

RESULTS-BASED MANAGEMENT AND EIA

Experiences and Opportunities

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Presentation

- RBM Definitions and Philosophy
- RBM Approach, Tools and Methods
- Baastel's Application of RBM
- Integration of Environmental Issues
- Potential for Integration of EIA in RBM Approaches (or Applying RBM for EIA)
- Other Environmental Assessment Processes

Baastel

- RBM (project, program, institutional)
- Project/Program Design
- Monitoring and Evaluation
- EIAs
- SEAs
- Environmental Management: Policies, Strategies, Plans (national/regional)

RBM Definitions

Results-based management is a life-cycle approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making, transparency, and accountability. The approach focuses on achieving outcomes, implementing performance measurement, learning and changing, and reporting performance.

(Treasury Board of Canada)

RBM Philosophy

The approach focuses on getting the right design early in a process, implementing performance measurement, learning and changing, and reporting on performance.

(CIDA addition)

RBM refers to a management philosophy and approach and set of tools designed to improve both project design, management effectiveness, monitoring, reporting, and accountability of achievement of results.

(Baastel)

Why RBM?

To ensure that all pertinent issues (social, environmental, economic etc.) are considered, understood and addressed by project stakeholders and partners, in order to ensure that the project/program, its implementation and work plans, and its performance measurement tools have been prepared adequately.

Why use RBM during Project Management and Monitoring?

To ensure that project execution/ implementation and ongoing monitoring remains focused on the expected (short, medium and long-term) results. This will allow for ongoing learning through a focus on results. This also means taking the necessary action to adjust/improve the project as required, based on information collected through monitoring and reporting.

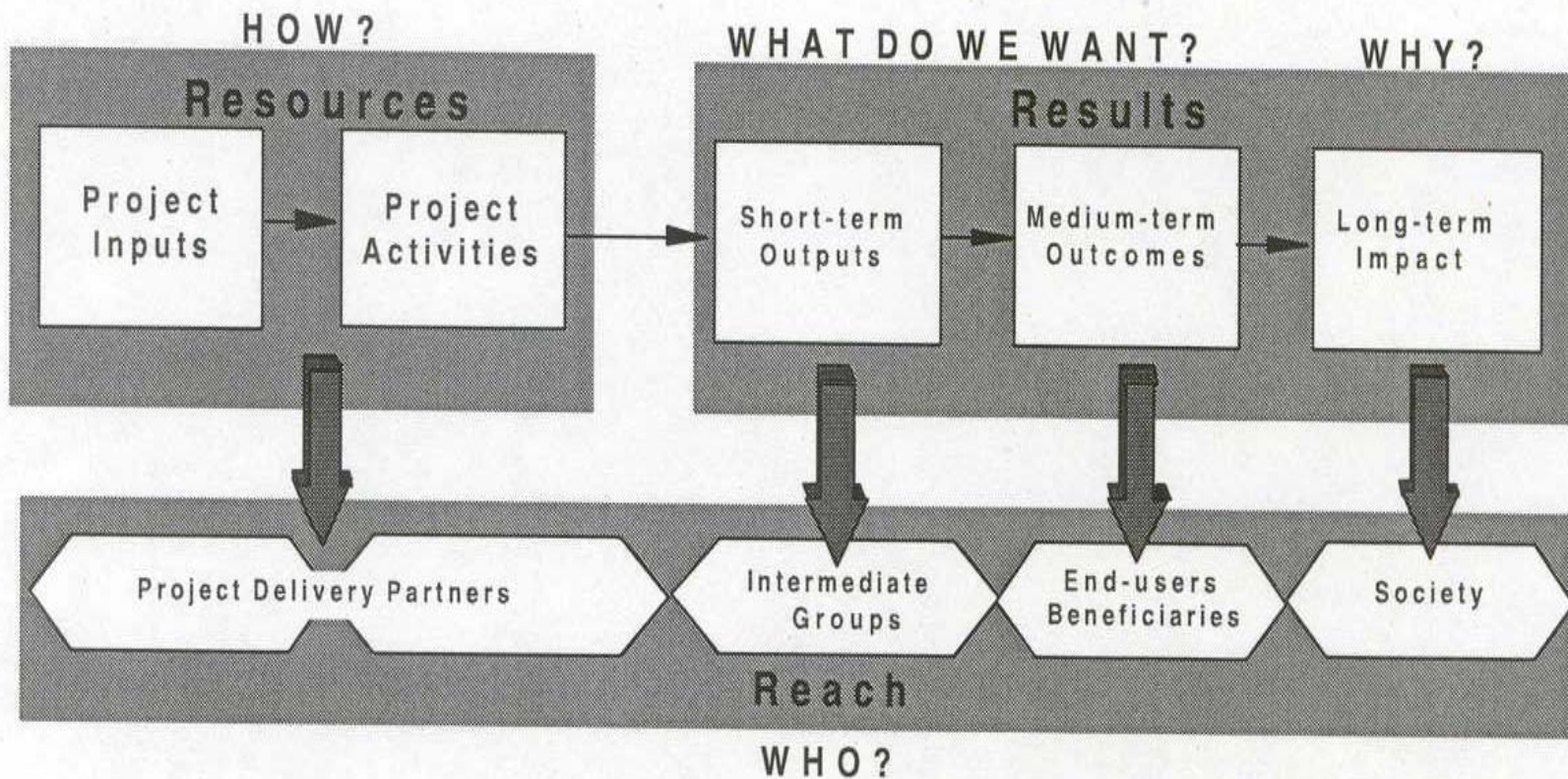
RBM Approach – Defining Results

- Participatory approach to all phases of project/program lifecycle
- Focus on results at different time scales of the projects (short-term/output, medium-term/outcome, long-term/impact)

OUTPUTS → OUTCOMES → IMPACTS

- *Then* define the needed Inputs & Activities
- Define *Risks*, and *Mitigation* Strategies

Expected Results and Reach



RBM Approach – Performance Measurement

- Develop performance indicators (quantitative/qualitative)
- Initiate monitoring over time (capacity building/tools)
- Capture all in Logical Framework and Performance Measurement Framework
- Initiate Management, Monitoring, Reporting, Learning/Adaptive Management

Monitoring and Evaluation

- Baseline Data
- Monitoring
 - A continuous self-assessment of progress, collecting data, and comparing current performance with planned activities and results. Intended for ongoing lesson learning/adaptation during execution.

RESULTS – RESOURCES – REACH – RISK

- Evaluation
 - Independent (often external), periodic, strategically focussed assessment of overall relevance, management, governance, results achieved, sustainability. Lesson learning and recommendations for other initiatives.

Critical Factors in Defining Results

During project planning, there are several critical factors that can influence the definition and selection of results (and projects overall):

1. Socio-economic Context
2. Environmental (Impact) Analysis
3. Gender Analysis
4. Available resources
5. Local Capacity
6. Stakeholder Involvement
7. Time
8. Other activities in the region and section

EIA Challenges

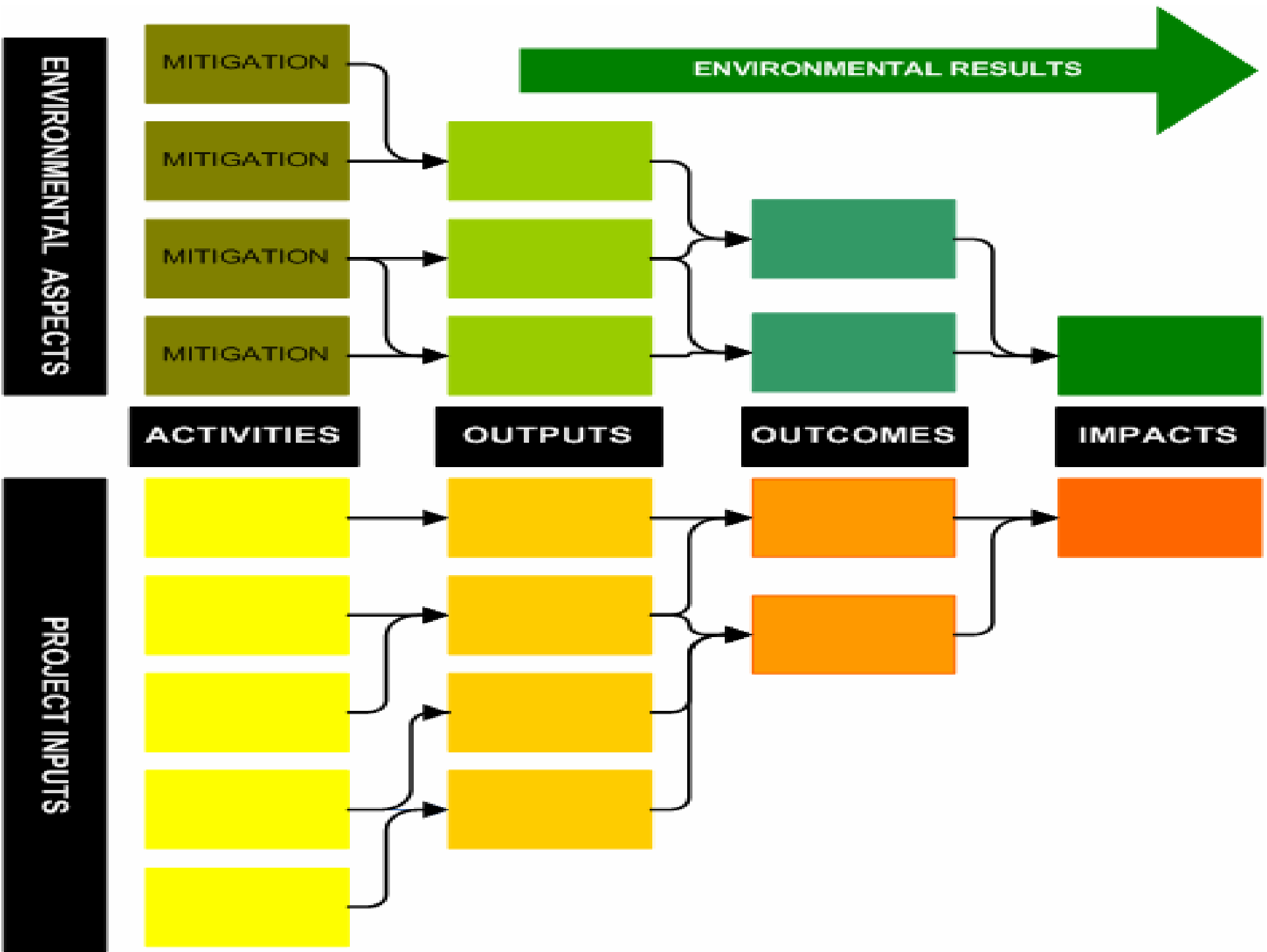
- Not integrated with design process
- Limited ‘teeth’ for influencing change in design or activities
- Limited scope (in some cases)
- Mitigation strategies not always applied
- Not revisited (i.e. ‘put on the shelf’ syndrome)
- Seen only as a ‘pre’-implementation tool (i.e. required checklist)

Opportunities to integrate EIA in RBM Approach (applying RBM to EIA)

- Undertake EIA/integrated into project design
- Undertake as part of risk assessment
 - Mitigation Strategies informed by EIA
- Use EIA to inform results/indicators in project (adding environmental aspects & activities)
- Build identified aspects and mitigation strategies into monitoring tools (i.e. PMF)
- Monitor and report on environmental aspects

Opportunities to integrate EIA in RBM Approach (applying RBM to EIA)

- Set EIA 'chain of results'
- Develop EIA Indicators
- Identify EIA risks and mitigation strategies
- Monitor and Report
- Assess progress and challenges, learn lessons, feedback into decision making and (adaptive management)
- Evaluate the EIA in terms of effectiveness, sustainability, etc.



Likely Challenges

- Buy-In and support from clients/funding sources to broaden EIA application and monitoring (and to RBM)
- Belief in value of EIA (and to RBM)
- Quality of monitoring and reporting (linked to support available)
- Ability of EIA findings (and subsequent monitoring) to be integrated into decision making and adaptive management

Another thought: From EIA to *EOA*

- Why only look at Environmental **IMPACT** Assessment?
- Try to look at Environmental **OUTPUTS & OUTCOMES** Assessment as part of RBM approach.
- Look at potential impacts at different time scales, in order to measure, monitor, and mitigate potential environmental risks.

Other Environmental Assessment Processes

Strategic Environmental Assessments (SEAs)

- SEAs offer another opportunity for integrating EIA-related aspects into strategic level policies, programs, plans
 - By applying RBM approach to the SEA process
 - Design changes, Monitoring, Adaptive Management

Other Environmental Assessment Processes

- *The Natural Hazard Impact Assessment (NHIA) in the Caribbean*
- *Hazard and Vulnerability Assessments (HVAs)*
- Both are integrated into and affect design
- Both provides a framework to monitor environmental aspects

No RBM? (No Problem)

- Use EIA to inform Design as possible in practice
- Use RBM approach (and tools) in large EIAs
- Use EIA to develop simple environmental monitoring tool to attach to design and to be utilized
- Monitor and evaluate application of mitigation strategies for adaptive management, lesson learning and improvement

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Thank you!

...Questions?