



Mongolia:  
Enhancing Resource  
Management through  
Institutional Transformation

Environment in the Results Based  
Management (RBM) Approach

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# Purpose

The purpose of this training is to introduce basic concepts of **environment** as they relate to and integrate into the Results Based Management approach.

# Expected Workshop Results

- Participants will acquire a better understanding of **environmental definitions and principles**
- They will establish a **link** between environment and the results based management processes and tools.
- An environment **results chain** will become familiar
- The **OECD** environmental indicators work will be examined.

# Definitions

According to Wikipedia two environmental settings can be defined:

“The **natural environment** encompasses all living and non-living things occurring naturally, meaning in this case not artificial. This environment encompasses the **interaction** of all living species, climate, weather, and natural resources that affect human survival and economic activity.

In contrast to the natural environment is the **built environment**. In such areas where man has fundamentally **transformed** landscapes such as urban settings and agricultural land conversion, the natural environment is greatly modified into a simplified human environment.”

# Managing Environment

Results based management must be used in both settings:

- In natural environment, it will seek to better manage the **impacts** on that setting by mitigating the **negative** effects of the implementation and deployment of projects.
- In built environment, such as urban settings, it will help identify the best options to **improve** human settlements while **preserving** nature's capacities to sustain its development.

In both cases, RBM's approach and tools can help identify environmentally and socially acceptable **objectives** as well as measuring the positive and negative **results**.



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# Key Concept

**Environmental risk:** Actual or potential threat of adverse effects on living organisms and environment by effluents, emissions, wastes, resource depletion, etc., arising out of an organization's **activities**.

Source: <http://www.businessdictionary.com/definition/environmental-risk.html>

Embedding environment in the RBM approach must be done through assessing risks that projects/programs pose to the environment and therefore identifying the **indicators** which could help mitigate them.

Together, let's look at an fictional example.

# Environment and Results Chains

Results chain: Drilling water wells for agriculture and livestock

## Planning

Results chain	Inputs: Funds, material and experts	Activities: Environmental assessment and deployment plan
Issue/questions	State of the water reserves in targeted region. Can it sustain an increase of water consumption?	Geographic distribution of potential water wells. What will be the effects on human settlements and density?
Risks	Contamination from drilling operations. Long-term over-consumption	Rise of rivalry between potential users: farmers and herders.
Indicators	Baseline estimates of water reserves	Cartography of water wells and average distance from settlements.
Mitigating strategies	Desk study on phreatic zone and inventory of faulty knowledge	Solid <u>participatory</u> baseline of phreatic zone and human settlements.

# Environment and Results Chains

## Short-term Results

Results chain	Outputs: Increased set of water wells based on solid geographic and social variables	Immediate outcome: Enhanced access to potable water for multiple uses
Issue/questions	Need to adopt a consensual memorandum of understanding between users. How can MOUs help decrease the risk of conflict?	Sustainability issues increase with enhanced access. Will upkeep of individual wells be implemented? If not what would be the effects?
Risks	Water wells become overcrowded with little attention to saturation risks.	Saturated and contaminated wells push users to better kept wells.
Indicators	Monthly statistics of users by gender and type of use (farming or herding)	Monthly measures of levels of contamination in all drilled wells. Yearly assessments of the state of water tables
Mitigating strategies	Social mobilization of communities to sensitize on social and environmental risks.	Embedded in the project are village technicians trained to measure contamination levels

# Environment and Results Chains

## Long-term Results

Results chain	Intermediate outcome: Improved income from increased farm production and livestock sales	Ultimate outcome: Improved health of members of communities and livestock
Issue/questions	Allocation of increased income to upkeep of wells and improvement of wells' surroundings. Will users see the need to have a special fund?	Monitoring of other health hazards stemming from environment. Will general pollution levels limit the positive effects of greater access to potable water?
Risks	Protection of wells' environment is not ensured in the longer term.	Health services are unable to establish interlinking of environmental issues
Indicators	Yearly financial audits of water wells special fund at the village level.	Monthly statistics of patients in the clinics by gender and illness.
Mitigating strategies	At the outset, the project has a funding reserve to help create special funds in weak communities.	Plan for updating health workers' understanding of environmental impacts on health through training

# Environment and RBM: Mongolia

Would RBM be of use for environmental issues?

The law on environmental impact assessments lists what should be in such assessments:

Strategic environmental assessment;

Environmental baseline assessment;

Environmental impact assessment;

Cumulative impact assessment.

The prescribed components share concepts with the RBM approach.

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# Environment Indicators: International Perspectives 1

Three basic criteria are used in **OECD** work: policy relevance and utility for users, analytical soundness, and measurability.

An environmental indicator should:

1. Policy relevance and utility for users
  - Provide a representative picture of environmental conditions, pressures on the environment or society's responses;
  - be simple, easy to interpret and able to show trends over time;
  - be responsive to changes in the environment and related human activities;
  - provide a basis for international comparisons;
  - be either national in scope or applicable to regional environmental issues of national significance;
  - have a threshold or reference value against which to compare it, so that users can assess the significance of the values associated with it.

# Environment Indicators: International Perspectives 2

## 2. Analytical soundness

- be theoretically well founded in technical and scientific terms;
- be based on international standards and international consensus about its validity;
- lend itself to being linked to economic models, forecasting and information systems.

## 3. Measurability

- readily available or made available at a reasonable cost/benefit ratio;
- adequately documented and of known quality;
- updated at regular intervals in accordance with reliable procedures.

Source: OECD Environmental Indicators – Development, Measurement and Use. 2003.

**Question: Which ones would be useful at a project level in the RBM approach?**

# Environment Indicators

Exercise:

1. Identify and briefly describe a project with a strong environmental component (name and max. 5 lines for description)
2. State five indicators linked to the project's results.
3. Tell us how they relate to OECD criteria.

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