

INTEGRATING ENVIRONMENTAL SUSTAINABILITY IN THE UNITEDNATIONS DEVELOPMENT ASSISTANCE FRAMEWORK

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Abstract

The United Nations Development Assistance Framework (UNDAF) is the strategic programme framework for the United Nations Country Team (UNCT) at the country level. It describes the collective response of the UN in the country in regards to the priorities in the national development framework, and its outcomes show where the UNCT can bring its comparative advantages to bear in advocacy, capacity development, policy advice, and programming for the achievement of the internationally agreed standards and development goals.

To strengthen the quality and focus of UN response to national priorities based on the UN system's common values and standards, UNCTs are required to apply five inter-related programming principles:

- Human Rights-based Approach (HRBA)
- Gender Equality
- Environmental Sustainability
- Results-based Management (RBM)
- Capacity Development With the present study, we attempted to analyze the UNDAF's evolution and the challenges faced by it, and to detail how to mainstream Environmental Sustainability, creating a resource tool for those preparing an UNDAF.

Keywords: *Environmental Sustainability; UNDAF.*

Resumen

El Marco de Asistencia de las Naciones Unidas para el Desarrollo (MANUD) es el marco estratégico de programación del Sistema de las Naciones Unidas en los países. El MANUD describe la respuesta colectiva del Sistema de las Naciones Unidas a las prioridades nacionales de desarrollo, y sus resultados muestran donde el Equipo País de las Naciones Unidas (UNCT) puede aportar sus ventajas comparativas para aplicarlas en la promoción, desarrollo de capacidades, asesoramiento sobre políticas y programación para el logro de los estándares y metas para el desarrollo internacionalmente acordadas.

Para fortalecer la calidad y orientar la respuesta de las Naciones Unidas a las prioridades nacionales sobre la base de normas y estándares comunes del Sistema de las Naciones Unidas, los UNCT deben aplicar los cinco principios interrelacionados de programación:

- Enfoque basado en los derechos humanos (HRBA);
- Igualdad de género;
- Sostenibilidad ambiental;
- Gestión basada en los resultados (RBM); y
- Desarrollo de capacidades.

Con el presente estudio, pretendemos analizar la evolución del MANUD y los desafíos confrontados, y describir como integrar la Sostenibilidad Ambiental, creando una herramienta de apoyo para aquellos que trabajan desarrollando los UNDAFs.

Palabras clave: *Sostenibilidad Ambiental; MANUD.*

1. INTRODUCTION

The United Nations Development Assistance Framework (UNDAF) is the strategic programme framework for the United Nations Country Team (UNCT) at the country level. It describes the collective response of the UN in the country in regards to the priorities in the national development framework, and its outcomes show where the UNCT can bring its comparative advantages to bear in advocacy, capacity development, policy advice, and programming for the achievement of MD/MDG related national priorities. There are four main steps in the process of developing an UNDAF: (1) road map, (2) country analysis, (3) strategic planning, and (4) monitoring and evaluation.

2. OBJECTIVES

The present study analyzes the UNDAF's evolution to its current form through the guidelines set forth by the United Nations Development Group and the challenges faced by it currently, in order to create a resource to ensure a better mainstreaming of Environmental Sustainability. The research will also help to pinpoint entry points and tools available to mainstream Environmental Sustainability into UNDAFs, as well as a series of questions and a scale for revision that will be made available to measure the extent of Environmental Sustainability mainstreamed in the UNDAF.

3. STATE OF THE ART, CONCEPTS and DEFINITIONS

3.1. Background

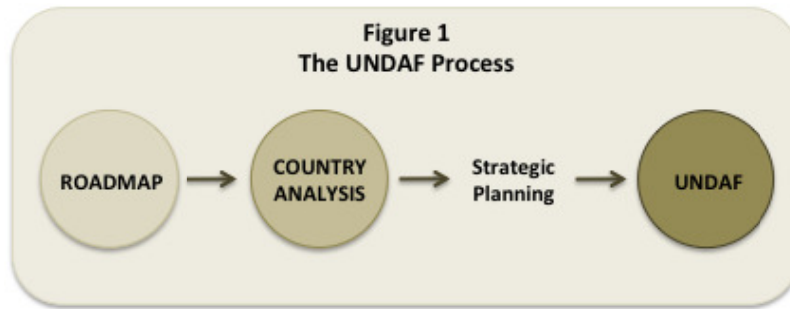
In 1997, former Secretary-General Kofi Annan initiated a reform agenda with the report "A Programme for Reform". As part of his agenda to make the United Nations an effective institution for world peace and development in the 21st century, the Secretary-General stressed the inter-linkages between peace and security, poverty reduction and sustainable human development, and the promotion and respect for human rights.

As part of the Mr. Annan's reforms, the United Nations Development Group (UNDG) was charged with the creation of the United Nations Development Assistance Framework (UNDAF), a strategic tool intended to bring greater coherence to the United Nations programmes of assistance at the country level with common objectives and time frames in close consultation with governments (Annan, 1997).

Today, the UNDAF is mandatory in countries where two or more UN agencies are expected to present regular multi-year country programmes to their respective governing bodies for approval.

3.2. Overview of the UNDAF Process

The UNDAF process is governed by a series of guidelines published by the UNDG, and requires the preparation of three main documents: a Roadmap, a Country Analysis, and the UNDAF itself.



1. **Roadmap:** The first step of the process, the Roadmap's is to outline the UNDAF preparation process. It identifies the support needed from regional offices and headquarters, ensures a fully consultative process throughout to secure national ownership of the framework, and aligns UN System activities with the planning cycles of governments and other civil society organizations.
2. **Country Analysis:** The Country Analysis is the evidence-based foundation that drives the strategic planning of UNDAF. It reviews existing analytical processes, maps the work of the United Nations Country Team (UNCT), and determines the UNCT's comparative advantages. Often, it identifies areas where the country has not been able to reach internationally agreed upon development goals and commitments to international norms and standards, and how to assist the country to do so. Country Analyses can have three manifestations: i) UNCT participation in government-led analytical work that makes use of government analysis, including sectoral reviews and analyses; ii) complementary UN-supported analytical work, with a focus on gaps in the existing analysis; and iii) a full Common Country Assessment (CCA), UN country team-based process for reviewing and analyzing the national development situation and identifying key issues as a basis for advocacy, policy dialogue and preparation for the UN Development Assistance Framework.
3. **UNDAF:** Final UNDAF preparation begins with an assessment of the UNDAF from the previous planning cycle in order to better incorporate the best practices and lessons learned that it provides. The assessment can take place any time before the official UNDAF preparation begins, but is usually done in parallel with the Country Analysis. Official preparation commences with the Strategic Planning Process, which develops results against national priorities and determines how they will be achieved. Strategic Planning is usually conducted with the participation of Government and national counterparts. It is in this phase that priorities and outcomes are selected and a Results Matrix is developed and agreed upon (with the Government). One of the most essential mandatory steps for the UNDAF is proper Monitoring and Evaluation (M&E). Its basic elements include: (i) an integrated M&E matrix in the UNDAF matrix, (ii) an M&E plan that is included in the UNDAF itself, (iii) the development of an annual UNDAF review process with the government, and (iv) UNDAF progress reports to be produced at the end of each cycle.

3.3. UNDAF Guidelines

With the UNDAF pilot exercise, provisional guidelines were developed with the intention of providing counsel to countries involved in the UNDAF process. Following an assessment of the pilot exercise and extensive consultations with the United Nations system, the UNDAF guidelines were revised, and guidelines for the Common Country Assessment (CCA) developed. The Guidelines are developed by the UNDG to assist UNCTs in the development of their UNDAFs, ensuring that the process (i) is structured to ensure maximum

effectiveness, accountability, and participation with all relevant stakeholders (Government, UN Agencies not present in the country, CSOs, NGOs, etc.) and (ii) addresses key issues such those regarding development, the environment, and human rights.

3.3.1. Overview of Current UNDAF Guidelines

The current Guidelines emphasize the UNDAF's alignment with national development priorities, strategies, systems and programming cycles; inclusiveness of the UN system with full involvement of specialized and non-resident agencies; integration of five key programming principles that must be tailored to the country context; and mutual accountability for development results. In addition, in order to consolidate the experiences from pilot countries and other UNCTs that are striving for greater coherence, the Guidelines include the option for UNCTs to prepare a UNDAF Action Plan — a single operational document for the coordinated implementation of the UNDAF. However, the UNDAF Action Plan does not replace legal frameworks for cooperation or any partnership agreement or project document between a UN system agency and a partner.

3.3.2. The Five Programming Principles

To strengthen the quality and focus of UN responses to national priorities based on the UN system's common values and standards, UNCTs are required to apply the five programming principles in the preparation of their UNDAFs. These programming principles, and their integration into the planning process, are heavily featured in the UNDAF Guidelines. In terms of the UNDAF, a principle is: (i) universal, applying equally to all people in all countries; (ii) based in law (internationally agreed development goals and treaties, and national laws and commitments); and (iii) Relevant to government-UN cooperation. The programming principles are divided in normative principles, which reflect United Nations goals, and enabling principles that ensure the effective and efficient execution of strategic planning. They are as follows:

Human Rights-based Approach (HRBA): The HRBA perspective used to support country analysis, advocate for priorities in the national development framework, and prepare an UNDAF that demonstrates a strategic use of UNCT resources, expertise and comparative advantages that ensures the preservation and improvement of human rights and dignity. To accomplish this, the HRBA analyzes and addresses the inequalities, discriminatory practices and unjust power relations that are often at the heart of development problems.

Gender Equality: This programming principle provides support for achieving gender equality and eliminating discrimination against women, an important part of the Human Rights-Based Approach that merits separate consideration. The UN's goal in this case is to ensure that priorities in the national development framework reflect countries' commitments to achieving gender equality within internationally agreed upon development goals.

Environmental Sustainability: The Environmental Sustainability principle focuses on the reality that natural resources and different ecosystem services, being the basis for meeting economic and social needs, require their preservation, especially because ecosystem deterioration is most critically and severely felt by the poor.

Results-based Management (RBM): RBM is a strategic management approach that UNCTs use with partners to plan, cost, implement, monitor, and measure the changes from cooperation, rather than only the inputs provided or activities conducted. It helps to ensure accountability and connect analysis to planning and management.

Capacity Development: Capacity development has become the central thrust and main benefit of UNCT cooperation. It is how the UN System seeks to ensure sustainable improvements, and should be seen as a mean, not an end.

These programming principles provide the foundation for the entire UNDAF process, from the country analysis to UNDAF formulation, including results planning, implementation, monitoring, and evaluation. All five principles have a shared focus on accountability, particularly for the state, public participation, and equality and non-discrimination.

Other key cross-cutting issues may be relevant in a particular country context, and the Guidelines assist in ensuring their integration into UNDAFS whenever needed. Examples of such issues include Conflict Analysis, Disaster Risk Reduction, Employment and Decent Work, HIV and AIDS, Indigenous Peoples, Trade and Productive Capacity, and Food Crises and Hunger.

3.3.3. UNDAF Guideline Evolution

Official guidelines for the preparation of the UNDAF were first issued in April 1999, and were first revised in May 2002. Subsequent revisions were launched in 2003, 2004, 2007, 2009, and 2010. Below, you will find a brief overview of the revisions and the major changes introduced.

3.3.3.1. 2003 Revised Guidelines

In 2001, the General Assembly reviewed the experiences and successes to that point with the CCA and UNDAF, and began the first process of revising guidelines. These revisions reflected General Assembly resolution 56/201 on the triennial comprehensive policy review of the operational activities of the United Nations system, which contained measures to reinforce the effectiveness of the CCA and UNDAF processes and broaden the scope and meaning of the CCA by promoting its use in the formulation of national policies and strategies — particularly, national poverty reduction strategies. Revisions also reflected the lessons learned from over 90 CCAs and 50 UNDAFs produced between 1999 and 2001, and took into account the Millennium Declaration, the Secretary General's 2001 Road Map towards the implementation of the Declaration, and the 2001 report on the prevention of armed conflict. Particular attention was paid to the importance of national participation to ensure a high-quality and in-depth analysis of development challenges through the CCA. Strong emphasis was also placed on the UNDAF as the instrument for providing the United Nations system response to national priorities and needs within the framework of the Millennium Development Goals (MDGs) and the other commitments, goals and targets of the Millennium Declaration and the declarations and programmes of action adopted at international conferences and summits and through major United Nations conventions.

3.3.3.2. 2004 Revised Guidelines

The 2004 update of the guidelines reflected additional lessons gained from the preparation of CCAs and UNDAFs in 2003 and early 2004, and the decisions agreed by the UNDG to include references to indigenous peoples and durable solutions for displaced persons, and the request by the Chief Executive Board (CEB) to include the issues of organized crime and corruption in programme planning mechanisms.

In addition, the 168 signatory nations of the Hyogo Framework of Action 2005-2010, which called for building the resilience of nations and communities to disasters, called upon the UN system to integrate disaster reduction into the UNDAF process. In that sense, the 2004 revised guidelines were developed as an interim resource to assist UNCTs in countries facing significant disaster risks in integrating disaster reduction into UN common programming through the UNDAF.

Another important change, based on the experience of the piloting UN Country Teams, was the need for adapting the Guidelines to country-specific circumstances, as considered appropriate by the UNCT, and subject to maintaining the minimum UN system quality

standards indicated in the Guidelines. For the first time, the “flexibility” concept and the roadmap document appeared.

With the approval of the Guidelines, the UNDG Programme Group proposed regular updates to reflect newly emerging lessons from experience and new developments in the UN System in a timely manner.

3.3.3.3. 2007 Revised Guidelines

Following the 2004 revised Guidelines, there was a significant shift in the development landscape, both in terms of the challenges that the world faced, and the expectations that countries had of the UN in regards to delivering on global commitments. The 2007 version allowed UNCTs even greater flexibility to develop a coherent response at the country level that is relevant and responsive to country needs, along with a re-emphasis of the importance of the involvement of all UNCT members (resident or non-resident). Along with enhanced guidance on national ownership, inclusiveness, cross-cutting issues, strategic focus and prioritization, other major changes included were:

- A greater emphasis on the identification of the added value that a coherent UNCT response can bring to national development;
- Greater flexibility to tailor analysis to country needs, making the CCA only one of several options for strengthening country analysis;
- Further clarity on the Human Rights Based Approach, gender equality, environmental sustainability and capacity development throughout the guidelines;
- Greater clarity and resources for the use of results-based management;
- More information and resources on conflict prevention and disaster risk reduction;
- Better balance between social, environmental and economic development issues and objectives;
- Clarity regarding the accountability of key actors in the process, particularly the Resident Coordinator and the individuals leading the UNCT;
- A more inclusive approach to ensure the full engagement of specialized and non-resident agencies as well as relevant national partners;
- More guidance on how to determine the UN’s comparative advantage and shape strategic prioritization.

3.3.3.4. 2009 Revised Guidelines

The 2009 Guideline revision was designed to incorporate users’ feedback, and the experience gained on several UN reform initiatives. Major changes included:

- Reflection of the Secretary-General Decision No. 2008/26 on South-South Cooperation;
- More information and resources on conflict prevention, disaster risk reduction, and environmental sustainability;
- Clarity regarding the accountabilities of key actors in the process, particularly the Resident Coordinator and the individuals leading the UNCT, and measures to promote harmonization among UNCT members;
- A more inclusive approach to ensure the full engagement of specialized and non-resident agencies as well as relevant national partners in line with national priorities;

- More guidance on how to determine the UN's comparative advantage and shape strategic prioritization with linkages to regional and global commitments and development priorities.

3.3.3.5. 2010 Revised Guidelines

The 2010 revision emphasized the more in-depth alignment with national development priorities, strategies, systems and programming cycles; Inclusiveness of the UN system with full involvement of specialized and non-resident agencies; Integration of the five programming principles (the human rights-based approach, gender equality, environmental sustainability, results-based management, and capacity development) tailored to the country context; and mutual accountability for development results.

The 2010 guidelines package offered even further flexibility in how the UNCT chooses to conduct its UNDAF exercise in response to feedback from UNCTs that the UNDAF process was still too rigid and lengthy, and set out the basic steps that all UNCTs should follow in developing their UNDAFs while at each stage of the process offering different options to follow. In this way, the guidance package became more flexible and less prescriptive.

INTEGRATING ENVIRONMENTAL SUSTAINABILITY IN THE UNDAF

Environmental Sustainability (ES) is the long-term ability of natural and environmental resources and ecosystem services to support a population's continued well-being.

It is commonly understood that the environment contributes to livelihoods, resilience to environmental risks, health, and economic development. Poor people rely disproportionately on ecosystem services for meeting basic needs and survival, and are therefore more vulnerable to natural disasters (e.g., floods, droughts and climate change impacts) that threaten homes, livelihoods, and food security. Furthermore, the environment accounts for a significant portion of health risks to poor people—nearly 25% of total deaths and the global disease burden as a result of the detrimental effects of manmade toxins (such as exposure to chemicals and indoor air pollution from solid fuel). Further, environmental degradation plays at least a minor role in more than 80% of diseases (WHO). The environment also contributes directly and indirectly to development and employment, especially agriculture, energy, forestry, fisheries and tourism.

According to the UNDAF Guidelines, activities in which UNCTs may engage in to help countries achieve their development priorities need to take environmental sustainability into consideration and include provisions to reduce potential harm to the natural resource base. Inclusion of an environmental perspective in the UNDAF is important because of the potential for both it and the Country Analysis to contribute meaningfully to the achievement of national sustainable development and ES goals: stronger national environmental, natural resources and development policies & practices, and meeting the MDGs targets.

Mainstreaming environmental sustainability in Country Analyses and UNDAFs is a dynamic process undertaken by the UNCT with country partners, and it requires them to understand critical development-environment linkages (such as those spelled out in Multilateral Environmental Agreements (MeAs)) and use this knowledge to influence the national development framework and priorities for the UNDAF. Thus, it is also essential to anticipate environmental opportunities and constraints as early as possible in UN supported programmes and projects. As part of the process of mainstreaming, UNCTs should make efforts to support country partners in tracking progress towards their national environmental goals, MDG 7 targets, and the goals and targets of ratified international environmental agreements.

Framework

Sustainable development has been a guiding policy of the United Nations since 1992, when the Rio “Earth Summit” took place. In adopting this policy, member-states came to the political agreement that development consists of three main pillars (economic, social and environmental pillars) - Dyllick, T. & Hockerts, K. 2002. - and gains in one of them should not come at the expense of the other two.

In 2007, Environmental sustainability was established as one of the five inter-related programming principles for UN development cooperation at the country level due to the stark state of the global environmental context. The Millennium Ecosystem Assessment reported that nearly two-thirds of the ecosystems examined are being degraded or used unsustainably.

In 2000, the Millennium Declaration (MD) warned that if environmental damage is not contained and future harm is not prevented, ecosystems would sustain irreversible damage. It is now widely accepted that failure to integrate environmental sustainability into planning processes will compromise the ability to achieve the Millennium Development Goals (MDGs), particularly the eradication of extreme poverty and hunger in developing countries. These reports, along with the Declaration on Sustainable Development and the Plan of Implementation that emerged from the 2002 World Summit on Sustainable Development (WSSD), were the main catalysts that resulted in the 2009 issuance of the UNDG guidance note on Mainstreaming Environmental Sustainability (ES).

Methodologies and tools

There are different tools, guidelines, notes, and papers that describe different processes, and actions that can be taken to mainstream or integrate environmental sustainability and climate change in programming. Various instruments for this purpose also exist, such as Environmental Impact Assessments, Strategic Environmental Assessments, Life-cycle Analyses, and Integrated Ecosystem Assessments.

When including Environmental Sustainability in UNDAFs, efforts should be made at all levels of preparation of the Programming Framework, starting with the Roadmap, and following on to the Country Analysis, Strategic Planning, formulation of results, and the Monitoring and Evaluation of the process.

There are fifteen specific entry points and related actions and tools for mainstreaming environmental sustainability in the UNDAF. Two are particularly important: (i) screening for the environment during country analysis to develop a rapid understanding of any critical environmental issues, how they relate to national development priorities, and how well the country has been able to set and monitor context-specific targets for environmental sustainability; and (ii) preliminary environmental review of draft UNDAF results to flag potential environmental opportunities or constraints and their implications for results in the UNDAF, stimulate additional dialogue with stakeholders, and indicate the need for a more detailed screening during agency programme and project formulation.

The different entry points that need to be considered in each part of the process will be described shortly. Some of the tools that are available to be used while preparing the UNDAF are:

- UNDAF Guidance Note;
- Multilateral Environmental Agreements (MEAs);
- Checklist for ES mainstreaming in Country Analysis;
- Stakeholder consultations;

- Assessment Options (menu of types of ES assessment);
- Considerations for mainstreaming environment in a Poverty Reduction Strategy; and
- Criteria and questions to appraise UNDAF results from the guidelines.

4.1.1. Roadmap

While preparing the UNDAF Roadmap and establishing the key milestones, the UN Country Team should include training on Environmental Sustainability in the workplan and make additional efforts to engage Environmental Sustainability stakeholders in the process. This serves to facilitate the mainstreaming of environmental sustainability in two important ways. First, it helps to connect information about key environmental opportunities and challenges to ongoing country analytic work. Second, it influences national priorities to better recognize important environment-development linkages.

The more that environmental sustainability is mainstreamed in national development planning processes, the greater the possibilities for mainstreaming environmental sustainability in the UNDAF.

Table 1. Mainstreaming ES in the Roadmap

Entry Points	Action	ES Tools
1. Positioning of environmental issues in the <i>review of country analytic work</i>	1. Review country analytic work and identify country environmental issues, links to national development priorities, and MDGs	Checklist Stakeholder consultations
2. Engagement of environmental stakeholders in the <i>mapping exercise</i>	2. Be aware of environmental policy processes & timelines, and key actors and stakeholders who can influence the use of information about environment-development linkages	

Note: Prepared according to information included in the guidelines

4.1.2. Country Analysis

Preparation of the Country analysis is an important opportunity to mainstream environmental sustainability concerns, and an essential element of high quality analysis.

In the integration of environmental information and analysis, special attention should be paid to disadvantaged groups in the country who may benefit from environmental opportunities or who are especially vulnerable to environmental damage. Also, it is especially relevant to highlight environmental opportunities for the achievement of national development priorities and problems where inaction may compromise this achievement.

During the preparation of the Country Analysis, there are distinct phases of the preparation where mainstreaming ES needs to be ensured: (i) information gathering, (ii) situation assessment, (iii) selecting challenges for deeper analysis, (iv) analysis of root causes for selected problems and challenges, and (v) identification of rights-holders, duty-bearers, and capacity needs.

Figure 2. Tools for mainstreaming ES in the Country Analysis
(Gathering Information)



At this part of the process, the following key steps are essential for ES mainstreaming:

- The identification of the environmental causes of poverty and other development challenges, and their effects on the population – particularly on excluded groups;
- The identification of the capacity gaps of rights holders to claim stronger environmental management and protection, and of duty bearers to meet these obligations;
- An analysis of opportunities for (and obstacles to) free, active and meaningful participation in decisions regarding the use and management of natural resources;
- A substantive contribution to the preparation of the national development framework, and make efforts to ensure that national priorities reflect national environmental goals, MDG 7 targets, and agreements ratified in the international environmental agreements (MEAs);
- A contribution to developing measures and capacity for crisis prevention and disaster preparedness, with a focus on understanding the environmental causes and potential impacts of disasters and conflicts;
- Strengthened national capacities for data analysis and utilization for priority setting, with a focus on environment-development linkages, and the connection between ecosystem services and the aims of major national or sectoral development plans.

The main entry points, actions and available tools in this part of the process are outlined below in table 2.

Table 2. Mainstreaming ES in the Country Analysis

Entry Points	Actions	ES Tools
<p>3. Participation in government-led analysis</p> <p>4. Support for targeted environmental studies, including economic and capacity assessments</p> <p>5. A Common Country Assessment that mainstreams environmental sustainability</p> <p>6. Identification of UNCT comparative advantages and gaps to help mainstream ES</p>	<p>4. Provide qualified UN staff or external experts to support government bodies and highlight development-environment issues and linkages</p> <p>6. Ensure that the exercise on comparative advantages includes UN staff who can identify:</p> <ul style="list-style-type: none"> - Opportunities for mainstreaming ES into national plans, policies & programmes; - ES related mandates, capacities & performance of the UNCT 	<p>Checklist for mainstreaming ES in Country Analysis</p> <p>Assessment Options (menu of the types of ES assessments)</p> <p>Considerations for mainstreaming environment in a Poverty Reduction Strategy (PRS)</p>

Note: Prepared according to information included in the Guidelines

4.1.3. UNDAF

Up to this point, mainstreaming efforts have focused on highlighting environment-development linkages and their contribution to the achievement of national development priorities and the MDGs. Prior to finalizing the UNDAF, there are still two important instances where efforts can be made to ensure the mainstreaming of ES—the Strategic Prioritization Retreat, when the UNDAF strategic priorities are defined, and the preparation of the UNDAF matrix and document, when ES can be mainstreamed in results and indicators.

During the SPR, it is very important to highlight the environmental dimensions of development problems in background papers and during presentations (particularly environmental issues which are common to one or more national development problems). Also, key actors from the partner country’s government should be briefed about major environment-development linkages and take part in the prioritization exercise to identify and formulate potential results for Government-UNCT cooperation.

Figure 3. Tools for mainstreaming ES in the SPRs



The main entry points, actions and available tools are outlined in table 3.

Table 3. Mainstreaming ES in the UNDAF

Entry Points	Action	ES Tools
Select Strategic Priorities for the UNDAF		
7. Participation in the <i>prioritization exercise</i>	7. Ensure that background papers, briefing notes & presentations include: - Key findings about environment-development linkages - Contributions to national priorities & MDGs - Major capacity development needs 8. Hold <i>environmental integration meetings</i> to review draft results and identify areas where action is needed to enhance environmental benefits & mitigate negative impacts	Criteria and questions to appraise UNDAF results Background papers and documents on Environment, Development, and MDGs
8. Environmental integration, <i>following the prioritization exercise</i>		
UNDAF Preparation		
9. <i>Review of draft UNDAF results</i>	10. Change or add results, indicators & activities to: - Strengthen UNDAF results framework, and - Better align results with country environmental commitments	Criteria and questions to appraise UNDAF results MDG 7 targets and indicators
10. <i>Formulation of UNDAF results and indicators regarding the environment</i>		

Note: Prepared according to information included in the Guidelines

Following the approval and signature of the UNDAF, and based on the results for which they are accountable, agencies prepare their country programme documents and projects of cooperation. This is another opportunity to mainstream environmental sustainability, particularly in the areas where the preliminary review of UNDAF results identified environmental opportunities for the achievement of results, or suggested the possibility of negative environmental impacts.

Tools for Revision

Once the documents are developed, good practices should be identified by making a careful review of both of the Country Analysis and the UNDAF—mainly the UNDAF matrix—from the ES perspective. Taking into consideration the above-mentioned tools, and based on the identification of the entry points, it is proposed to consider the following questions in the revision:

COUNTRY ANALYSIS

How well does the Country Analysis:

1. Identify key environmental issues in the country and how they contribute to major development problems, such as poverty and disease;
2. Address environmental targets with reference to national and international environmental obligations (e.g., MDG7 and JPOI targets, MEAs);
3. Examine and connect environmental problems (esp. impacts on household food security, water, and fuel collection) with the role of women in decision making, and their access to and control over ecosystem services.

UNDAF

How well does the UNDAF:

1. Adequately address the environmental causes of major development problems and the linkages between the environment and human rights, poverty, democracy, gender, conflicts, and vulnerability;
2. Take into account the partner country's commitment to and actual implementation of the Multilateral Environmental Agreements (MEAs), as well as national environmental laws and policies;
3. Present strategies and planned results that are environmentally sound;
4. Address gender differences in natural resources management in its results;
5. Describe how gender equality and women's empowerment will be promoted to strengthen environmental management and protection in its results.

Further to this, a scale is proposed to measure how well mainstreamed Environmental Sustainability in the UNDAF is.

Figure 4. Measure rating for mainstreaming ES

UNDAF Priority [40%]	UNDAF Outcome [25%]	UNDAF Output [15%]	UNDAF Indicator [10%]	Risks & Assumptions [5%]	Narrative [5%]	% TOTAL
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6. CONCLUSIONS

The analysis of the UNDAF history reveals evolutionary steps in three distinct areas. The first, alterations in the guidelines that puts into places structures and tools that ensure the quality of the strategic planning process (i.e. proper research and analysis in country context, ensuring qualified consultative process with multiple stakeholder, M&E process were outputs and outcomes are measurable). Second, increasing flexibility in the UNDAF guidelines to ensure realistic alignment with country context, planning processes, and needs. The third area focuses on ensuring that the United Nations is incorporating the necessary linkages to global development priorities and mandates, and regional and global commitments. Ultimately, these evolutionary steps will result in UNDAFs that ensure developing country needs are met within the UN framework and national planning processes.

The area that requires the most active United Nations expenditure of technical resources and advocacy is that of ensuring that global mandates and international agreements are inserted into the planning processes. This paper focuses on Environmental Sustainability, however the same challenges remain for the rest of the five programming principles and other cross-cutting issues. In mainstreaming environmental concerns into the strategic planning process, key entry points have been identified for diligent pursuit of the inclusion of environmental goals, activities, and perspectives into the UNDAF, and document review.

Although entry points, actions, and tools have been described in UNDG guidelines and procedures, comparatively little has been written in the area of objective analysis in the form of indicators that allow the assessment of Environmental Sustainability integration into the Country Analysis and the UNDAF. Therefore, the next step should be to develop scorecards to assess integration before, during and after the preparation of the UNDAF documents.

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