

UNDP-UNEP Poverty Environment Initiative

IIED USER GUIDE TO TOOLS FOR ENVIRONMENTAL MAINSTREAMING, UGANDA CASE STUDY

Submitted by

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Table of Contents

List of Acronyms	iii
1. Background	1
1.1 Introduction and Rationale.....	1
1.2 Objective of the Study	1
2. Methods Used in the Study.....	2
2.1 Criterion for Selection of Participating Institutions.....	2
2.2 Tools Used for Data Collection	2
2.3 Methodology.....	2
2.4 Limitations of the Study.....	2
3. Findings of Mainstreaming Environment and Development	3
3.1 Interpretation of Environmental Mainstreaming	3
3.2 Efforts Made to Include Environmental Mainstreaming	4
3.3 Drivers of Environmental Integration in Development Plans.....	6
3.4 Criteria for Judging Tools for Environmental Mainstreaming	9
3.5 Tools Used for Environmental Mainstreaming.....	9
3.5.1 Information and Assessment Tools.....	10
3.5.2 Deliberative and Engaging Tools.....	11
3.5.3 Planning and Organising tools	12
3.5.4 Management and Monitoring Tools.....	13
4. Constraints of environmental mainstreaming.....	16
5. Recommendation and Conclusion.....	18
References.....	19

List of Boxes

Box 1: Definitions by participants to describe environmental mainstreaming.....	3
Box 2: Participants contribution on efforts made towards environmental mainstreaming.....	6
Box 3: Case study of Eco- benefit Programme in Uganda	13

List of Tables

Table 1: Examples of existing guidelines for environmental mainstreaming.....	5
Table 2: Personal ranking of drivers of environmental mainstreaming.....	7
Table 3: Organisational ranking of drivers of environmental mainstreaming.....	7
Table 4: Environmental checklist for Water Supply.....	15
Table 5: Challenges/Obstacles to Integrating Environment in Development Plans.....	16

List of Figures

Figure 1: Comparison of personal and organizational drivers of environmental mainstreaming...	8
Figure 2: Criteria for Judging Tools by Participants	9
Figure 3: Information and Assessment Tools used by participants	11
Figure 4: Deliberative and Engaging tools Used by participants	12
Figure 5: Planning and Organising Tools Used by participants	12
Figure 6: Management and Monitoring Tools used by Participants.....	14
Figure 7: Constraints to environmental mainstreaming.....	17

List of Annexes

Annex 1: User Guide Questionnaire	20
Annex 2: List of Participants and their Contacts in Environmental Mainstreaming Study.....	31
Annex 3: Criteria for Judging Tools by Participants	33
Annex 4: Tools for environmental mainstreaming.....	34
Annex 5: Terms of Reference	36

List of Acronyms

DDP	District Development Project
DEAP	District Environment Action Plan
EEC	Environment and Economic Growth
EIA	Environmental Impact Assessment
ENR	Environment and Natural Resources
IIED	International Institute for Environment and Development
LG	Local Government
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDG	Millennium Development Goals
MoLG	Ministry of Local Government
MWHC	Ministry of Works, Housing and Communication
MWLE	Ministry of Water, Lands and Environment
NAADS	National Agriculture Advisory Services
NEAP	National Environment Action Plan
NEMA	National Environment Management Authority
NPA	National Planning Authority
PEAP	Poverty Eradication Action Plan
PEI	Poverty Environment Initiative
PMA	Plan for Modernisation of Agriculture
SPGS	Sawlog Production Grant Scheme
SWAp	Sector Wide Approach

1. Background

1.1 Introduction and Rationale

The International Institute for Environment and Development (IIED) is partnering with the Poverty Environment Initiative (PEI) to produce a ‘User guide’ to effective approaches for integrating environment and development. This is often referred to as ‘environmental mainstreaming’. In this project environmental mainstreaming encompasses the processes by which environmental considerations are brought to the attention of organisations and individuals involved in decision making on the economic, social and physical development of a country (at national, sub-national and / or local levels) and the processes by which environment is considered in taking those decisions.

Too many tools are being pushed by outside interests, and too few locally developed; some are easy to use and others demanding skill and money; some are effective and others are not. There has been little sharing of experience on conducting environmental mainstreaming tasks in advocacy, analysis, planning, investment, management and monitoring. In addition there is too much untested guidance on how to go about the tasks. The challenge to integrate environment has never been more urgent. There is not enough “demand- pull” information from potential users. Neither is there enough information available that helps them to select the right tools themselves as opposed to taking what others want or suggest/promote. There is need for environmental institutions working more closely with other institutions to integrate environment into development plans and or decisions.

In order to produce a guide that is relevant to a wide range of potential and actual users, input is sought from a variety of sectors, user types and countries. Current participating countries/regions are Caribbean (Barbados, Jamaica, Trinidad and Tobago); Chile; Ghana; India; Kenya; Philippines; Uganda; South Africa; and selected countries in the Central-Southern Europe (particularly Czech Republic and Croatia). This report represents the Uganda case study of the tools for environmental mainstreaming based on personal interviews.

The User guide is needed to help people make smart decisions on how to link environment and development; to reshape supply driven approaches to toolkits through stronger voices and to improve understanding of each tools implications and reduce risks of inappropriate use. The focus is on those tools which directly help to shape policies, plans and decisions; NOT the wider array of secondary tools applied downstream of decision-making.

1.2 Objective of the Study

To learn how certain tools for environmental integration are used and perceived in Uganda.

2. Methods Used in the Study

2.1 Criterion for Selection of Participating Institutions

The study was mainly done in Kampala with some representation in Mukono and Entebbe districts. The participating institution included government organisations, Non- government organisations, private sector and donor agencies. The selected institutions were chosen based on their experience and expertise in environmental mainstreaming. Some institutions were suggested by participants during interviews. The full list is given in Annex 2.

2.2 Tools Used for Data Collection

The case study of tools for environmental mainstreaming was based on responses to a questionnaire developed by IIED (Annex 1) and Open- ended interviews. Case studies were also reviewed.

2.3 Methodology

A list of participants was developed and contacts made to confirm their willingness to participate in the study. **Twenty participants** were involved in this study. The questionnaires were delivered to participating institutions/persons and given time to fill them. Interview appointments were organized and under taken after filling the questionnaires. The interviews lasted for about 50 minutes. The report writing vaguely followed the steps in the questionnaire analyzing the qualitative and quantitative information given.

2.4 Limitations of the Study

- The study was mainly done in Kampala which does not give a holistic picture of the country.
- Many participants did not clearly understand and differentiate environmental mainstreaming context and the difference between tools, tactics and methods given in the questionnaire.

3. Findings of Mainstreaming Environment and Development

3.1 Interpretation of Environmental Mainstreaming

The term Environmental Mainstreaming is not **considered new** to most of the participants as they seemed to have an idea of what it means. The explanation on the introductory letter attached to the questionnaires seemed to bias some definitions of participants as some of the answers were derived from the given explanation. Some of the definitions given are in Box 1.

Box 1: Definitions by participants to describe environmental mainstreaming

*“To include environmental factors in every policy, plan, programme and development activity of the organization” **World Vision.***

*“A continuous process of identifying environment and natural resource issues/ opportunities that contribute to the development goals of an activity identifying potential impacts and mitigation measures, budgeting for the intervention, monitoring the implementation of Environment and Natural Resources (ENR) intervention and mitigation in order to reduce the negative impacts of development programmes” **NEMA.***

*“Integrating environmental activities in policies, plans, programmes and projects” **NEMA***

*“Bringing environmental issues from the ‘background’ into the ‘lime light” **Ministry of Local Government***

In addition to the above definitions from the individuals of the respective organisations, the following additional definitions from mainstreaming guidelines are referred to.

Guidelines for Mainstreaming Environment and Natural Resources (ENR) in sectors provides: “Mainstreaming environment and natural resources in other sectors implies understanding the implications of the ENR concerns on the realization of each of the objectives of the four pillars of the Poverty Eradication Action Plan (PEAP) and adapting the core activities of the collaborative agencies or institutions with the realities of those issues or concerns”.

On the other hand, the guidelines for Environmental Mainstreaming into Local Government Development Planning Process provides: “Environmental integration is a continuous process of identifying environment and natural resources issues/opportunities that contribute to the achievement of the development goals of each sector; identifying potential impacts and mitigation measures for development interventions; budgeting for environmental interventions, mitigation measures; monitoring implementation of environmental management interventions including mitigation activities to reduce potential negative impacts of development programmes”.

Based on the definitions provided by individuals and from written guidelines one observes that: (i) they differ in detail, (ii) they differ by respondent even within same organization, and above all, (iii) they differ by the **specificity** of the issues to be addressed.

3.2 Efforts Made to Include Environmental Mainstreaming

The tone and origin for environmental mainstreaming is traced to the National Environment Action Plan (NEAP) process, 1991-1995. The National Environment Management Policy 1994 that resulted from the above process set as one of its objectives,

“to integrate environmental concerns in all development oriented policies, planning and activities at national, district and local levels, with participation of the people”

To give effect to the above provisions, the National Environment Act, 1995 which too was one of the products of the NEAP process, set as one of the functions of NEMA,

“to ensure the integration of environmental concerns in overall national planning through coordination with the relevant ministries, departments and agencies of the Government”

In addition, the same legislation specified some of the tools that would guide an integrated approach to sustainable development. Examples include, Environmental Impact Assessment, Environmental Audits and Inspections, guidelines for management of wetlands, guidelines for land-use methods, guidelines for management of toxic and hazardous chemicals and materials. At the time this legislation was coming out, the country was involved in the constitution making process with the result that many of the principles of the Act were fed into the constitution. One of such principles is that of *“ a right to a clean and healthy environment”*.

Beyond the above legislation, there were other legislations around the same time which adopted the principles. In particular these were the Water Act 1995, the Wildlife Act 1996, the Wetlands Policy 1995, and recently, the National Forestry and Tree Planting Act, 2002.

Alongside the above legislation, a number of institutions and structures were formed to give prominence to environmental management generally. They include National Environment Management Authority (NEMA), the Inter-Ministerial Policy Committee on Environment, the District Environment Officers, the District and Local Environment Committees, the Uganda Wildlife Authority (UWA), the National Forestry Authority (NFA), to mention but a few. Recently, the police announced that it had set up a special unit to address environmental related crime.

Beyond the policy, legislation and institutional redesign to address environmental mainstreaming, the government planning and decision-making processes too have featured environment, albeit with varying degrees of detail and emphasis. For example, the previous PEAPs and Budget Framework Papers (BFPs) have treated environment as a cross-cutting issue to be integrated across all plans and programmes. Some of these have included Plan for Modernisation of Agriculture (PMA), National Agriculture Advisory Services (NAADS), Vision

2025, and Local Governments. The above developments have caused institutions to design tailor made guidelines for environmental mainstreaming, with examples given in Table 1.

Table 1: Examples of existing guidelines for environmental mainstreaming

Guidelines and Issuing Organisation	Target Users	Main focus
1. Guidelines for EIA by NEMA, 2002	- EIA Practitioners	- To guide the users in all legal, procedural and analytical aspects of EIA process
2. Guidelines for Mainstreaming Environment and Natural Resources Issues in other Sector Program by MWLE, 2003	- Sector Working Groups - Ministries and Statutory Bodies	- To provide guidance to different sectors on how they can integrate cross-cutting ENR issues in their sectoral plans and programmes
3. Environmental Guidelines, MWHC, 2003	- Contractors in Labour-Based Road Works	- To guide contractors in identification and mitigation of environmental impacts on road maintenance
4. Guidelines for Annual Reporting on MDG 7 for Uganda by UNDP Country Office, 2004	- UN System - Government agencies and NGOs reporting on MDG 7	- To raise awareness, advocacy, alliance building and documentation on MDG 7
5. Assessment Manual of Minimum Conditions and Performance Measures for Higher Local Government by MoLG, 2004	- LG Assessors	- To test among others, whether environment was addressed during the implementation of LG plans
6. Guidelines for Mainstreaming Drylands Management Issues into DDPs by MAAIF, 2006	- Districts in Drylands (Cattle Corridor’')	- To give prominence the peculiarities of drylands in the environmental mainstreaming processes
7. Mainstreaming environmental issues into Budget Framework Papers- Users’ Manual, NEMA 2007	- Sectoral working groups - Ministries and Local Governments - Statutory Bodies - Accounting officers - MFPED & NPA	- To guide target agencies cautiously budget for mainstreamed environmental issues in their respective plans

To note from the Table 1 is that (i) guidelines for environmental mainstreaming have been originated by several **national** institutions, targeting different users., (ii) they focus on specific issues, and (iii)they are used at different scales i.e. national, district, local.

Under the circumstances, one may continue to witness rather an increase in the number of guidelines rather than a reduction because of diverse interests of the originators. For example, government has sounded in the Concept Note for the Revision of PEAP that one of its key challenges in the next 5 years is Climate Change. Already, institutions and individuals are contemplating the tools for climate change proofing.

Box 2: Participants contribution on efforts made towards environmental mainstreaming

The participants explained the efforts made by their organizations towards environmental mainstreaming which included;

- 1. National Environmental Management Authority (NEMA) works with lead agencies such as local government, sectoral ministries to integrate environmental concerns into their policies, plans and programmes. NEMA also contributes to **formulation** and **reviews** of policies, plans and programmes with a view of integrating environmental concerns.*
- 2. Many institutions mentioned the requirement to undertake Environmental Impact Assessment (EIA) for every development project. For example the Banking and Financial institutions do not give or extend loans for developments where EIA has not been conducted.*
- 3. The National Planning Authority also makes effort to integrate environment through development of guidelines and inclusion in the education curriculum. The Environment and Natural Resources (ENR) working group under the Strategic Wide Approach (SWAp) framework for planning and budgeting was created.*
- 4. Non- Government Organisations like Green Watch and Environmental Alert has tried to build capacity and awareness creation on issues concerning environmental mainstreaming through capacity building workshops. In addition there has been advocacy and lobbying of environmental issues in development plans, programmes and policies.*
- 5. In Local Governments, the government projects are screened for environmental impacts and monitored for implementation of mitigation measures. Checklists and guidelines have been developed to guide investors and local government.*
- 6. Ministry of Finance analyses environmental issues as part of poverty and policy analysis and have advocated for increased budgetary resources to address key environmental challenges. The ministry has also directed all sectors to mainstream environment in budget processes.*

3.3 Drivers of Environmental Integration in Development Plans

Based on the requirements/ drivers given in the questionnaire to include environmental considerations in development planning or decision making, ranking of the drivers that applied and top 3 was done by the participants. From the point of view of personal capacity, the number 1 driver to environmental mainstreaming was National or local legislation, regulations and requirements with 17 total value points followed by Personal values with 16 points. The least mentioned personal driver was conditions imposed by donor/lender, Table 2.

For organizational drivers for environmental mainstreaming, National or local legislation, regulations and requirements was still ranked the first followed by organizational values, Table 3

When personal drivers were compared with organizational drivers of environmental mainstreaming, the former scored highest compared to the latter for all the competing drivers, Figure 1.

Some of the specific actual/potential environment events mentioned by participants included environmental degradation, climatic change, flooding, droughts, pollution of water resources, destruction of water catchments, deforestation and electronic waste.

Table 2: Personal ranking of drivers of environmental mainstreaming

Drivers for environmental considerations					
	All that apply	A	B	C	Total Value points
1) International commitment	3	1	4	4	12
2) Legislation, regulations and requirements(national/local)	6	5	5	1	17
3) Company/business plans/objectives	2	1	1	2	6
4) Company/business regulations/requirements	1	2	1	1	5
5) Stakeholder/public demands	3	1	3	1	8
6) Conditions imposed by donor/lender	1	1	1	1	4
7) Risk management	4	1	5	1	11
8) Personal values	6	4	3	3	16
9) Organisation's values	4	2	3	1	10
10) Traditional/cultural reasons	3	1	3	1	8
11) Actual or potential environmental events and issues	4	4	1	3	12

Table 3: Organisational ranking of drivers of environmental mainstreaming

Drivers for environmental considerations					
	All that apply	A	B	C	Total Value points
1) International commitment	3	3	1	1	8
2) Legislation, regulations and requirements(national/local)	7	1	3	1	12
3) Company/business plans/objectives	3	3	2	1	9
4) Company/business regulations/requirements	1	1	1	1	4
5) Stakeholder/public demands	5	1	1	1	8
6) Conditions imposed by donor/lender	1	1	1	1	4
7) Risk management	4	1	2	1	8
8) Personal values	1	1	1	1	4
9) Organisation's values	5	3	1	1	10
10) Traditional/cultural reasons	1	1	1	1	4
11) Actual or potential environmental events and issues	1	1	1	1	4

Top three drivers

A- 1st driver, **B-** 2nd driver, **C-** 3rd driver

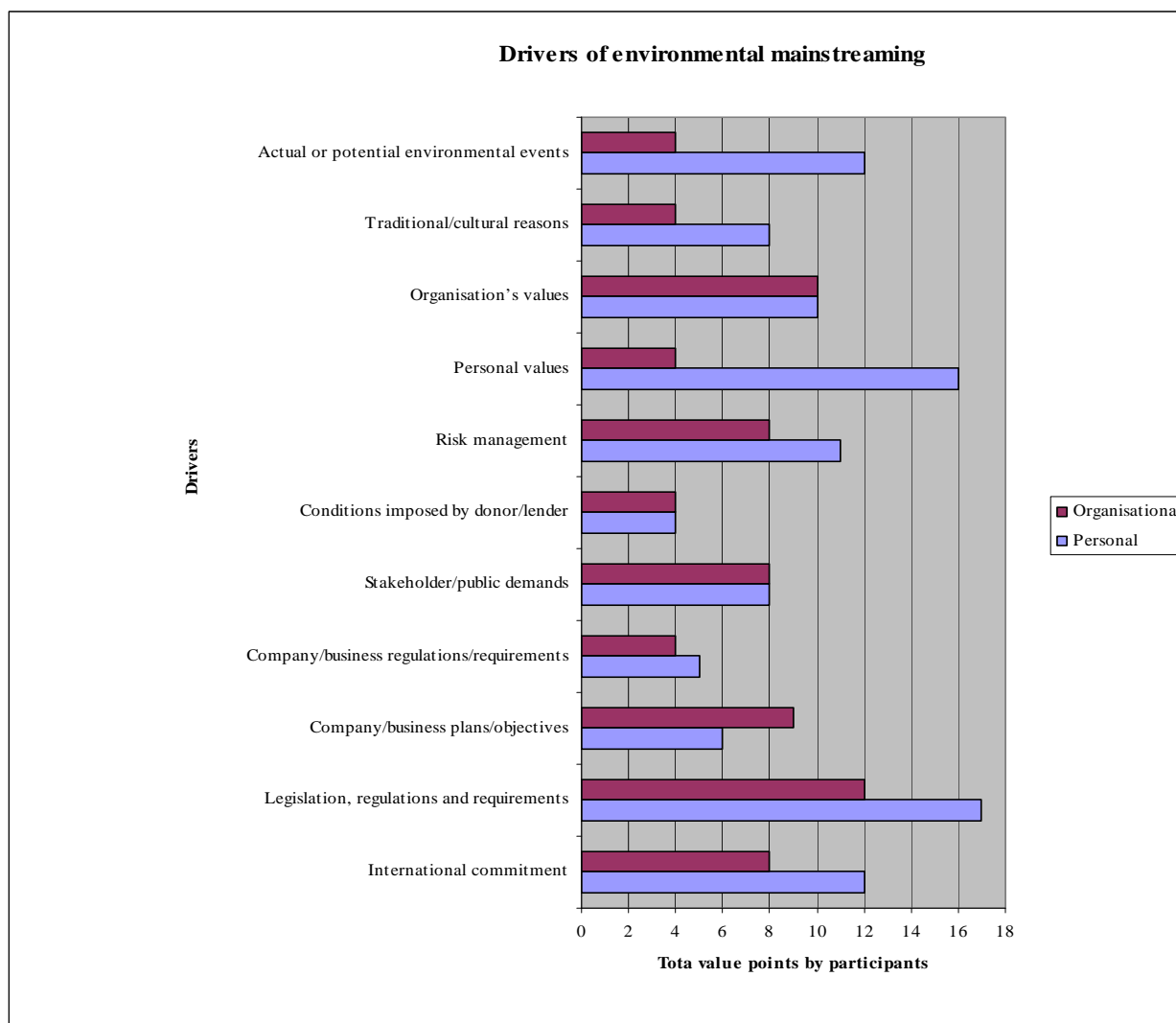


Figure 1: Comparison of personal and organizational drivers of environmental mainstreaming

In addition to the information on drivers for environmental mainstreaming given in the questionnaire, some participants contributed the following additional drivers:

- (i) There is increased fear of risk from environmental degradation as witnessed by occasional floods, drought, falling water levels in Lake Victoria and outbreak of water-borne diseases.
- (ii) The pressure from a growing active civil society organization movement as evidenced in the media and liberalization of both radio and television stations. There is no doubt therefore that if government empowered the general public about their rights, and invested in other potential tools like Public Information Disclosure, the practice of environmental mainstreaming would be more sustained.
- (iii) In Local Governments in particular, there is another driver, namely the desire to obtain 20% bonus over and above the budget on account of being assessed to have satisfied environmental requirements. The reverse is true, Local governments failing to meet them are given a penalty of 20% of their budget.

3.4 Criteria for Judging Tools for Environmental Mainstreaming

The participants were given a list of criteria for judging tools and requested to tick all those that applied. The ease of use and the cost was found to be the most important criteria for judging tools as it was ranked highest by many participants, Figure 2. Extent of the skills, training, qualifications for use of tool and robustness was voted second and third in line respectively. Only one participant thought the level of impact in helping to make progress towards sustainable development was important. It is important to note that many participants stressed that the User Guide should try and match the tools to the issues to be addressed. In light of this comment and diversity of tools shown in Table 1 it is going to be imperative to make a User Guide that is very representative of the issues to be addressed on one hand and cognizant of the resources (financial, human, etc) on the other.

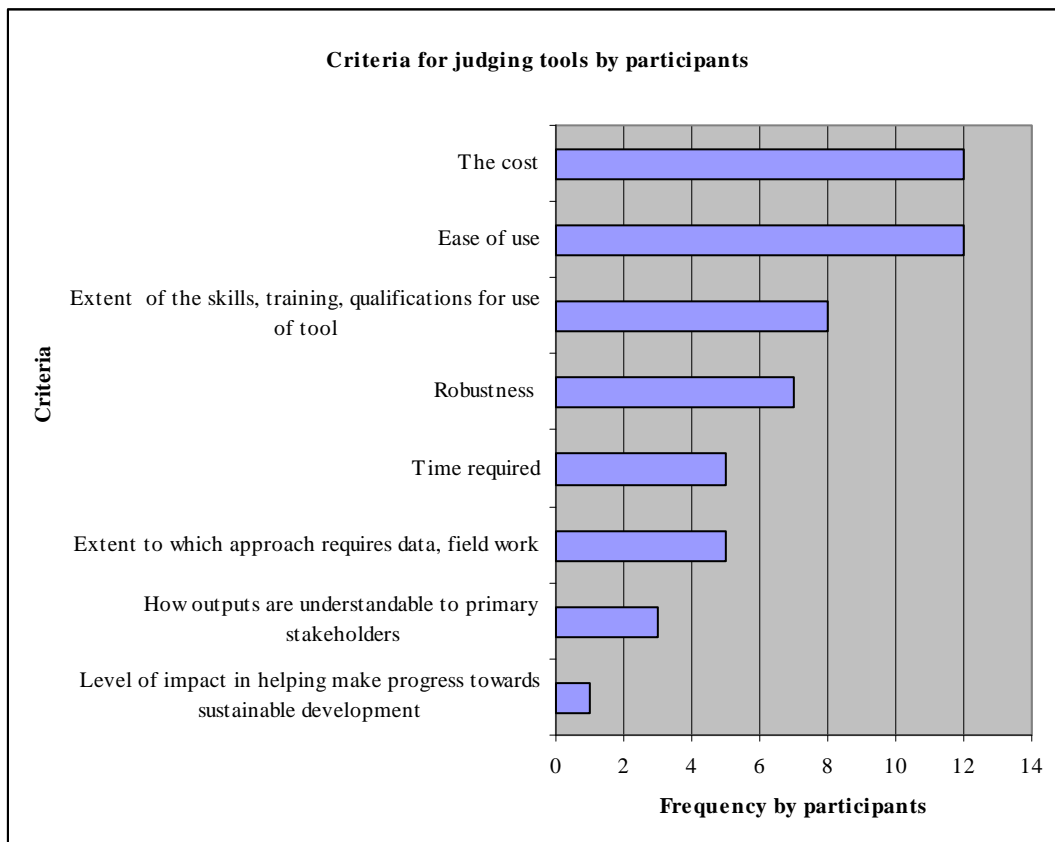


Figure 2: Criteria for Judging Tools by Participants

3.5 Tools Used for Environmental Mainstreaming

The questionnaire provided a list of illustrative tools, tactic and methods which guided the participants in contributing to the tools used in their organisations. The problem was that the given tools biased some respondents' answers much as it guided them. The information on tools from respondents was analysed based on the illustrative tools given in the questionnaire viz- a- viz Information and Assessment Tools; Deliberate and Engaging tools; Planning and Organising tools; Management and Monitoring tools.

The tools that were mentioned more than once by the participants were indicated as shown in Figures 3, 4, 5 and 6. It is important to note that it does not mean that tools that appeared more than once were the **only** most useful tools since each organisation independently identified tools they regarded most useful. An example is Uganda Cleaner Production which had some tools only applicable by their organisation, e.g. Life Cycle Assessment and Cleaner Production.

The District Support Officer, NEMA commented that the success of the tools used were mainly due to commitment and attitude since most people viewed environment as “*anti-development*”

Some participants commented that there was no need for an International User Guide for tools for environmental mainstreaming because each tool depended on the situation at hand. They instead commended for the development of a National User guide which can be country specific. “*Each tool depends on the situation at hand and no single tool can do it all*” Ronald Kagga, NEMA

The Director, Green Watch was actually very concerned about repetitions with the mainstreaming studies because according to him Uganda has done a lot mainstreaming especially in the environment and gender sector. He suggested that such studies could be carried out in countries where mainstreaming environment has never been done and countries like Uganda should be helped to try to find feasible implementing strategies.

3.5.1 Information and Assessment Tools

Environmental Impact Assessment (EIA) was suggested by my many participants (15) as the most important information and Assessment tool followed by Cost benefit Analysis (7) and Strategic Environment Assessment (5) see Figure 3. Government institutions contributed most in mentioning EIA with a reason that all government projects both at district and Lower Local Governments (LLGs) are screened for environment impacts and mitigation measures identified.

Examples of contexts in which environmental mainstreaming of information and Assessment tools took included among others:

- Environmental Alert which used Participatory Planning tools during the Adjumani district stakeholders meetings to feed into the District Development Plan. The tool was selected because it was easy to apply and not costly for the organisation. The motivation for the workshop was because the district was penalized for poor environmental mainstreaming.
- World Vision used Cost Benefit Analysis and Community participation to promote contour bands across steep hills in farms. The damage to the environment and loss of productivity inflicted on the farmers forced them to promote intervention. The Cost Benefit Analysis was more responsible for the success because the non-compliant farmers saw crops of others doing much better and also adapted the system. Cost Benefit analysis was also used to promote energy savings stoves. This reduced the cost and the time taken to collect firewood especially by women. Another activity that was promoted was tree planting (agro forestry) through community mobilisation to reduce environmental degradation caused by over harvesting of firewood for cooking. The only problem encountered was that domestic animals destroyed the young trees before maturity.

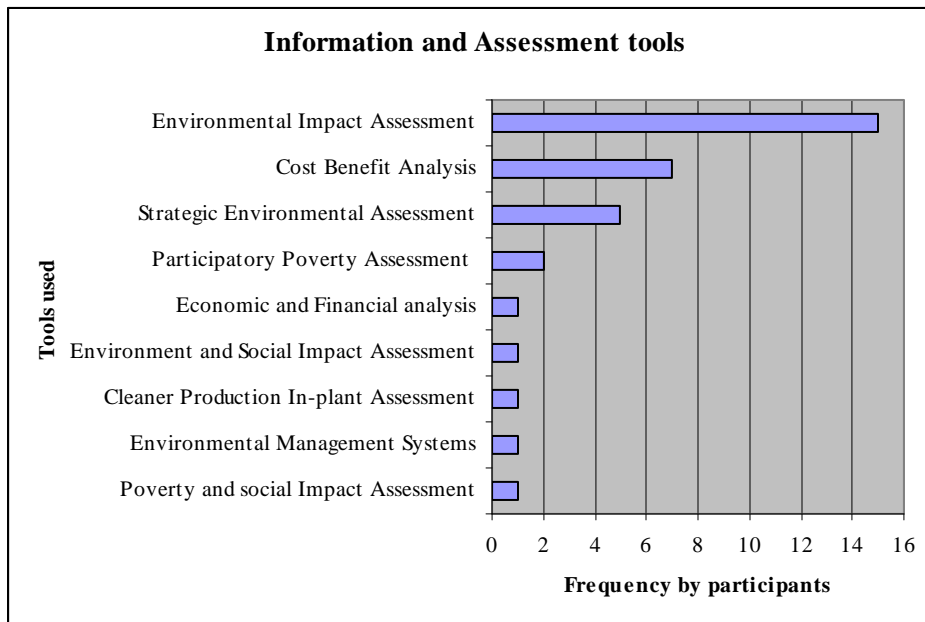


Figure 3: Information and Assessment Tools used by participants

3.5.2 Deliberative and Engaging Tools

Public Participation and Awareness Raising was mentioned by many participants as the most important tool followed by capacity building workshops/ seminars as compared to other deliberative and engaging tools, Figure 4.

An example of context in which environmental mainstreaming of Deliberative and Engaging tools took place was that of Public awareness raising used by Green Watch to relocate communities that settled in gazzeted wetlands. These tools were used as a statutory requirement and the available skill that existed within the organization. The communities were first sensitized about the provisions of the law on the wetland management before enforcing the regulations. Negotiations were also done to ascertain the wetland boundaries.

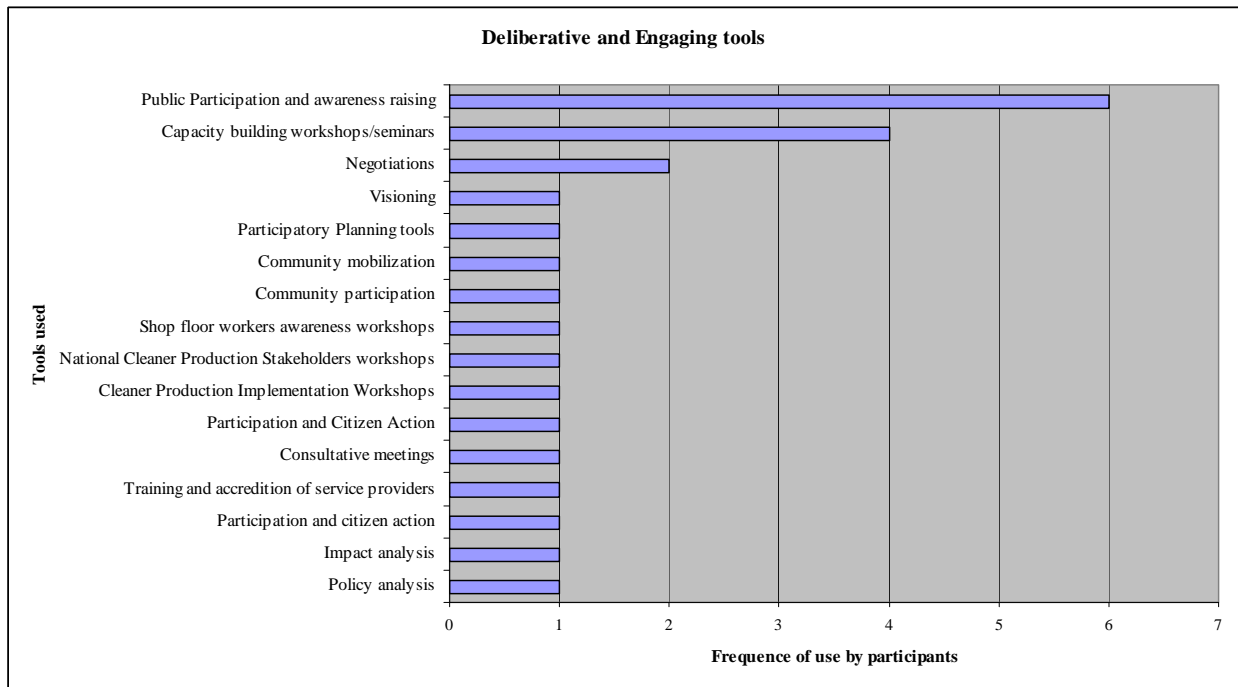


Figure 4: Deliberative and Engaging tools Used by participants

3.5.3 Planning and Organising tools

District Environment Action Plans (DEAPs) and National Environmental Action Plans (NEAPs) were the most mentioned in the Planning and Organising tools, Figure 5.

In Uganda Cleaner Production, Cleaner Production was ranked as the most useful tool as it improves productivity of enterprises through addressing the three pillars of sustainability simultaneously. The pillars include ecological integrity, societal integrity and individual integrity. Environmental Management Systems (ISO) was ranked second because certification to this standard enables companies to periodically audit themselves. A case study under Uganda Cleaner Production is given in Box 3.

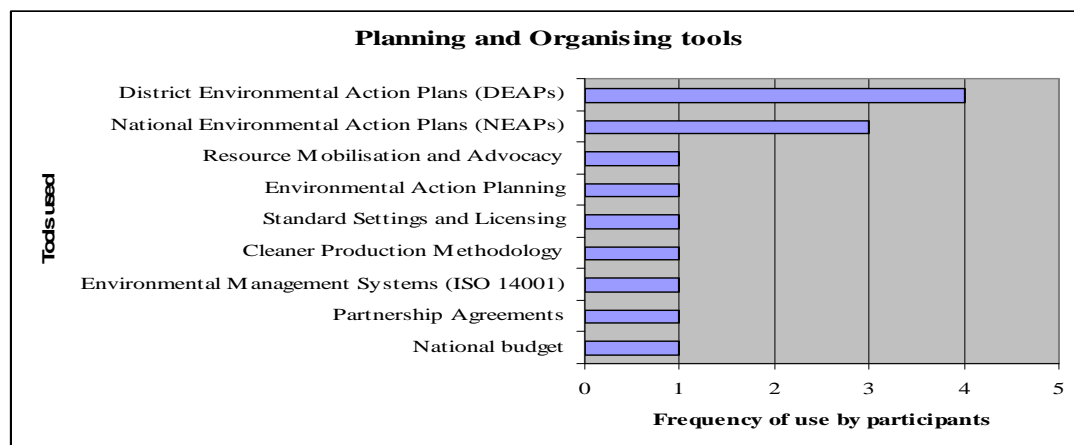


Figure 5: Planning and Organising Tools Used by participants

Box 3: Case study of Eco- benefit Programme in Uganda

The ECO-BENEFITS Programme is a ten-month package that was developed by Uganda Cleaner Production in March 2002 and is aimed at introducing Cleaner Production concepts in enterprises. The programme provides staff of enterprises with comprehensive know-how and on the job training in Cleaner Production and enables the enterprise to keep improving continuously through its own in-house capacities.

The Programme consists of four phases that include : (i) Phase A: Guided Cleaner Production Assessment (2 months), (ii) Phase B: Implementation of CP options and energy saving measures (5-6 months),(iii) Phase C: Evaluation of progress of the Programme with special emphasis on environmental, socio-economic and technical benefits (2-3 months), (iv) Phase D: Award of Certificates

Enterprises that successfully completed the full programme, receive a Cleaner Production Award valid for one year. The awards are renewed after an extensive evaluation exercise involving independent award commission from CP stakeholders.

The Centre has so far carried four programmes with a total of 28 enterprises participating. Of these 28 enterprises, 2 have failed to meet the minimum standards for the CP award. The Eco-Benefits Programme has acted as a preamble for successful companies to embark on the ISO 14001 certification Programme.

3.5.4 Management and Monitoring Tools

The participants revealed that Monitoring and Evaluation was the most important management and monitoring tool followed by environmental audits, Figure 6.

Examples of contexts in which environmental mainstreaming in Management and Monitoring tools took place included among others; Advocates Coalition for Development and Environment (ACODE) assisted the Government to develop guidelines for mainstreaming environment and lobbied for Ministry of Finance to call for environmental mainstreaming in the sectoral budgets.

The development of technical tools like manuals contributed to incorporating of environmental law on the annual judicial calendar. This has assisted the judiciary to make meaningful decisions on environmental disputes.

Ministry of Finance, Planning and Economic Development introduced indicators in the National Plan to track performance of the various sub-sectors under environment.

On-farm Resource flows and Integrated Soil Management tools were selected for combating soil fertility depletion in a farmer field school framework comprising of 30-35 members. This tool is an indication that certain tools are only applicable for that situation only.

Some participants suggested tools they have not used either through lack of human or financial resources and would like to see included in the User Guide and these included: Environmental Modeling techniques e.g. Threshold 21 (T 21), Green Accounting, Environment and Economic growth (EEG), Environmental Easement, Environmental Planning, Performance bonds, Restoration Orders, Political analysis.

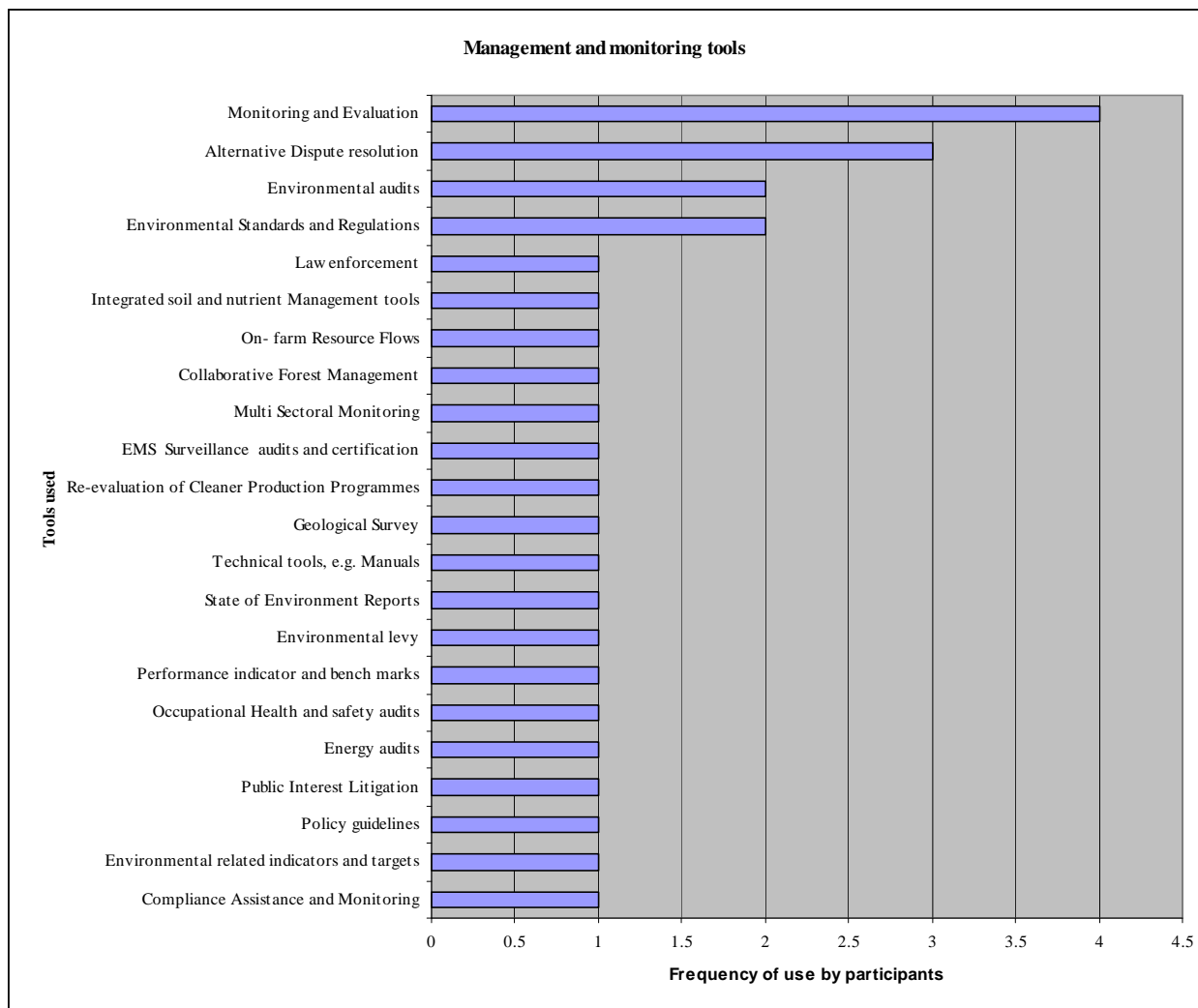


Figure 6: Management and Monitoring Tools used by Participants

The Ministry of Local Government developed environmental checklist to identify and determine environmental impacts of proposed projects and suggest possible measures for mitigation of adverse impacts. The checklists are used on all development projects that the local government intends to implement. The checklist covers projects by sector with major focus on water supply, sanitation, drainage, roads, solid waste management, production and general construction. This implies that projects are similar at the different levels of local government. There is however difference in the scale of the project which subsequently leads to differences in skills and funding required in implementing the proposed mitigation measures. An example of environmental checklist used at the District/City and Municipal Local Governments is shown in Table 4.

Table 4: Environmental checklist for Water Supply

(i) Project/Activity	Environmental component affected	Nature of environmental concern	Required action/mitigation measures by Local Government	Required action/mitigation measures by community	Required action/mitigation measures by contractor
Surface water supply intake					
(i)Planning Phase					
(ii)Construction Phase					
(iii)Operation Phase					
Water treatment plant					
(i)Planning Phase					
(ii)Construction Phase					
(iii)Operation Phase					
Supply and distribution mains					
(i)Planning Phase					
(ii)Construction Phase					
(iii)Operation Phase					

4. Constraints of environmental mainstreaming

The participants ranked the obstacles/ challenges to integrating environmental considerations in development planning or decision making given in the questionnaires. Lack of understanding and awareness of relevance of environmental issues in development planning was ranked highest followed by lack of insufficient funding with 17 and 14 total value points respectively, Figure 7. All the participants **did not** rank the challenge of Not enough tools that work in our particular context. This implies that the organisations have enough tools and do not recognize the constraint of not having enough tools. One participant commented that the major challenge was financial, for example many developers skip EIAs and audits because they are expensive.

One would also argue with participants that lack of awareness and conceptual understanding between proposed activities and environment is a great barrier to mainstreaming. In fact, one can argue that with this over come, the number of guidelines being issues will start to fall

Another constraint that was mentioned in addition to those given in the questionnaire is that of apathy where people do not care about environmental mainstreaming.

Table 5: Challenges/Obstacles to Integrating Environment in Development Plans

Constraints	Frequency (No. times constraints mentioned)				Total value points
	All that apply	A	B	C	
1. Lack of or insufficient data/information	8		2	2	12
2. Insufficient human resources (generally)	4	1			5
3. Insufficient human resources with relevant skills	5		2		7
4. Lack of awareness of the range of tools available	8			2	10
5. Not enough tools that work in our particular context					
6. Lack of or insufficient funding	8	2	3	1	14
7. Lack of political will	7	3		2	12
8. Lack of understanding and awareness of relevance of environmental issues in development planning	10	4	2	1	17
9. Corruption	6	1			7

Top three

A- 1st B-2nd C-3rd

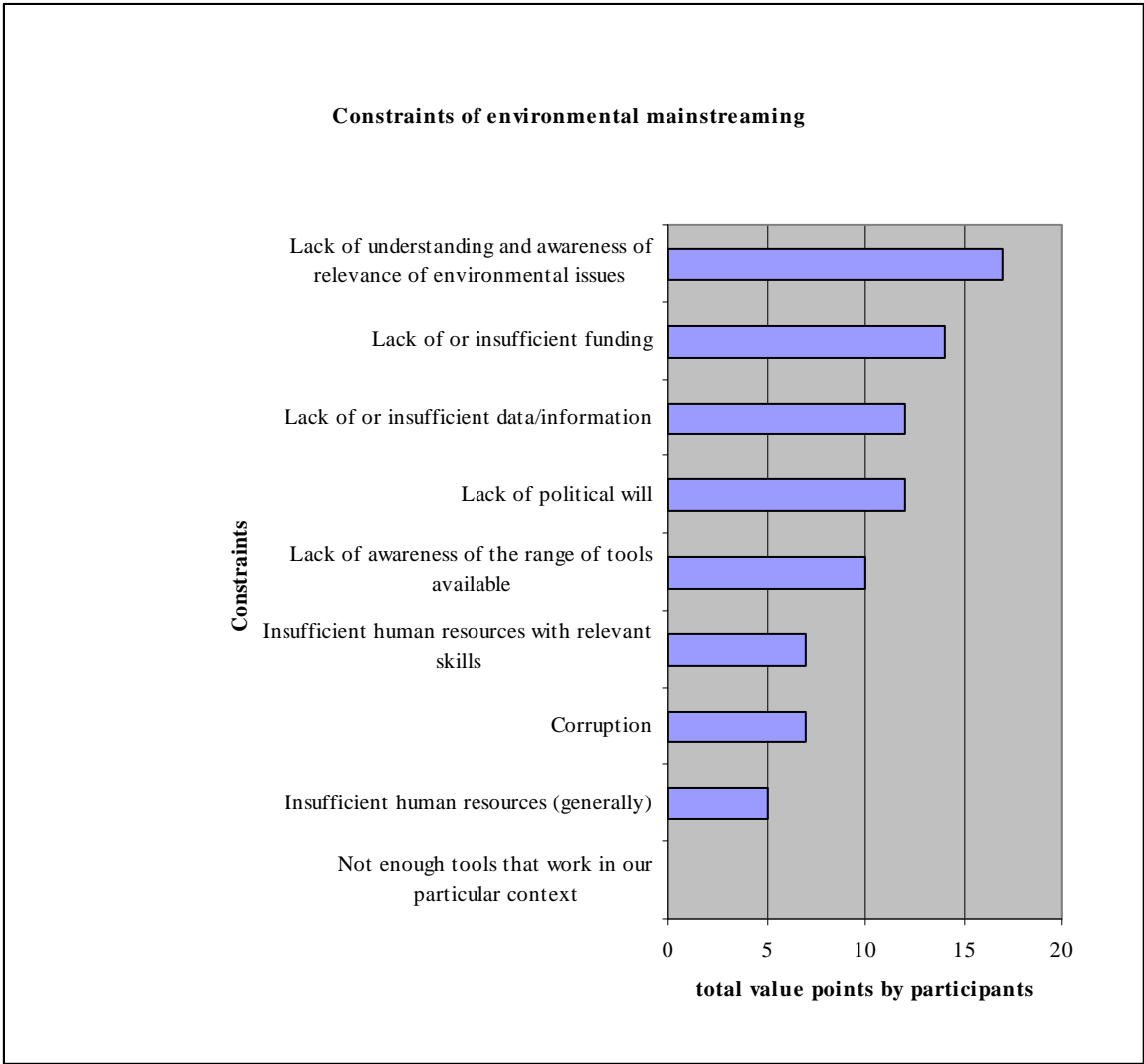


Figure 7: Constraints to environmental mainstreaming

4. Recommendation and Conclusion

Environmental mainstreaming is NOT new in Uganda as it has been incorporated by various sectors in development plans and policies over a long time. Actually some institutions are mainstreaming fatigue. The major set back that was mentioned by most participants was lack of funds for implementation of mainstreamed activities and institutions would have derived value addition if the study looked at opportunities for funding.

Several institutions have developed guidelines for environmental mainstreaming targeting different users including provision of checklist which has improved environmental mainstreaming.

Environmental integration in PEAP has progressively improved over time.

There are many tools that have been introduced by international and national institutions but several factors account for their acceptance, adoption and institutionalization. Some of the most used tools included EIA, Cost Benefit Analysis, Public Participation and Awareness Raising, DEAPs, NEAPs, Monitoring and Evaluation, Alternative Dispute Resolution, Environmental Audits and Environmental Standards and Regulation.

Capacity Building and Awareness Raising through workshops/seminars and mass media like radios, television and News Papers has greatly improved environmental mainstreaming.

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Annex 1: User Guide Questionnaire

Implementing
Organisation's
logo

[Name of your organisation]



in association with

The International Institute for Environment and Development (IIED), London

**'User Guide' to effective approaches (tools, tactics, methods, institutions)
for integrating environment and development**

BACKGROUND

The International Institute for Environment and Development (IIED) has identified the need for a Guide to effective approaches for integrating environmental considerations into all aspects of development decision-making (e.g. physical, economic and social planning). This is often called "environmental mainstreaming".

The need arises because there is now a wide variety of tools, tactics and methods but little independent guidance as to which are appropriate and under what circumstances. Too many tools are being 'pushed' by external interests and little is known about whether other more culturally relevant approaches have been successfully used.

In order to produce a Guide that is relevant to a wide range of potential and actual users, input is being sought from a variety of countries, sectors and user types, with the attached survey form providing the basis for inputs, discussion and the identification of relevant case studies. Current participating regions/countries are Caribbean (Barbados, Jamaica, Trinidad and Tobago); Chile; Ghana; India; Kenya; Phillipines; Uganda; South Africa and selected countries in Central-Southern Europe (particularly Czech Republic and Croatia).

[Implementing organisation] is partnering with IIED to undertake a survey in [country or countries] to gather feedback from diverse users and stakeholders about the opportunities and challenges they face in identifying and applying approaches to environmental mainstreaming, which tools, methods and tactics they find useful or otherwise, and what gaps they feel exist.

The global initiative is being steered by an international panel of stakeholders comprising both potential users of the Guide and the donors and governmental and non-governmental agencies that support them, many of whom are involved in conducting these surveys.

The Guide will provide an overview of a small selection (approximately 30) of the approaches to environmental mainstreaming that users have found most effective and in which contexts. In addition to providing short profiles of the selected approaches, the Guide will use case studies to examine the factors that influence the selection and effectiveness of the most appropriate approach, e.g.:

- what are the environmental management challenges or tasks for which a particular approach has proven most effective?
- what is the broader context in which the environmental mainstreaming is taking place and how does this affect the selection of the approach?
- who is involved - users, stakeholders and institutions? And how does this affect the selection of the approach?
- how can tools, tactics and methods be most effectively applied?

SHARE YOUR VIEWS AND EXPERIENCES

By participating in this survey and the associated discussion processes, you will contribute to ensuring that the Guide is relevant to users in your organisation, sector and country and to other users all over the world.

There are NO WRONG ANSWERS to any questions. If anything is unclear, just skip over the question or contact [implementing organisation] for clarification. If you are returning the survey by mail, please send to [mailing address] or by email to [email address] or by fax to [fax number]

SECTION A: Respondent's details

1. Name of organisation.....

2. Mailing address
.....
.....

3. Telephone/fax

4. Email

5. Website (if any)

6. Which of the following best describes your organisation?

Government Civil society organisation Private sector/business

Research Other Please specify type

7. Please provide a brief description of the main activities that your organisation undertakes

.....
.....
.....

8. Name of person completing survey

9. Job title/position

Contact details if different from above:

10. Telephone

11. Email

12. Which of the following best describes your role in the organisation

(please tick more than one if appropriate)

- | | | | |
|-----------------------------|--------------------------|---------------------------------------|--------------------------|
| a) Administrator | <input type="checkbox"/> | h) Researcher/academic | <input type="checkbox"/> |
| b) Planner | <input type="checkbox"/> | i) Senior technical officer | <input type="checkbox"/> |
| c) Environmental specialist | <input type="checkbox"/> | j) Lobbyist/advocate | <input type="checkbox"/> |
| d) Economist | <input type="checkbox"/> | k) Head of organisation or department | <input type="checkbox"/> |
| e) Social specialist | <input type="checkbox"/> | l) Other (please specify) | <input type="checkbox"/> |
| f) Investment specialist | <input type="checkbox"/> | | |
| g) Financial manager | <input type="checkbox"/> | | |

SECTION B: ENVIRONMENTAL MAINSTREAMING

1. How would you define environmental mainstreaming?

.....

.....

.....

2. Describe any conscious efforts towards environmental mainstreaming that are being made in your organisation, sector or country

.....

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.....

.....

3. Drivers: What requires or drives you to include environmental considerations in development planning or decision-making?

Please tick all that apply and then rank the top three in your personal capacity and, if different, for your organisation by putting 1, 2 or 3 next to the appropriate boxes..

		<u>Personal</u>	<u>Organisational</u>
			<i>(if different)</i>
a) International commitments (e.g. UN agreements/conventions)	<input type="checkbox"/>	<input type="checkbox"/>	
b) Legislation, regulations and requirements (national/local)	<input type="checkbox"/>	<input type="checkbox"/>	
c) Company/business plans/objectives		<input type="checkbox"/>	<input type="checkbox"/>
d) Company/business regulations/requirements	<input type="checkbox"/>	<input type="checkbox"/>	
e) Stakeholder/public demands		<input type="checkbox"/>	<input type="checkbox"/>
f) Conditions imposed by donor/lender		<input type="checkbox"/>	<input type="checkbox"/>
g) Risk management		<input type="checkbox"/>	<input type="checkbox"/>
h) Personal values		<input type="checkbox"/>	<input type="checkbox"/>
i) Organisation's values		<input type="checkbox"/>	<input type="checkbox"/>

- j) Traditional/cultural reasons
 - k) Actual or potential environmental events and issues
- (Specify) (e.g. climate change, flooding, disasters, environmental degradation)

.....

l) Other (specify)

.....

m) Do you have any other comments about what is driving environmental mainstreaming in your sector, country or region?

.....

.....

4. Constraints: What do you consider to be the main challenges or obstacles to integrating environmental considerations in development planning or decision-making?

Please tick all that apply and then rank the top three by putting 1, 2 or 3 next to the appropriate boxes.

- a) Lack of or insufficient data/information
- b) Insufficient human resources (generally)
- c) Insufficient human resources with relevant skills
- d) Lack of awareness of the range of tools available
- e) Not enough tools that work in our particular context
- f) Lack of or insufficient funding
- g) Lack of political will
- h) Lack of understanding and awareness of relevance of environmental issues in development planning
- i) Corruption
- j) Other (specify)

.....

k) Are there any approaches to environmental mainstreaming that you are dissatisfied with? *If so, please list the approach(es) and state why they have not been useful.*

.....

.....

l) Any other comments about what limits the integration of environmental considerations in different development decisions (e.g. social, physical, economic)?

.....

SECTION C: MATCHING THE APPROACH TO THE TASK AT HAND

1. Please provide up to three examples of occasions where you have used environmental mainstreaming (successfully or unsuccessfully) and identify up to three of the main approaches (tools, tactics and methods) that were used.

Example 1

a) Briefly describe the context in which the environmental mainstreaming took place (e.g. *Planning for a ferry port in a fishing village, displacing the fishing activities to another area*)

.....
.....

b) List the three main environmental mainstreaming approaches that were used
Appendix 1 contains an illustrative list of tools, tactics and methods but do not feel constrained by these – we are looking for those that you apply and each sector and context is likely to be different.

Name of approach

- a.
- b.
- c.

d. Were these approaches developed in the country or outside? Did any of them draw on local or indigenous practices?

Approach i	Developed in country? Yes <input type="checkbox"/>	No <input type="checkbox"/>	Local/indigenous? Yes <input type="checkbox"/>	No <input type="checkbox"/>
Approach ii	Developed in country? Yes <input type="checkbox"/>	No <input type="checkbox"/>	Local/indigenous? Yes <input type="checkbox"/>	No <input type="checkbox"/>
Approach iii	Developed in country? Yes <input type="checkbox"/>	No <input type="checkbox"/>	Local/indigenous? Yes <input type="checkbox"/>	No <input type="checkbox"/>

c) What led to the selection of these particular tools? (e.g. *statutory requirement, easy to use, not costly, skills to apply exist within the organisation*)

.....
.....

d) Was the environmental mainstreaming process successful? Yes No

e) Was it one or more of the approaches that led to the success - of lack of it - or some other factor? And if so, what factor(s)?

.....
.....
.....

f) Would you use the same tools again in a similar situation Yes No

If no, what would you use instead?

Example 2

a) Briefly describe the context in which the environmental mainstreaming took place (e.g. Planning for a ferry port in a fishing village, displacing the fishing activities to another area)

.....
.....

b) List the three main environmental mainstreaming approaches that were used Appendix 1 contains an illustrative list of tools, tactics and methods but do not feel constrained by these – we are looking for those that you apply and each sector and context is likely to be different.

Name of approach

e.

f.

g.

h. Were these approaches developed in the country or outside? Did any of them draw on local or indigenous practices?

Approach i Developed in country? Yes No Local/indigenous? Yes No

Approach ii Developed in country? Yes No Local/indigenous? Yes No

Approach iii Developed in country? Yes No Local/indigenous? Yes No

c) What led to the selection of these particular tools? (e.g. statutory requirement, easy to use, not costly, skills to apply exist within the organisation)

.....
.....

d) Was the environmental mainstreaming process successful? Yes No

e) Was it one or more of the approaches that led to the success - of lack of it - or some other factor? And if so, what factor(s)?

.....
.....

f) Would you use the same tools again in a similar situation Yes No

If no, what would you use instead?

Example 3

a) **Briefly describe the context in which the environmental mainstreaming took place (e.g. Planning for a ferry port in a fishing village, displacing the fishing activities to another area)**

.....
.....

b) **List the three main environmental mainstreaming approaches that were used**
Appendix 1 contains an illustrative list of tools, tactics and methods but do not feel constrained by these – we are looking for those that you apply and each sector and context is likely to be different.

Name of approach

- i.
- j.
- k.

I. Were these approaches developed in the country or outside? Did any of them draw on local or indigenous practices?

Approach i Developed in country? Yes No Local/indigenous? Yes No
Approach ii Developed in country? Yes No Local/indigenous? Yes No
Approach iii Developed in country? Yes No Local/indigenous? Yes No

c) **What led to the selection of these particular tools? (e.g. statutory requirement, easy to use, not costly, skills to apply exist within the organisation)**

.....
.....

d) **Was the environmental mainstreaming process successful?** Yes No

e) **Was it one or more of the approaches that led to the success - of lack of it - or some other factor? And if so, what factor(s)?**

.....
.....
.....

f) **Would you use the same tools again in a similar situation** Yes No

If no, what would you use instead?

SECTION D: CONTENTS OF THE USER GUIDE

1. Based on your experiences, including those listed in Section 3 above, please list the five approaches to environmental mainstreaming that you find most useful in your work and that would like to see included in a User Guide

- a.
- b.
- c.
- d.
- e.

2. Are there other tools, which you have not used (e.g. through lack of human or financial resources) that you would like to see included in a User Guide?

.....

.....

.....

.....

.....

3. Are there environmental mainstreaming tasks or contexts in which environmental mainstreaming would be desirable and no useful tools exist or existing tools need to be refined? *Please give details*

.....

.....

.....

.....

.....

4. Would it be helpful for the User Guide to rank each of the profiled tools using a common set of criteria? Yes No

If so, which of the following criteria would you find helpful? Please tick all that apply, and suggest additional criteria

- a) Ease of use
- b) The extent of the skills, training, qualifications required to use the tool
- c) The cost
- d) The time required
- e) How understandable the outputs are to the primary stakeholders
- f) The extent to which the approach requires data, fieldwork, etc
- g) Robustness (does the approach deliver credible and sufficient information for effective decision-making?)
- h) Level of impact in helping make progress towards sustainable development
- i) Other criteria (specify)

.....
.....

SECTION E: FOLLOW UP

- 1. May we follow up with you by phone or email to obtain clarification or more details in relation to any of your answers?
Yes No
- 2. Your contribution will be fully acknowledged in the [country] study report unless you tick the box below.

I do not wish my contribution acknowledged in the [country] study report

APPENDIX 1 *an illustrative list of tools, tactics and methods*

[to be completed by countries using info provided by IIED and any they may wish to add/have emerged from surveys/group discussions] tt

The following are examples of illustrative lists that IIED has used. But we should not provide a big list in the questionnaire– its too leading!

(A) information and assessment tools

Economic and financial assessment (eg cost benefit analysis)
Impact assessment (eg environmental/social impact assessment)
Spatial assessment (eg land use planning)

(B) Deliberative tools and tools for engaging

Participation and citizen action (eg forums and dialogues)
Political analysis and action (eg Commissions and hearings)
Conflict management (eg arbitration)

(C) Planning and organising tools

Legal tools (eg public interest litigation)
Environmental management planning and control tools (eg quality management systems, ISO)

(D) Management and monitoring tools

Certification and audits (Forest Stewardship Council system, eco-labelling)
Monitoring & evaluation (eg indicators, surveys)

This is from my powerpoint (Barry)

ILLUSTRATIVE RANGE OF TOOLS



INFORMATION

- **Economic & financial assessment**
 - CBA, green accounting
- **Impact assessment & strategic analysis**
 - EIA, SEA, SoE, Natural Step
- **Spatial assessment**
 - LUP, poverty mapping
- **Monitoring & evaluation**
 - Indicators, audits, SD reporting
- **Policy analysis**
 - Stakeholder, institutional, governance mapping

DELIBERATIVE & ENGAGEMENT

- **Participation & citizens' action**
 - PLA, citizens' juries
- **Political analysis & action**
 - Discourse-shaping, coalition-forming, manifestos, commissions
- **Conflict management**
 - Dispute resolution, arbitration

PLANNING & ORGANISING

- **Legal tools**
 - Public interest litigation, rights regime
- **Visioning**
 - Scenarios
- **Management planning & control**
 - QMS/EMS, ISO, risk assessment, threshold analysis



Annex 2: List of Participants and their Contacts in Environmental Mainstreaming Study

Organisation	Participants	Job Title	Telephone Contacts	Email contacts
Government Organisations				
1) Ministry of Local Government	Rebecca Batwala	Monitoring and Evaluation Specialist	256- 772-521103	rbatwala@mdg.go.ug
2) National Forestry Authority	Fiona. F. Driciru	Community Partnerships Specialist	256- 772-507219	fionafd@nfa.org.ug
3) National Environment Management Authority (NEMA)	Margaret Lwanga	District Support Coordinator	256- 772-422947	mlwanga@nemaug.org
4) National Environment Management Authority (NEMA)	Ronald Kaggwa	Environment Economist	256- 772-461828	rkaggwa@nemaug.org
5) National Environment Management Authority (NEMA)	Waiswa Ayazika Arnold	EIA Coordinator	256- 772-471139	wayazika@nemaug.org
6) National Planning Authority	John Bosco Kintu- Kavuma	Economic Analyst	256-772- 871414	bokavuma@yahoo.com/npa@npa.org
7) Environment Department, Mukono district	Anne Nakimbugwe	Environment Officer	256- 772-470285	annekavuma@yahoo.co.uk
8) Ministry of Finance, Planning and Economic Development	Rosetti Nabbumba	Policy Analyst	256- 772-487225	Rosseti.nabbumba@finance.go.ug
9) Ministry of Energy and Mineral Development	Paul Mubiru	Commissioner, Energy Resources Department	256- 414-311111	mubiru@energy.go.ug
10) Ministry of Works and Transport	Charles Mutemo	Technical Officer	256- 414-323397	
11) Plan for Modernisation of Agriculture (PMA)	Dr. Godfrey Bahigwa	Director	256- 414-252263	pma@pma.go.ug
12) National Agriculture Advisory Services (NAADS)	Silim Nahdy	Director	256- 414-345440	info@naads.or.ug
13) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)	Steven Muwaya	Rangeland Ecologist		ccdnap@infocom.co.ug
14) Sembabule District	Lwanga Athanatus	District Environment Officer		
Non- Government Organisations				
15) Environmental Alert	Joshua Zake	Program Officer, land, land use and soils	256- 712-862050	jzake@envalert.org
16) Green Watch	Kenneth Kakuru	Director	256- 414-344613	environment@greenwatch.org.ug
17) Green Watch	Irene Ssekyana	National Coordinator	256- 414-344613	environment@greenwatch.org.ug
18) World Vision, Uganda	Fortunate Sewankambo	Community and Advocacy Director	256- 772-411501	Fortunate_sewankambo@wvi.org
19) Advocates Coalition for Development and	Bashir Twesigye	Programme/Research Assistant	256- 772-848801	b.twesigye@acode-u.org/acode@acode-u.org

Environment (ACODE)				
Private Institutions				
20) Uganda Cleaner Production	Edgar Mugisha	Technical Officer	256-414- 287938	edgarmugisha@ucpc.co.ug
Donor Agencies/Projects				
21) CARE International	Robert Nabanyumya	Programme Manager	256- 312-258100	cuhq@careuganda.org
22) UNDP	Justin Ecaat	Programme Officer	256-414- 251259	justin.ecaat@undp.org
23) Sawlog Production Grant Scheme (SPGS)	Allan Amumpe	Grants Administrator		allana@sawlog.ug
24) DANIDA	Lars Rimmer	Counsellor	256- 774-284488	kmtamb@um.dk

Annex 3: Criteria for Judging Tools by Participants

Criteria	Frequency of criteria by participants
Ease of use	12
Extent of the skills, training, qualifications for use of tool	8
The cost	12
Time required	5
How outputs are understandable to primary stakeholders	3
Extent to which approach requires data, field work	5
Robustness (does the approach deliver credible and sufficient information for effective decision making)	7
Level of impact in helping make progress towards sustainable development	1

Annex 4: Tools for environmental mainstreaming

Annex 4a: Information and Assessment Tools Used in the Different Organisations/Institutions

Tools used	Frequency (Number of times tool was mentioned)
1. Poverty and social Impact Assessment	1
2. Participatory Poverty Assessment	2
3. Environmental Impact Assessment	15
4. Strategic Environmental Assessment	5
5. Environmental Management Systems	1
6. Cleaner Production In-plant Assessment	1
7. Cost Benefit Analysis	7
8. Environment and Social Impact Assessment	1
9. Economic and Financial analysis	1

Annex 4b: Deliberative and Engaging Tools

Tools used	Frequency (Number of times tool was mentioned)
1. Public Participation and awareness raising	6
2. Negotiations	2
3. Policy analysis	1
4. Impact analysis	1
5. Participation and citizen action	1
6. Training and accreditation of service providers	1
7. Capacity building workshops/seminars	4
8. Consultative meetings	1
9. Participation and Citizen Action	1
10. Cleaner Production Implementation Workshops	1
11. National Cleaner Production Stakeholders workshops	1
12. Shop floor workers awareness workshops	1
13. Community participation	1
14. Community mobilization	1
15. Participatory Planning tools	1
16. Visioning	1

Annex 4c: Planning and Organising tools

Tools used	Frequency (Number of times tool was mentioned)
1. District Environmental Action Plans (DEAPs)	4
2. National Environmental Action Plans (NEAPs)	3
3. National budget	1
4. Partnership Agreements	1
5. Environmental Management Systems (ISO 14001)	1
6. Cleaner Production Methodology	1
7. Standard Settings and Licensing	1
8. Environmental Action Planning	1
9. Resource Mobilisation and Advocacy	1

Annex 4d: Management and Monitoring Tools Used in the Different Organisations/Institutions

Tools used	Frequency (Number of times tool was mentioned)
1. Monitoring and Evaluation	4
2. Environmental related indicators and targets	1
3. Policy guidelines	1
4. Environmental audits	2
5. Energy audits	1
6. Occupational Health and safety audits	1
7. Performance indicator and bench marks	1
8. Environmental levy	1
9. State of Environment Reports	1
10. Technical tools, e.g. Manuals	1
11. Geological Survey	1
12. Re-evaluation of Cleaner Production Programmes	1
13. EMS Surveillance audits and certification	1
14. Multi Sectoral Monitoring	1
15. Collaborative Forest Management	1
16. On- farm Resource Flows	1
17. Integrated soil and nutrient Management tools	1
18. Alternative Dispute resolution	3
19. Environmental Standards and Regulations	2
20. Public Interest Litigation	1
21. Law enforcement	1
22. Compliance Assistance and Monitoring	1

Annex 5: Terms of Reference

TERMS OF REFERENCE

**Consultant for Uganda Case Study of Tools for Environmental Mainstreaming
UNDP-UNEP Poverty Environment Initiative
International Institute for Environment and Development User Guide Project**

Duty Station: Uganda

Bureau/Office: UNDP-UNDP Poverty Environment Initiative

Background

The UNDP-UNEP Poverty and Environment Initiative (PEI) aims to support the integration of environment into development policy, planning and budgeting processes. The PEI is partnering with the International Institute for Environment and Development (IIED) to produce a User Guide to environmental mainstreaming.

The final User Guide will be based on experiences from countries around the world, including experiences chronicled in the Uganda case study of tools for environmental mainstreaming. The final product will identify a list of useful tools, identifying conditions and attributes that will help users to select the appropriate tool for promoting environmental mainstreaming in their specific policy situation. The final User Guide will present a range of practical existing approaches, rather than proposing an ideal, brand new approach – although it will point to new and upcoming initiatives. It will summarise each approach from a user perspective, and provide references and links. This Uganda case study of tools for environmental mainstreaming will be an independent report, the results of which will inform the aggregate study that IIED will produce.

Each country case study will be based on interviews with practitioners working on environmental mainstreaming with government ministries, UN agencies, parastatal organisations, civil society, and the private sector. The interviews will be based on the responses to an IIED-developed questionnaire (attached). Definitions of "tools" and "environmental integration" can also be found in the questionnaire. In some cases the completed questionnaire in writing may be sufficient; an in-person interview may not be possible or necessary. The consultant will develop a list of contacts, arrange and carry out interviews, and write the final Uganda case study report.

Consultancy Requirements

Product to be produced: A country case study of the experience with tools for environmental mainstreaming, based on personal interviews.

Objective of the product: To learn how certain tools for environmental integration are used and perceived in Uganda. The finding of this country case study will inform an aggregate User Guide to tools to be produced by IIED.

Methodology: The Uganda case study of tools for environmental mainstreaming will be based on responses to a questionnaire developed by IIED. The consultant will produce a list of at least 20 contacts who have experience with environmental mainstreaming. The consultant will then distribute the questionnaire, asking for written responses. Once responses are collected, the consultant will arrange and carry on in-person interviews based on the responses to the questionnaire. In other countries, interviews have lasted 40 to 90 minutes. The consultant will then synthesize his or her findings in a report.

Format: The structure of the Uganda case study of tools for environmental mainstreaming will follow the structure of the IIED User Guide questionnaire (see Kenya or South African case studies for examples- more information is available at <http://www.environmental-mainstreaming.org>)

Specific duties include:

- **Developing a network of contacts** in Uganda who have direct experience with using tools for environmental mainstreaming and who are willing to participate in the study.
- **Distributing IIED questionnaire** on environmental integration tools, reminding participants to complete the questionnaire, and collecting and tabulating results from completed questionnaires.
- **Arranging and carrying out interviews in Uganda** with participants based on the responses to the questionnaire and other relevant discussion topics.
- **Synthesizing responses and producing a Uganda case study report** that explains trends in the responses and attributes of particular tools for mainstreaming. The report will loosely follow the structure of the questionnaire.
- **Circulating a draft report** of the country case study.
- **Integrating comments and revising the draft to produce a final report.**

Timeframe

A total of 25 working days will be available for this assignment and the consultant will maintain the following time schedule:

- Submission of a draft list of participants after one week.
- Submission of draft text within three weeks of commencing the consultancy
- Submission of final draft text within two weeks after receiving consolidated comments from the PEI team and IIED.

Reporting

The Consultant will report to John Horberry at the Poverty Environment Facility. Alex Forbes of UNDP-Kenya and Barry Dalal-Clayton of IIED in the UK will also provide feed back and guidance.

Consultant Profile - Essential knowledge and experience:

Education:

- Higher degree in political science, environmental studies, economics or equivalent would be considered an asset.

Competencies:

- Excellent writing and communication skills
- Strong knowledge of and experience with environmental mainstreaming efforts in Uganda.
- Must possess or be able to access contact information of more than 20 people who have worked on environmental mainstreaming in Uganda.
- Good understanding of the technical jargon used in the environment and development sector
- Good understanding of the planning process in Uganda from district to national level.
- Ability to integrate comments and suggestions into the draft to produce a final product.

Experience:

- Experience working in environmental mainstreaming, or at a minimum in influencing policy, preferably in Uganda.
- Experience with government, UN and/or nongovernmental organizations related to environmental policy is an asset.

Language

- Excellent knowledge of English, including good writing skills; Luanda, Swahili and other Ugandan languages may be necessary for carrying out interviews.

Terms of Service

The Consultant shall be entitled to an attractive remuneration package commensurate with his or her qualifications and experience, which will be negotiated with the successful candidate.

The consultant shall work for duration of **25 working days**.