

**MAINSTREAMING IN AFRICA-  
LESSONS FROM THE UNDP-UNEP  
POVERTY & ENVIRONMENT  
INITIATIVE (PEI)**

## **BACKGROUND**

- **UNDP & UNEP COMBINED EFFORTS TO FORM THE JOINT UNDP-UNEP PEI IN AFRICA**
- **KENYA, UGANDA, TANZANIA, RWANDA, MOZAMBIQUE, MALI, MAURITANIA**
- **LESSONS LEARNT KEY TO DEVELOPING PEI SCALE-UP**
- **NEW PEI COUNTRY PROGRAMMES IN AFRICA – BURKINA FASO, MALAWI, BOTSWANA**
- **PEI AFRICA BASIS OF SCALE-UP TO OTHER REGIONS**

# **Sun Tzu & Results Based Management: “Always Start With the End in Mind”**

**The UNDP-UNEP PEI supports governments to:**

- Include environmentally sustainable natural resource use as a core objective in development planning & implementation so that poverty reduction & other economic development objectives are not undermined by the unsustainable use of natural resources.**
  
- Build capacity so that decision-makers know :**
  - How environmental sustainability contributes to development &**
  - How to include environmental sustainability in development planning & implementation.**

## **RESULTS WE WANT TO ACHIEVE**

- **Environmentally sustainable natural resource use is included as objective/outcome etc in national & sector development plans**
- **There are indicators attached to these objectives/outcomes**
- **These indicators are included in the M & E plan**
- **Sector Plans are developed & Budgets are allocated to achieve the objectives**
  - **Budgets in sectors – not just environment ministries – are allocated to achieve sustainable natural resource use**
- **Increased donors support**
- **Longer term capacity building programme for the ENR sector is put in place**

# **WHAT HAS BEEN ACHIEVED?**

- **SIGNIFICANTLY IMPROVED UNDERSTANDING OF HOW SUSTAINABILITY CAN HELP ACHIEVE DEVELOPMENT GOALS**
- **ENVIRONMENTAL SUSTAINABILITY INCLUDED AS AN OBJECTIVE IN NATIONAL DEVELOPMENT PLANS**
- **PARTIAL OPERATIONALISATION OF SUSTAINABILITY OBJECTIVES – E.G. INCREASED BUDGETARY ALLOCATIONS FOR ENVIRONMENTAL SUSTAINABILITY**
- **BUT RESULTS VARY BY COUNTRY – FAILURE IN SOME COUNTRIES**

# **KEY LESSON: BE VERY CLEAR WHAT THE PEI DOES & FOCUS ON THAT**

## **IT FOCUSES ON**

- **HOW ENVIRONMENTAL SUSTAINABILITY CAN  
CONTRIBUTE TO ECONOMIC & SOCIAL  
PRIORITIES**
- **INFLUENCING PLANNING, FINANCE & KEY  
SECTOR MINISTRIES**

# **BE VERY CLEAR WHAT THE PEI IS NOT**

- **IT IS NOT A ENVIRONMENTAL PROJECT OR ENVIRONMENT MINISTRY FUNDING MECHANISM**
- **IT IS NOT A ENVIRONMENT PROGRAMME – IT IS A POVERTY-ENVIRONMENT PROGRAMME.**

# **WHY FOCUS ON PLANNING/FINANCE & SECTORS?**

- **PEI focus on integrating environmental sustainability into Planning/Finance & key Sectors because:**
  - **Planning/Finance sets national development priorities & allocates budgets**
  - **Planning/Finance have responsibilities for cross-sectoral links**
  - **Sectors make the decisions that impact the most on environment**
  - **Environment Ministries too weak to influence P/F & key Sectors**



# **WHY FOCUS ON PLANNING/FINANCE & SECTORS?**

- **Yes, we want to build up capacity in Environment sector**
- **But will succeed only if key decision makers who set national & sectoral priorities & budgets are convinced environmental sustainability matters.**
- **Then resources will be allocated for implementation of environmental sustainability & building capacity in ENR sector**

# **RECOGNISE SUBSTANTIVE EFFORT REQUIRED**

- **CAPACITY GAPS IN COUNTRIES**
- **SUPPORTING CHANGE IN GOVERNMENT  
PRIORITIES**
- **WORKING IN MULTI-MINISTERIAL CONTEXT**
- **HIGH TRANSACTIONS COSTS**
- **'STUBBORN PERSISTENCE & ATTENTION TO  
DETAIL'**

# LESSONS

- **Adopt a joint Government-UN programmatic approach based on existing country processes. (E.G. PRSP)**
- **Ministry of Planning/Finance should lead**
- **Work with other donors from the beginning**
- **Prepare an institutional analysis focusing on how different ministries include environmentally sustainable natural resource use & how these resources are managed.**
  - **This helps us to design a PEI country programme that focuses on the key issues in country**

# LESSONS

- **Carry out economic analyses to show how environmentally sustainable natural resource use can improve economic & social development.**
  - **Use very specific examples – e.g. Hydro electricity production lost from unsustainable water use & sedimentation.**
  - **Use non-market values also – take a broad interpretation of economic costs & benefits as conventional economics can miss important ones – e.g. family fishing or fuel wood collection**
  - **Use economic evidence tactically – e.g.**
    - **Briefing notes**
    - **Present evidence repeatedly in different meetings & working groups**

# LESSONS

- **Intensive involvement in development planning process – daily, weekly in working groups, donor-government mechanisms, macro & sector level etc**
- **Work with Planning/Finance & key sectors to show how cost-benefit analysis can be improved to include environmental costs & benefits**
- **Carry out Public Expenditure Reviews (PER) in the Environment Natural Resource (ENR) sectors**
- **Develop guidelines for Planning/Finance on how they can better include environmental sustainability in macro & sector budgets, MTEFs**

# LESSONS

- **Support key sector policy & budgetary development processes to ensure sustainability objectives operationalised**
- **Minimise financing pilot projects**
- **Design mechanisms for long-term increase in budgets for environmental sustainability e.g.**
  - **Environmental Fiscal Reform**
  - **Prepare Environment- Natural Resource Sector support programmes for funding by major donors based in country**

# **Overall Lesson:**

## **Design a country programme focused on the desired End Result**

- **It may be what the country stakeholders want, but will it achieve the desired result?**
  - **Will it result operational integration of environmentally sustainable natural resource use in national & sectoral development plans & budgets?**
  - **Is it consistent with the PEI lessons learnt? E.g. Adopt a programmatic approach**
- **If inconsistent with above, don't support it**