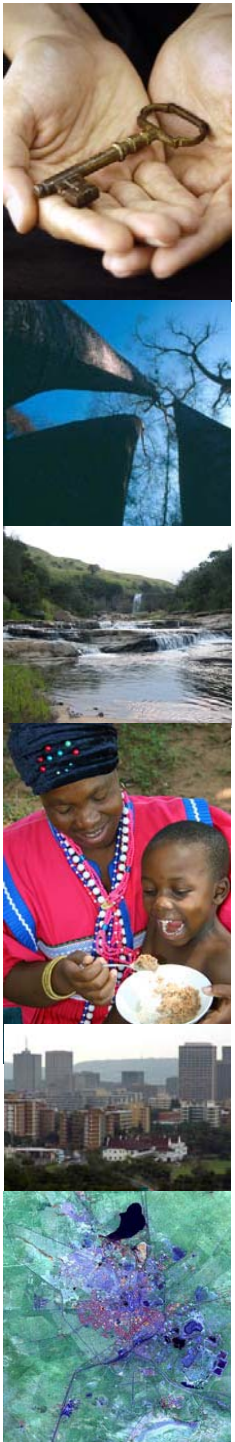
Vision:Examples



- Nile Basin Initiative: “to achieve sustainable socio-economic development through the equitable utilization of, and benefit from, the common Nile Basin water resources”
- Niger Basin Authority (NBA): “to create an enabling environment for co-operation based on a Sustainable Development Action Plan”
- Mekong River: “An economically prosperous, socially just and environmentally sound Mekong River Basin”
- Mekong River Commission: “A world class, financially secure, International River Basin Organisation serving the Mekong countries to achieve the basin Vision”

Scenarios

- Scenarios are not predictions of the future
- They are possibilities – “Imagine ... ”
- They characterise key drivers and uncertainties
- Help us to plan for the future
 - Vision
 - Strategy
- Help us to realise a desired future
 - Operational plans
 - Decisions
 - Actions





Strategy

- Starts with the vision, which broadly defines a destination.
 - May be characterised by environmental conditions (through scenario development) and a future desired state.
- Assess current position in relation to the desired state to plot a path “from here to there”.
- The strategy would therefore have a long term (strategic) perspective.





Plan

- Operations plans describe how an institution would go about to achieve its strategy.
 - defines who does what by when.
- The plan would generally define objectives in the areas of
 - human resources (recruit, retain and develop staff)
 - core business functions (decisions and actions)
 - resourcing the plan (financial plan) and
 - measures to ensure impact in line with the vision (stakeholder focus)
- Identifies actions that should be taken to achieve the intermediate objectives
- Specify who is responsible for the actions and set target dates.
- The plans also specify monitoring and evaluation measures





Decisions

- Criteria linked to vision, strategy and plan
- Guided by values and principles and represent the best option in the context of the stated priorities and objectives
- Understand uncertainty
- Understand the implications of no decision
- Tools for decision-making
 - Multi-criteria
 - Models
 - Expert
 - Experience





Actions

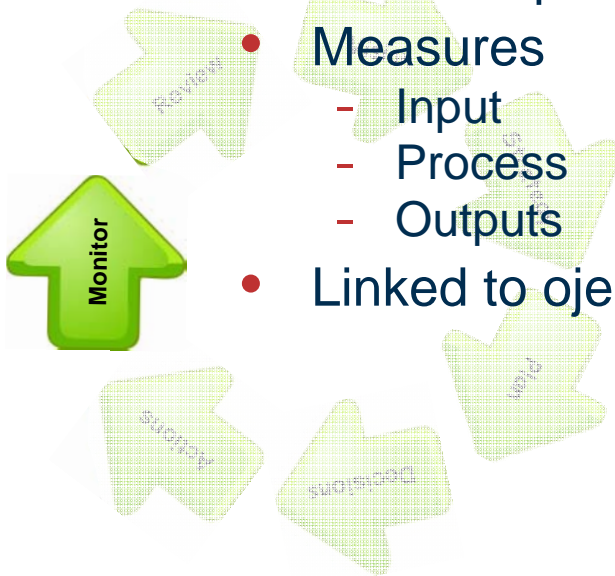
- Empower individuals or agents
 - Mandate
 - Resources
 - Realistic
- Who
- does what
- by when
- To which end





Monitor

- Monitor business process
- Monitor operational goals
- Measures
 - Input
 - Process
 - Outputs
- Linked to objectives





Review

- Review vision (and subsequent steps) based on monitoring results

