

Greening Development Co-operation

**SWEDEN REPORT**

DAC Peer Learning on  
Mainstreaming Environment:

## **Visit to Sweden**

21-25 January 2019

## **Lessons learned for DAC members**

International Institute for Environment and  
Development, March 2019

**GENERAL DISCLAIMER**<sup>1</sup>

*This document, as well as any data and any map included herein, are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area.*

---

<sup>1</sup> **Source:** Message from Gabriela Ramos, 14 September 2011; Message from Nicola Bonucci, 15 September 2011; Message from Gabriela Ramos, 21 November 2011.

## Contents

Acronyms and abbreviations .....	4
Executive Summary.....	5
1. Objectives and Context.....	9
2. Analytical framework for assessing mainstreaming .....	11
3. Overall impressions of how Sweden integrates environment and climate issues in development cooperation.....	12
4. Lessons on mandate and intentions of environment integration .....	14
5. Lessons on systems, processes and tools for environment integration.....	17
Figure 5.1 Time line for environmental integration at Sida.....	19
E. Lessons on leadership, people and capacities for environment integration.....	24
F. Lessons on knowledge, learning and innovation for environmental integration.....	28
G. Lessons on dialogue and engagement for environment integration .....	30
H. Next steps .....	33
I. References .....	34
Annexes.....	<b>Error! Bookmark not defined.</b>
A1. Team members .....	35
A2. Schedule of the peer learning visit to Sweden .....	36

## Acronyms and abbreviations

DAC	Development Assistance Committee
DCD	Development Co-operation Division
EMS	Environmental Management System
EC	European Commission
EIA	Environmental impact assessment
EIB	European Investment Bank
ENVIRONET	Network on Environment and Development Co-operation
EU	European Union
IIED	International Institute for Environment and Development
MDPA	Multi-Dimensional Poverty Assessment framework
MFA	Ministry for Foreign Affairs
NGO	Non-governmental organisation
OECD	Organisation for Economic Co-operation and Development
SDG	Sustainable Development Goal
SEA	Strategic environmental assessment
Sida	Swedish International Development Co-operation Agency
TRAC	Tool for Results management and Appraisal of Contributions

## Executive Summary

### Background

The OECD is undertaking a peer-learning exercise on environment mainstreaming, to support OECD members who face challenges in this critical dimension of development co-operation. The key areas for learning are: how and why environment issues (including biodiversity, climate adaptation and mitigation, and pollution) are integrated across programmes; what has worked and why; what challenges remain and are emerging; and how these challenges can best be addressed.

This peer-learning exercise involves consultation with Development Assistance Committee (DAC) members, three country visits by peers, and independent facilitation by the International Institute of Environment and Development (IIED). It began with a survey of mainstreaming progress and challenges among members of the DAC Network on Environment and Development Co-operation (ENVIRONET) in February 2018. This informed an inception workshop that was conducted in May 2018 to allow ENVIRONET members to share their experiences, and resulted in an analytical framework prepared by facilitators from IIED. That framework guides the peer-learning visits.

The first peer-learning visit was of the European Union (EU) institutions (the European Commission and the European Investment Bank) in Brussels from 24-28 September 2018. Peer visits also occurred in Sweden in January 2019 and Canada in April 2019. This report shares impressions, challenges, lessons and ideas that were identified and discussed in a peer learning visit to Sweden, from 21-25 January 2019 by a team comprising the EC, United Kingdom, Switzerland and Canada, facilitated by the OECD's Development Co-operation Directorate (DCD) and IIED. Following a further reflection at ENVIRONET in late April 2019, a final report will be drafted by IIED in May 2019 and presented to the DAC. It is expected that the results may inform future formal DAC peer reviews, which are carried out regularly of DAC members, as well as providing a basis for sharing among ENVIRONET members interested in enhancing their mainstreaming of environment and climate change.

The peer learning exercise was successful, energising the peers and revealing lessons that could be of wider value to DAC members as well as to Swedish agencies. The peers were very grateful to Swedish colleagues for the opportunity and the excellent organisation. Their overall impressions of the Swedish International Development Cooperation Agency's (Sida) effectiveness and challenges, as well as lessons of wider applicability and suggestions on meeting challenges, are summarised below.

#### Effectiveness in environment and climate mainstreaming:

Over at least three decades Sida has evolved a comprehensive framework for environment action, which emphasises integration of environment and climate in all forms of development and humanitarian action. The framework includes a legally-mandated Environmental Management System, an Environmental Policy (2017), an Environment Action Plan (2017-2020) with quantitative targets for environment and climate integration, a Multi-Dimensional Poverty Analysis framework and a 'green toolbox' including concise and incisive guidance (much of which is available to partners on Sida's website), a system of regular environmental reporting and annual environmental audits. It is supported by skilled environment and climate advisors placed strategically across the organisation. In addition, a wider Sida Environment and Climate Network, a co-ordinating 'hub' mechanism that links environment leads across the organisation, and a responsive Environment and Climate

Helpdesk engage other players in Sida. This has enabled Sida to integrate environment in its three major roles as financier, analyst and dialogue partner.

These initiatives have been supported by consistent leadership and commitment from the highest levels of government. In line with a cross-government Swedish policy on global development, programmatic directions have been broadly coherent with other government departments. In pursuit of its core mandate of poverty reduction, Sida works closely with the Ministry for Foreign Affairs (which has a normative role) and embassies (which have in-country strategic roles). However, Sida has a good degree of flexibility to interpret how development co-operation will proceed in each case. Importantly for environment and climate, on which people living in poverty are particularly dependent, Sida is also well respected for collaborative working with civil society organisations.

The peers observed a high level of environmental consciousness among staff throughout the organisation. They are open to, and curious about, environmental issues and committed to doing something about them. Indeed, there were many individual environmental champions who promote environment in different departments and embassies. There is also a very significant portfolio of programmes and projects with an environment focus, which have good potential to inform Sida's case-making and activities in support of environmental integration.

At the same time, Sida also has a progressive perspective on 'mainstreaming' several other important cross-cutting issues. Indeed, Sida is well-known for its work on these, notably gender integration. Sida requires five 'perspectives' to be assessed in all activities, one of which is environment. This means that not only are environment and climate usually well-considered in developing activities in many sectors, but (in a reciprocal manner) environment-focused projects may also be conceived in ways which are supportive of gender, rights and other 'mainstreaming' concerns.

### Challenges in environment and climate mainstreaming

Sida's achievements are impressive and place it in a promising position for the future. But there is more to do to ensure the elements of Sida's environment integration framework work more effectively in more instances. Most of these challenges were familiar to peers, as most DAC members face them:

- Environmental integration still depends too much on individual environment experts and 'champions', rather than on collective institutional responsibility.
- In practice, it concentrates more on the assessment and planning stages than the whole 'messy' business of implementation, and is not routinely included in monitoring and reporting.
- While there is interest in learning about environmental integration, and acknowledgement that adaptive approaches are needed, this learning is not systematised and regular within Sida – and is lacking at the portfolio level (i.e. across different kinds of projects).
- In addition to learning not being systematised, much of the environment knowledge management is outsourced to the Helpdesk, and so it does not routinely inform policy and practice reviews. The Helpdesk tends to have more engagement from environmental experts and champions than other staff. It lacks a proactive mandate to promote, nurture, mentor and critique environment actors and actions.
- There is not yet a focus on environmental integration in country policy dialogue processes held by Sida and embassies in developing countries, or in country capacity assessment and support.

- In spite of political and policy priorities to integrate environment and climate, between 2010 and 2016 there was a declining trend in integration. Recent system improvements have begun to reverse this trend, but staff still lack time and resources: some feel a sense of inadequacy to meet many organisational demands and or/suffer ‘mainstreaming fatigue’.
- The policy that staff should spend 10% of their time working in a theme hub (such as the Environment and Climate Hub) also needs resourcing – but would have many benefits.

### Lessons from Sweden’s experience of environment and climate mainstreaming:

Nine broad lessons emerged from the peers’ engagement with Sida that have wider applicability across DAC members:

1. Strong institutional foundations – constitutional mandate, vision, policy framework, and management systems – are critical to enable the consistent promotion and integration of environment in development co-operation, both within the agency and with its partners. They need to be well-communicated.
2. A robust and diverse set of tools and mechanisms is needed to drive environmental integration throughout the activity cycle. They should be part of the core institutional machinery, helping to identify environment and climate priorities, and actively updated and streamlined to meet user needs and desired outcomes.
3. The specific outcomes and benefits of environmental mainstreaming – intended and actual – need to be clear and increasingly visible in each case; only then will staff be motivated to act, feeling less ‘mainstreaming fatigue’ but instead ready to pursue environment priorities.
4. A focus on implementation is needed – environmental integration tends to concentrate on assessment and planning stages, but needs to extend across the activity cycle; this can reveal a wide range of ‘mainstream’ stakeholders who should be engaged.
5. Humanitarian support has a special, and as yet often unrealised, potential to integrate environmental issues – and thus ensure sustainable outcomes where people’s dependence on environmental assets and vulnerability to environmental risk is high.
6. Environmental expertise across the organisation and well-networked outside it, enabled by good leadership and supported by ‘champions’, can drive staff environmental attitudes and competences. However, it is not a substitute for collective institutional responsibility for environment, which is essential but tough to achieve.
7. Investing in capacity for integrating environment is critical and much can be achieved through training in interdisciplinary skills; attention must be given to partner countries’ and agencies’ capacity as well as those of development co-operation agencies.
8. Monitoring and learning systems need attention – environmental integration is necessarily an adaptive approach, yet is too often lacks extensive feedback and well-organised learning about progress and results.
9. Dialogue and engagement are drivers of the mainstreaming process – from the outset in opening up issues with partners, through to discussing results and raising ambitions; civil society is important to mobilise social demand, as well as decision makers.



### Peer suggestions for consideration by Sweden and DAC members:

Discussions during the peer visit raised several ideas to pursue. Many of these are noted throughout the report. There was particular discussion of working with DAC members jointly on some of them:

- **Influencing international players:** Sweden is well-respected internationally as a pioneer in sustainable development. As a credible and transparent partner, it is well-placed to challenge and support international partners to raise their environment ambitions: notably multilateral organisations, the EU and Member States.
- **Enhancing country policy dialogue:** more can be done to integrate environment and climate through (a) highlighting politically hot opportunities like green/circular economy and green enterprise; (b) influencing regular core policy and planning processes such as national planning; and/or (c) promoting stronger co-ordination and coherence among DAC members.
- **Sharing and joint work to further strengthen elements of its environmental integration frameworks:** Sida would benefit from working with other ENVIRONET members on:
  - priority-setting guidance – in part to reduce ‘fatigue’ from the perceived need to tackle the full ‘A to Z’ of environment and climate issues
  - environment and climate integration in humanitarian work
  - green office management and its influence on development work
  - hub and network structure and functioning, and linking with wider/regional networks
  - understanding how environment integration happens in key sector implementation (perhaps in sectors like energy, agriculture and health)
  - ways to analyse and promote the economic, social and environmental benefits of mainstreaming, and sharing ‘case’ materials
  - improving interdisciplinary tools and skills in staff and partner capacity development
  - learning and knowledge management – ‘catalogues’ of what works
  - sharing country assessments such as strategic environmental assessments and capacity assessments
  - country capacity development in environment and climate integration.
- **Paradigm shifts to deepen the transformation to sustainable development:** peers felt that it is time to challenge development thinking, and go beyond just ‘doing things right’ for the environment, i.e. following safeguards, to also ‘doing the right things’ in strategic ways, i.e. promoting and actively pursuing outcomes such as investing only in renewables and not supporting fossil fuel investments. Ultimately this is a transformational policy and institutional agenda that contrasts quite starkly with the incremental agenda of existing mainstreaming work. It needs a dialogue towards a common narrative (which the OECD can help to shape) and commitment from the highest levels (where Sweden’s leadership is well-placed).

## 1. Objectives and Context

### **Objectives of the DAC Peer Learning Exercise:**

*This peer learning exercise is being conducted by the OECD's Development Assistance Committee (DAC), a unique international forum of many of the largest providers of development co-operation. The DAC promotes improved development co-operation and other policies so as to contribute to sustainable development, notably through promoting knowledge management and exchanges on best practices. Formal DAC peer reviews are a well-known requirement of membership.*

In contrast, *peer learning* is a DAC response to the need to go into much greater depth on pressing trends and challenges in development co-operation. DAC members recently identified 'managing and mainstreaming environmental concerns' as a priority challenge for which learning is urgently required. DAC members need to effectively address global environmental challenges and threats such as climate change, pollution, loss of ecosystem services and biodiversity. They need to pursue opportunities to promote environmentally sustainable development at local, national and global levels. In the context of delivering on the holistic 2030 Agenda for Sustainable Development, management of environmental opportunities and challenges is a priority (especially in relation to Sustainable Development Goals (SDGs) 13, 14 and 15), as is environmental mainstreaming in other target areas.

The current exercise is only the second peer learning process, and it has been informed by the first: a peer learning exercise on engaging with the private sector.

*The purpose of this learning process* is therefore to assess how all relevant environment issues – not only climate, the current prevailing focus – are integrated in DAC members' assessments, development strategies, policies and programmes (including finance) as well as capacity development of staff. It will identify what worked and what did not, and how to approach remaining and emerging challenges. The result, expected by June 2019 after three peer learning visits, will document lessons learned and good practices, which should help to inform future peer reviews. It will be shared with all ENVIRONET members to offer insight for enhancing their respective approaches to mainstreaming environment.

In recent meetings of the DAC Network on Environment and Development Co-operation (ENVIRONET), several members expressed how they would like to see Sweden as one of the three subjects of the review, arguing how Sweden and the Swedish International Development Co-operation Agency (Sida) are perceived to take a strategic approach to environmental mainstreaming that would be valuable for other members to learn from. Sweden agreed to actively participate in the review process, both as a visited peer and as a team member for visits to the European Union (EU) institutions (prior to the Sweden visit) and to Canada (after it).

### *Context and objectives for Sweden's peer learning:*

Sweden has gained a very strong reputation for effectively integrating environment and climate, alongside other key cross-cutting issues in development cooperation. Prior to the peer learning visit, Sida produced a briefing note which, *inter alia*, advised the peer learning team of *several Swedish attributes* which they felt conferred a strong basis for mainstreaming (Sida, 2019):

- A [policy framework](#) laid out by government;

- A mandatory Environment Management System, including an [Environment Policy](#);
- An Environmental Action Plan;
- Guidelines, including several thematic information briefs and a [Green Toolbox](#);
- An Environment and Climate Helpdesk available to staff and partners;
- An Environment and Climate Hub and a network, enabling knowledge exchange;
- A mandatory requirement that five ‘perspectives’ – poor people’s perspectives, the rights perspective, conflict perspective, environment perspective, and gender perspective – must be considered in all activities;
- A conceptual framework for [Multidimensional Poverty Assessment \(MDPA\)](#), where environment/climate explicitly is one of four context factors to take into account.
- An increasing number of bilateral, regional and global/thematic strategies and their associated budgets (decided by the government), that explicitly include environment/climate/natural resources/resilience.

*Sida also laid out its own interests and expectations from the peer visit, as organiser of the visit:*

For Sida, the main purpose of the exercise is *learning*. Being one of the reviewed institutions, and active participation in the whole DAC peer learning exercise, was felt by Sida to constitute an opportunity to receive feedback on Sida’s approach to mainstreaming environment and climate change – bearing in mind Sida’s role as financier, analyst and dialogue partner; to communicate its own experiences of environmental mainstreaming; to learn from other’s experiences; and to identify remaining challenges. In particular, Sida wished to discuss and hear peers’ own lessons on:

- The implementation of the climate/environmental analysis;
- Communicating definitions and building an understanding of mainstreaming within the organisation as well as among partners;
- How to look beyond a “safeguard” approach to mainstreaming;
- Experiences of target setting, e.g. levels/percentage to achieve in relation to the environment and Rio markers;
- Experiences of effective tools and approaches especially for implementation, monitoring and evaluation regarding environmental mainstreaming.

*The visit to Sweden took place from 21 to 25 January 2019, with team members from Canada (two members), the European Commission (two members), the United Kingdom and Switzerland as peers, with IIED and OECD’s Development Co-operation Directorate as facilitators. See Annex 1 for a list of team members.*

In addition to Sida, team members met with the Ministry for Foreign Affairs (MFA), Sida’s Helpdesk for Environment and Climate Change (which is managed by Gothenburg University and Swedish University of Agricultural Sciences in Uppsala), the Sida Partnership Forum, diverse non-governmental organisations (NGOs), and embassy staff (by video call) in Africa (Mali, Burkina Faso), Asia (regional office in Bangkok, Cambodia), Latin America (Bolivia and Guatemala), and Europe (Georgia). See Annex 2 for the schedule of meetings.

## 2. Analytical framework for assessing mainstreaming

Based on the consultation to date – the survey of ENVIRONET members, and the inception workshop for this peer learning exercise held in Paris May 2018 – an analytical framework for the learning exercise was developed by IIED.<sup>2</sup> It includes five main dimensions:

1. *Results and outcomes*: What changes are achieved – across a spectrum from improved awareness, to improved decisions, behaviour and institutions, to actual changed conditions on the ground?
2. *Mandate and intentions*: What is the general thrust of the member’s approach to development co-operation? How has environment been included in this i.e. in its development vision, institutional mandates, policies, strategies, theories of change, and management and staff priorities; and with what definitions and assumptions? What are the drivers of attention to the environment and what environmental issues are given most priority?
3. *Leadership, people and capacities*: Who is involved in mainstreaming environment in the context of development; in the lead development agency(ies), environment and non-environmental authorities and other influential players? What are their responsibilities for mainstreaming; skills applied and partnerships mobilised?
4. *Project cycle and tools*: How is environment promoted through tools and procedures throughout the ‘policy cycle’ – such as safeguards, standards, assessments, metrics and measurements, incentives and accountability mechanisms? How far are these embedded or separate, and how is this changing over time?
5. *Knowledge, learning and innovation*: How is the organisation learning what political economy drivers and constraints affect the links between environment and development; how this has changed over time; what is expected in future; and what continues to constrain environmental mainstreaming?

The sections below explore these five mainstreaming dimensions,<sup>3</sup> postulating initial lessons that draw from discussions in Stockholm.<sup>4</sup>

---

<sup>2</sup> IIED (2018) *Draft analytical framework for member learning visits, July 2018*. This paper elaborates the five dimensions with ten more detailed questions, which focus on dynamics and politics (drivers, choices, trends and impacts) around the notional ‘operational cycle’ from planning, to financing, to implementing and review.

<sup>3</sup> The first dimension – results and outcomes, is integrated in discussion of the other dimensions. For Sweden, a sixth dimension was also drawn out as particularly significant – dialogue and engagement

<sup>4</sup> The current document was prepared by IIED, based on notes of the week’s meetings, and brief reflections submitted immediately after the visit by some of the peer team members.

### 3. Overall impressions of how Sweden integrates environment and climate issues in development cooperation

#### **Sweden is in a good position to build on its long-standing success in integrating environment and climate in development cooperation**

*Sweden has had progressive and consistent leadership in environment and sustainable development since the 1970s.* Sweden has made numerous political, practical and intellectual contributions to build on. For example, the 1972 Stockholm Conference on the Human Environment established the links between environment and human wellbeing. Sweden's 2002 Policy for Global Development pioneered coherent and holistic objectives across aid, trade, and foreign affairs. Sweden's leadership of the planetary boundaries concept from 2009 raised the profile of eight more environmental limits in addition to climate change. More broadly, Sweden has come to be seen as a transparent and credible partner with business and investors, as well as with governments and multilateral organisations. This is a very strong basis upon which to promote, act and collaborate with other institutions in the formal integration of environment in development cooperation.

*The strong cultural foundations for environment in Sweden are an asset for mainstreaming.* The peer visitors noted a high level of environmental consciousness and commitment across Sida staff, as well as openness to collaboration and innovation. Sida "walks the talk", integrating environmental concerns into its own operations, being transparent about this, and avoiding what it believes are compromised solutions such as carbon. There are diverse environmental champions throughout Sida. There is a wider culture of mainstreaming other 'cross-cutting' issues such as gender and human rights, with the potential to evolve a truly integrated approach to the *quality* of development. Peers learned how this reflects attitudes across wider Swedish society. Sida has an opportunity to create an institutional environment where environmental issues are not only in individuals' 'DNA' but in the organisation, too. Strong foundations have certainly been laid.

*Sida has evolved and largely embedded a comprehensive 'mainstreaming' system.* Sida has developed a system for integrating cross-cutting issues across the programme cycle. For environment and climate, this system comprises a legally-mandated environmental management system (EMS), dedicated environment and climate expertise, a wider environmental network, allocation of responsibility for environment mainstreaming to Sida's senior management across all departments and at Embassies, financial targets for environment and climate, and continually improved guidance and tools. Not all of this is fully functioning and there will always be things to improve, but it is clear that Sida's systemic strengths are a strong basis on which to deepen and broaden the mainstreaming effort. On the one hand, during the peer learning visit, no major failures of environmental integration came to light. On the other hand, Sida colleagues found it difficult to draw out their top successful outcomes of environmental integration. The peers felt that Sida could better 'catalogue' and share specific examples of success, to bring clarity on the outcomes it is seeking and to inspire staff – notably at decentralised levels – and partners.

*Mainstreaming therefore entails continuous improvement of Sida's core institutional priorities, processes and ways of working – rather than introducing new parallel environment processes.* While catalytic initiatives like environment integration action plans have helped at first to draw attention to the environment, the ultimate goal is to develop Sida's existing *core* systems and procedures so that environmental considerations are robustly integrated. Continuous improvement will entail more effort in monitoring and learning about mainstreaming at portfolio level and not only (as presently in Sida) at the level of individual projects. It will entail more attention to mainstreaming in implementation as well as in planning, e.g. so that partners actually complete and act on environment and climate assessments. And it will entail improving environment capacity and knowledge management. This will require a little extra investment in Sida – as recent Sida environmental audits point out, and as we explore below.

## 4. Lessons on mandate and intentions of environment integration

### 1. Strong institutional foundations – i.e. constitutional mandate, vision, policy framework, and management systems, are critical to enable the consistent promotion and integration of environment in development cooperation, both within the agency and with its partners – and they need to be well-communicated.

*Sida's constitution and guiding policies give it a strong environmental purpose in its roles as financier, analyst and dialogue partner.* It is a public agency under the jurisdiction of the Swedish Ministry for Foreign Affairs (MFA).<sup>5</sup> Its work is guided by two main policies. Sweden's [Policy for Global Development \(2002\)](#) describes how different policy areas across many ministries and agencies including Sida should work together for *sustainable* global development. The [Policy Framework for Swedish Development Cooperation and Humanitarian Assistance \(2016\)](#) addresses the principles and values that are to guide Swedish aid: it states that the principal purpose of Swedish development cooperation is poverty reduction; it requires an *environmental and climate perspective* to be integrated as one of five cross-cutting perspectives; and it emphasises local people's self-determination. Sida carries out its development mission by undertaking three broad roles: (1) *dialogue* participant with countries and international organisations; (2) *analyst* developing policies and strategies on behalf of the Swedish Government; and (3) *financier* which manages aid interventions. There are tools and processes to integrate environmental issues within each of these major roles.

*The effectiveness of Sida's mainstreaming depends in large part on wider Swedish institutional roles and relationships.* Sida does not work alone on mainstreaming. It works with the Ministry for Foreign Affairs which has a normative role and determines the priorities for development cooperation (as noted above), and embassies which have a strategic role in developing and implementing country strategies decided on by MFA. Sida has considerable flexibility to interpret these priorities (playing a programmatic and advisory role where it has adequate resources to do so). Together, MFA, embassies and Sida form a tri-partite partnership to promote environment and climate issues, and can bring to bear many formal and informal relationships, dialogues and platforms.

- *Peer suggestion: improve environment and climate inclusion in country dialogue.* The peer visitors were not able to go into depth here. However, the Sida, MFA and Embassy staff consulted identify both a growing need and an opportunity for Sida to play a stronger role in introducing environment in country policy dialogue, in working with and supporting country policy/planning systems to integrate environment, and in engaging with stakeholders in the country who are most significant for environment outcomes (including civil society and business).

*Holistic policies, procedures and tools are an effective 'door-opener' for integrating environment.* Sida's work on environmental mainstreaming is not undertaken in isolation. Sida has shifted to a cross-cutting approach, putting several issues on the 'same page'.<sup>6</sup>

---

<sup>5</sup> Sida administers approximately half of Sweden's development budget, on the basis of specific strategies for geographic and thematic areas agreed with MFA. The rest of the budget is channelled through the Ministry for Foreign Affairs.

<sup>6</sup> The term Sida uses is not *mainstreaming*, but *integration*. This term works better in Swedish. *Environmental mainstreaming* is all-encompassing, including climate change.

Responding to Sweden's Policy for Global Development, Sida prioritises '5 perspectives': poor people's perspectives, the rights perspective, conflict perspective, environment perspective, and gender perspective. These 'perspectives' at the policy level are reinforced by Sida's multi-dimensional poverty analysis (MDPA) at the diagnostic level, and by coordinating these five themes in one unit (the Policy Support Unit).

*From an external perspective, this integrated approach may often more closely mirror the situation on the ground than a siloed 'sector' approach.* Local people's experiences are often more strongly felt as (interacting) environment, gender or conflict realities than as 'sector' problems in say infrastructure and agriculture.

*From an internal perspective, a highly integrated approach encourages greater team-working and interdisciplinarity.* It creates an enabling context for staff to open up to environment issues, probably more so than if environment was 'pushed' on its own. It should help staff to be in a stronger position to respond to future multi-faceted policy drivers such as the SDGs and green economy. The five perspectives can also help those working on dedicated environment projects to integrate the most relevant aspects of gender, rights and conflict into their environment work ('reciprocal mainstreaming'). This can improve the robustness of work on environmental problems: for example, specific environment challenges that involve women may turn out to be better addressed as a gender intervention than an environmental one on its own.

- *Peer suggestion: prioritisation of issues* – it is important to ensure the 'multiple mainstreaming' of all five Sida perspectives actually results in sharply focused action on priority themes. It is important to avoid 'mainstreaming fatigue' or inefficient attempts to deal with 'all aspects under the sun'. While Sida's experience shows that combining environment and climate into one approach – rather than atomising it into many specific environmental issues – ensures high profile, at times it may help to give specific attention to one or two top environmental issues. For example, peers felt that biodiversity deserved more attention.

*Sida's management structure creates the necessity to mainstream environment.*

Environment, climate and indeed other cross-cutting thematic issues are *not* embedded in Sida's operational structure in the form of, say, a dedicated environment department with the power to commit significant funds. Instead, environmental commitments depend firstly on the mandates and motivations of operational departments covering specific geographies or themes. The heads of these departments and of the development teams at embassies are responsible for mainstreaming (as well as for deciding to finance any dedicated environment programmes). Secondly, the degree to which mainstreaming occurs will depend on the resources and powers available to those environment specialists who are available to the operational departments and embassies. Three environment and climate institutional provisions help here: (i) dedicated advisers posted to departments and embassies, (ii) a specialist environment and climate hub, and (iii) a wider environment and climate network. This mutual dependency encourages mainstreaming.

- *Peer suggestion: to look more closely at the costs, benefits and risks of delegating authority for mainstreaming environment to geographic and theme leads.* On the one hand, this supports a demand-driven approach to environment by those



leads. On the other hand, it risks losing opportunities of which only environment specialists may be aware.

- *Peer suggestion: to further develop the interplay between Sida's environment 'sector' work and its environment mainstreaming work, to ensure synergies.* For example, information on the economic, social and environmental outcomes and impacts of different kinds of environment 'sector' projects can be used to make the case for more broad-based environment integration.

## 5. Lessons on systems, processes and tools for environment integration

2. **A robust and diverse set of tools and mechanisms is needed to drive environmental integration throughout the activity cycle. They should be part of the core institutional machinery, helping to identify environment and climate priorities, and actively updated and streamlined to meet user needs and desired outcomes.**

*A well-established system for environmental mainstreaming has evolved in Sida, based on Swedish legal requirements and on previous Sida learning. It comprises:*

- *A core Environmental Management System (EMS) – an EMS has been mandatory for all Government agencies since 2009, and operates according to the Swedish Environmental Protection Agency's guidelines. Sida has focused its EMS on managing potential environmental impacts of Sida's diverse roles as financier, analyst and dialogue partner, as well as its direct 'green office' operational impacts. Sida is working towards ISO14001 assurance of its EMS, to attest to the quality of the system. The EMS is recognised as a foundation for Sida's work in environmental integration, and applies to the full cycle of planning, implementation and monitoring of strategies and contributions. The 2018 Sida environment audit (itself a requirement of the EMS) noted how Sida's leadership is committed to the EMS as a way to strengthen Sida's overall work, and that the annual external audits of the EMS have strong messaging and strategic potentials.*
- *A programme management system covering the whole activity cycle – the Tool for Results management and Appraisal of Contribution (TRAC) was developed by Sida and includes three types of environmental assessment of 'contributions' (programmes or projects): (1) identification of environmental opportunities to optimise; (2) project vulnerability to environment/climate hazards; and (3) environmental risks presented by the project. As an information technology system, TRAC is able to guide users through the contribution cycle: each stage must be completed before the system allows the subsequent stage to be tackled. While TRAC includes many 'help-texts' on environment and climate, and links to the Helpdesk and Green Toolbox, formal appraisal of environmental aspects is recommended but no longer mandatory.*
- *A holistic Multi-Dimensional Poverty Assessment framework (MDPA) – this was introduced in 2017 to handle multiple cross-cutting 'perspectives', primarily at the country level (although it has been used at the contribution level, e.g. in Bolivia). While too early to conclude on its effectiveness, it clearly offers both a strategically positioned environmental 'lens' and enables environmental activities to mainstream the other four perspectives.*
- *A 2017 revision of Sida's environmental policy – this commits Sida to protect the environment and to "proactively promote a transformation to an environmentally sustainable development by integrating environmental aspects in all operations and sectors". It states that senior management are responsible for ensuring environment integration; it calls on all staff to play relevant roles; and it commits to improving staff capacity on environment.*

- *An Environmental Action Plan (2017-20) that sets environmental targets* – this describes what should be achieved, when and by whom. It includes quantitative targets and is being followed up annually.<sup>7</sup>
- *Strategic guidance and programme tools integrated in a ‘Green Toolbox’* – which aims to explain and support environment and climate integration. Comprising guiding documents, thematic briefs and guides, this has evolved rather than being designed *de novo* to meet proven needs. Many of the tools are particularly successful as they are short, sharp, and user-friendly the peers were impressed with many one-page examples with clear messages that engage generalist audiences.
- *A Statistical Handbook that offers instructions for classifying contributions against environment policy markers*. Following inconsistent application of an earlier version, in 2017 the Handbook was updated to add clear criteria for marking contributions: the criteria require environmental assessment, active use of environmental information, setting of specific environmental objectives and activities, and monitoring of them.
- *Access to environmental expertise and in-depth knowledge about environmental integration* – notably through in-house Environment and Climate advisors, an Environment and Climate Helpdesk, and an internal Environment and Climate Network and Hub.

*The system described above is reasonably coherent and complete, but it is not fully used.* A recent review by Sida’s Helpdesk shows weak compliance with the requirements of TRAC, the Statistical Handbook and the guidance in the Green Toolbox: it carried out 14 portfolio analyses that showed only 28% had included any kind of environmental assessment (Helpdesk, 2018). Furthermore, an explicit requirement for environment/climate integration has been removed from TRAC.

*Environmental integration appears to be more challenging than projects and programmes where environment is the principal objective.* Despite the fact that Environment and Climate Change has been an explicit goal of Sweden’s development cooperation since the 1990s and a thematic priority since 2010, there was a declining trend in integration until recently. While Sida’s support to dedicated environmental projects increased slightly between 2008 and 2017 (from 12.6% to 13.7% of the total contributions) the share of Sida’s contributions that *integrate* environment declined from 47% to 30%. There was least integration in Sida’s largest non-environmental sectors: government and civil society; health; education; and population policies. In contrast, there was most integration in agriculture, water and sanitation, where environment-skilled staff tend to work. This was in part correlated with stricter guiding text in Sida’s statistical handbook for marking contributions. However, there has now been a recent upturn in integration; this is associated with the consolidation of many Sida provisions such as the EMS, new environment policy, action plan and targets as well as increased political interest – particularly since the 2015 SDGs agreement (Sida, 2019).

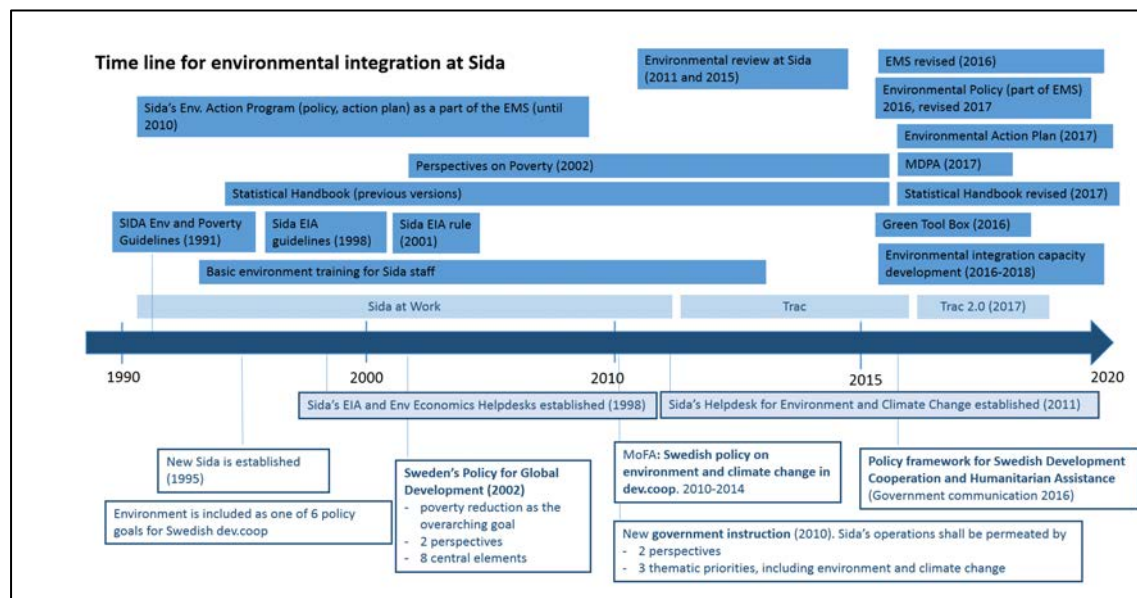
---

<sup>7</sup> By 2020, Sida should increase the share of funding:

- With environment as a principal objective (the main objective) from 12% (2016) to 15% (2020) and environment as a significant objective from 34% (2016) to 45% (2020)
- With biodiversity as a principal objective to 4% (from 1% in 2015) and biodiversity as significant objective to 15% (from 11% in 2015)
- For climate change (“climate financing”) to 28% (from 13% in 2015)
- And increase the number of guarantees where environment is a principal objective to 8.

- *Peer suggestion: It would be useful for Sida to discuss internally the reasons for weaker use than expected of the environmental integration system. The peers learned that the main reasons are shortage of time and insufficient resources, along with lack of clarity on how to address so many potential environmental priorities. This causes 'mainstreaming fatigue' and results in a risk-averse 'do no harm' approach rather than adding value. Such barriers are similar across the DAC and deserve attention to ensure development cooperation is effective and sustainable.*

Figure 5.1 Time line for environmental integration at Sida



*An evolving system* – Since 2016, Sida has revised and added many approaches to mainstreaming (Figure 5.1). This evolution has responded especially to political priorities such as the recent emphasis on investment and finance vehicles. It is less clear how far it has evolved in relation to user needs and results. Most recently, in a context where many development co-operation agencies have accumulated so many rules and guidance that it can paralyse action, it is impressive how Sida has simplified many elements of the system (e.g. from 55 to 11 mainstreaming questions in TRAC) while attempting to maintain integrity and ambition. Moving forward, peers suggested it might also address four system issues of prioritisation, science, quality, and ambition:

- *Peer suggestion: Prioritisation – environmental mainstreaming entails going beyond a generic case and/or attempting to address all environmental issues, and instead be selective and handle specific trade-offs* – High staff commitment to the environment and a strong sense of responsibility mean that environmental integration is treated seriously in Sida. But there are many environment and climate issues, and staff sometimes confuse the need for being holistic with being totally comprehensive. The environmental agenda can seem overwhelming, with many technical requirements and as many unknowns. The peers felt that prioritisation would add value – knowing how to handle trade-offs between different environmental services, between wellbeing components, and between the social groups that produce or consume the services. It could help to

develop frameworks and criteria for prioritisation – i.e. which development issues to look at, and then which environmental aspects to focus on – which should energise staff and reduce or even avoid mainstreaming fatigue. Further discussion on approaches to prioritisation is suggested in ENVIRONET.

- *Peer suggestion: Science – the system needs to seek and handle the ‘hard facts’ of environment* – Priorities should clearly reflect values, but not be framed by values alone. The peers identified how Sida tends to emphasise the ‘values’ inherent in its five cross-cutting perspectives: there are strongly-held Swedish societal values around rights, gender, etc. But there are other facets that matter: for environment, especially, there are numerous technical and scientific issues to do with functional environmental realities, natural laws and limits, that cannot and should not be ignored. Many environmental thresholds are perilously close (critical climate change, species extinctions, pollutant loads, etc), and so access to the best global and national science will be as important to intelligent decision-making as values are. While Sida’s environment leads do send relevant reports and articles to network participants, staff (notably in embassies) say they do not have time to read them.
- *Peer suggestion: Quality – the system needs to promote environment as a core component of development quality* – quality assessment of environmental integration is now less systematic than it once was, having been removed as a mandatory requirement of the central quality assessment (QA) committee, CORE. Instead, QA is delegated to departments, units or embassies. There is little oversight of the quality of environmental integration, although the Helpdesk has made useful one-off studies. Discussions between Sida staff and peers suggested it can be helpful to think of the purpose of environmental integration as *improving the quality of development* – its sustainability and the many co-benefits that can be realised only when environment is taken into account.
- *Peer suggestion: Ambition – a safeguard/procedural approach to environmental integration alone will not achieve the paradigm shift that is needed for sustainable development.* It will require a more *strategic* approach and committed leadership. Sida’s environmental integration system has real potential to enable more progress than simply meeting ‘do no harm’ safeguard requirements, towards also ‘doing good’ for the environment and target groups. It could go beyond working with the current paradigm and its persistent constraints to environment – such as vested interests, economic externalisation of environment, and lack of data – towards changing that paradigm.

**3. The specific outcomes and benefits of environmental mainstreaming – intended and actual – need to be clear and increasingly visible in each case; only then will staff be motivated to act, feeling less ‘mainstreaming fatigue’ but instead ready to pursue environment priorities.**

*‘Mainstreaming environment’ seems nebulous to some Sida staff, which often leads to ‘tick-box’ approaches.* This is a common problem across the DAC. Where its purpose and added value is not clear, mainstreaming can be little more than a ‘tick-box’ exercise, e.g. the

incentive being simply procedural, to help a project proceed to the next stage in planning. Whenever the environment constitutes a significant formal objective and claims a Rio policy marker, this could be a good chance to ensure there is a deliberate articulation of the environment objective and expected outcome. But Sida contributions sometimes lack either a clear picture of expected mainstreaming outcomes or assessment of them. Yet discussion with staff suggests that an outcome-based approach could be clearer and more inspiring to them.

*However, Sida staff can point to a broad spectrum of practical outcomes that they look for, which could be more systematised – these outcomes range from mere improved awareness of environment, to improved behaviours, to investment in appropriate technologies, new capacities and institutional changes, right through to environmental impacts on the ground and their distribution. A checklist of the range of outcomes that might relate to specific sectors, livelihood types or country types could help in planning.*

*Starting mainstreaming early, and envisioning its outcomes, can exploit more opportunities.* The initial dialogue stage is critical for this. Defining what success looks like and what is “good enough” mainstreaming, and later looking for achievements at performance assessment stage, can improve ‘ownership’ of mainstreaming and interest in it. Sida staff report that it is difficult to get hold of good examples of environmental integration to help them envision the outcomes at planning stage. It may be worth Sida cataloguing them and how they were achieved: ‘stories of change’ can inspire and motivate staff. For example, peers were especially impressed by these examples, each warranting a ‘story of change’:

- Engaging and interesting country staff and partners can lead to rapid change: the *Afghanistan country portfolio* went from 0% environmental integration in contributions to 70-80%, due in large part to the country office leadership and dedicated environment advisors.
- Sida often works fast to integrate environment in new priorities: it is impressive that Sida has already achieved its 2020 objectives of *eight investment guarantee schemes* (3 billion SEK) integrating environment and climate change concerns.

#### **4. A focus on implementation is needed – environmental integration tends to concentrate on assessment and planning stages, but needs to extend across the project cycle; this can reveal a wide range of ‘mainstream’ stakeholders who should be engaged.**

*Mainstreaming efforts tend to be focused on assessment and planning stages.* Again, this is common across the DAC. Success at these early stages can be assessed through document review (‘looking for words in plans’), which is relatively easy to do but does not reveal much about the reality in administrations and on the ground. Even so, a portfolio analysis conducted during 2017/2018 concluded that around two-thirds of all Sida’s contributions did not perform, or failed to document, any type of environmental assessment (Sida’s Helpdesk for Environment and Climate Change, 2018). Mainstreaming seems to be far more limited during implementation, for which defining success is much tougher. It is also more limited in monitoring and evaluation, with highly variable inclusion of environmental integration in annual reporting and evaluations.

- *Peer suggestion: It could be useful to carry out a review of how mainstreaming really happens or not – and then why – at implementation stages.* This could

focus on one or two areas of change that Sida prioritises, e.g. a shift to greener energy or infrastructure. Other areas like education or health could be considered, since the environmental risks are lower but the ‘do good’ potential is high. It would engage the many actors who will have to change their planning, procurement, training, production, product cycle and other behaviours across the energy and construction sectors. Indeed, country stakeholders’ capacities for environment integration are particularly critical at the implementation stage.

#### **6. Humanitarian support has a special, and as yet often unrealised, potential to integrate environmental issues – and thus ensure sustainable outcomes where people’s dependence on environmental assets and vulnerability to environmental risk is high.**

*Sida’s Humanitarian Strategy includes a focus on environmental issues at the level of each humanitarian organisation, its programmes, and response plans in individual countries. Sweden is a significant contributor to international humanitarian assistance, providing € 400 million per year to United Nations, Red Cross and non-governmental organisation (NGO) actors. Since Sida’s main contributions are through multi-year agreements, it accords priority to assessing partners’ systems from an environmental point of view – policies, tools, guidelines and operations (e.g. greening offices). Individual programmes are also subject to environmental consideration through the TRAC process.*

*The Humanitarian Unit follows up on environmental provisions and actions in the field and engages in dialogue on environmental aspects with country partners – although sometimes recipient country governments are not prepared to discuss issues beyond immediate humanitarian needs. The Humanitarian Unit recognises the environmental hazards that form part of humanitarian disasters, the environmental degradation that can be caused by urgent humanitarian relief, and the environmental needs of people in crisis. Thus it is beginning to complement its ‘do no harm’ approach with attempts to ‘do more good’, notably in climate change adaptation, sustainable energy solutions, minimising immediate environmental impacts, and building resilience into development efforts. The peers appreciated the use of a nexus approach in work with refugees in Bangladesh. Here, immediate humanitarian efforts to provide cooking gas are complemented by reforestation to generate a longer-term fuel supply and limit continuing deforestation. Emergency water provision by Unicef and the Red Cross is complemented by developing longer-term water security measures. And emergency health provision is complemented by health systems development. But this is not yet mainstream practice.*

- *Peer suggestion – Working with DAC in encouraging humanitarian agencies to raise their game.* Humanitarian needs arise when social, economic and environmental insecurities converge. Indeed, the Humanitarian Unit noted that it can be difficult to differentiate between conflict- and climate-driven crises such as in Ethiopia and Lake Chad. Good understanding of this, and appropriate response models, are therefore important. Peers suggested a role for Sida to engage with humanitarian agencies at policy level (e.g. in annual meetings with the director) on their environment and climate mainstreaming policies and capabilities, and to pressure them to raise their game. This could be an area for joint action by DAC, since many donors fund the key UN, ICRC and IFRC organisations. Pooled evidence from Sida and other ENVIRONET members and coordinated dialogue with humanitarian agencies can help to tackle the prevailing

presumption that immediate life-saving activities override longer-term impacts such as pollution and natural resource degradation. Sharing learning on environmentally sustainable ways to provide shelter, sanitation, food and energy could be useful ways forward.



## 6. Lessons on leadership, people and capacities for environment integration

7. **Environmental expertise across the organisation, well-networked outside it, enabled by good leadership and supported by ‘champions’, can drive environmental attitudes and competences of all staff. However, it is not a substitute for collective institutional responsibility for environment, which is essential but tough to achieve.**

*Sida’s environment and climate staff are well-placed with adequate mandates and excellent knowledge and skills; they face significant demands, but they are constrained especially by time and resources.* Sida’s environment and climate advisers have considerable knowledge power, some moral power, and can assert a formal mandate for integrating environment. However, their *financial power* – which counts for a lot in development cooperation – tends to be limited until mainstreaming is achieved; hence the added value of Sida’s financial targets for environment. Moreover, Sida staff work hard and those working on mainstreaming are particularly pressured for time and resources, especially because mainstreaming is not a one-off step, but continuous.

*To truly integrate environment into the heart of the organisation, those working on mainstreaming need to develop good relationships and trust, and advise, mentor and cajole others over considerable periods.* They need to help Sida officers and partners over a long process of awareness-raising, knowledge-gaining, commitment-generating, judicious decision-making, looking for the results and being clear about their added value. Yet neither environment staff nor other staff have adequate time to do this in Sida – all of them face competing priorities – and advisers are not present in every country. The peers heard how even environment and climate advisers ‘have limited time and capacity to consume feedback and learning on environmental progress’, the very goal they seek. The peer team noted that this kind of constraint is faced by practically all DAC members: the fact that environment experts may sometimes be a bottleneck to improving development quality in this way is a real paradox, which can be frustrating to them when political ambitions are high.

- *Peer suggestion: To (modestly) increase geographic presence and flexible funding so that environment expertise can be more timely and focused.* Perhaps consider seeking environmental expertise at the country level through environmental consultants, e.g. this is one model employed by Global Affairs Canada, where consultants are responsible for monitoring the environmental component of projects.

*Leadership on environment is in diverse places across Sida, but it is not always followed through.* Sida’s system for environment mainstreaming is robust, and Sida’s 2018 internal environmental audit noted that it is strongly supported by Sida leadership. But this support from leadership has not yet resulted in environment being fully integrated across the institution. Sida unit managers and heads of development cooperation in embassies roles are important: they can effectively promote mainstreaming within teams, and establish clear expectations that this happens. But they do not always ensure that the environmental provisions are routinely, continually and effectively deployed. Sometimes short-term political drivers dominate how senior management treats environment; and senior management

tends to prioritise only one issue at a time, e.g. climate change has been predominant, biodiversity less so. Environment and climate financial targets for 2017-2020 (environment as a principal objective to increase to 15% of total funding and as a significant objective to 45%) and climate financial targets (to increase to 28% of total funding) by 2020 have attracted senior management attention, but their focus on finance volumes rather than clear environment and development outcomes means managers are not always on the environment case. Thus, in practice, progress often depends on environment being 'in the DNA' of individual Sida staff who have an affinity with environmental issues and make a personal choice to take the initiative. The peer team heard about many such 'champions' across Sida, who to an extent compensate for a lack of consistent leadership at all levels.

*Key institutional catalysts are essential complements to Sida's leadership, and expert environment and climate staff:* Sida's Environment and Climate Helpdesk, Hub and Network are important assets. They increase the levers that environment and climate advisers, as well as senior management and the diverse 'champions' among other staff, can pull to promote and access environmental expertise:

- *Sida's Environment and Climate Helpdesk* was initiated in 2009 when two existing helpdesks, i.e. for environmental economics and for environmental assessment, were merged into one. It accesses the highest standard of expertise, practical knowledge and academic research, with 13 staff from two leading Swedish universities and others. It has adequate resources to support Sida staff and partners on-demand, yet without doing all the environment work for them. The Helpdesk is principally reactive rather than proactive, responding to demands from Sida. However, it is principally environment experts who seek its support rather than the majority of staff.
- *Sida's Environment and Climate Network* builds a virtual 'community of practice' of about 90 people across Sida (nearly 15% of Sida staff). It is one of several thematic networks that act as tools for learning and exchange through cooperation across Sida units and departments. The networks' activities help to improve implementation of Sida's financial support and performance of Sida's role as an expert authority. The Environment and Climate Network has sub-networks on water and sanitation, agriculture and energy and meets regularly – although participation rates are not always high enough, due largely to pressures of time but partly as the themes are not always immediately of local interest.
- *Sida's Environment and Climate Hub* was established in 2015 to act as a 'virtual coordinating institution' with representation of all operational departments across Sida to support timeliness and coherence on environment and climate. Peers heard a widespread call to encourage hub members to spend adequate time on hub activities; they appreciated the decision of the Director-General of Sida that staff should dedicate 10% of their time to hub activities, but understood this is not yet fully resourced and actively carried out.

There are Sida networks for the themes, a precedent which helps to establish the Environment and Climate networks and hubs as accepted parts of the institutional landscape, even if it also creates competition for time and attention with many other themes. However, the hubs and networks are quite inward-facing and it may be worth exploring judicious external links to energise them:

- *Peer suggestion: Sida's Environment and Climate Network could identify existing and new fora where environmental issues and their integration can best be discussed, and encourage strategic links.* This might incentivise more active participation. ENVIRONET is clearly a candidate, and, for example, Sweden has also been active in the Poverty Environment Partnership since 2002. The peers noted an appetite among staff within regions to improve *regional networking* on mainstreaming, focusing on the poverty-environment themes most relevant to Sida's partner countries; perhaps regional staff might play a more formal role in governance of the network. [SDC shared experience in strengthening its internal Climate Change and Environment network by including different external partners – academic, business and NGO – and actively promoting expansion into geographic regions of interest.]
- *Peer suggestion: Sida's Helpdesk could develop a more proactive role to complement its excellent responsive support.* This could be designed to improve the collaboration between MFA, embassies and Sida, to actively reach out to 'non-convinced' colleagues, and to improve collaboration with in-country players. [The EC shared experience here. Its Mainstreaming Facility supports the units in charge of environment and climate by proactively contributing to awareness-raising, reviewing strategic and project documents, and making suggestions for improvement even if not solicited, as part of the quality assurance process.]

#### **8. Investing in capacity for integrating environment is critical and much can be achieved through training in interdisciplinary skills; attention must be given to partner countries' and agencies' capacity as well as those of development co-operation agencies.**

*Constant investment is needed in capacity for environment and climate mainstreaming.* A mainstreamed world is a more integrated, interdisciplinary and participatory world. It demands people with the skills to listen and empathise (and not only to influence), to understand, solicit and work with different disciplines (and not only to deploy technical environmental skills), and to drive institutional reform (and not only to run projects). It is impressive how Sida's staff are keen to 'break down silos' within Sida – with Sida's five perspectives helping here. But a mainstreamed world is also a dynamic world – where policy priorities and technological possibilities often change rapidly, and the confluence of social, economic and environmental tipping points is an increasing risk in the field. As country-based Sida staff in particular assert, it is not a question of 'once and for all' mainstreaming, but also continuous effort so that environment is always part of the evolving agenda. Sida's competency framework usefully embraces these diverse needs, but not all competences are available for environment mainstreaming as yet.

*Sida makes significant efforts to train all staff in handling environment and climate issues.* Thirty-three trainings were held during 2016-18, mostly with support and participation from Sida's Helpdesk at the Embassies, but also at the operational departments in Sweden. The scope of the trainings has developed from being focused on "What and Why – environmental integration?" to more on "How – environmental integration?" The trainings are said to have shaped a common understanding in Sida departments, units or embassies of the context-

specific challenges in relation to environment. They are felt to be more effective when they focus on specific themes, including links with other cross-cutting issues and notably gender, and when they include partners. Recently, Sida's ongoing human resource planning exercise has begun to look more closely at future needs for skills in environmental mainstreaming, and at the gaps in Sida's capacity and culture.

- *Peer suggestion: Training in interdisciplinary approaches* could be a best bet for ensuring that all staff have the capacity to handle the multiple mainstreaming entailed for Sida's five perspectives (and is a challenge that other DAC members face). Training with country partners can also improve the ability to relate otherwise abstract cross-cutting issues to real needs and opportunities.
- *Peer suggestion: Giving greater prominence to Sida's environment 'sector' contributions*, as live examples, could stimulate wider staff understanding

*Capacity support for environmental integration is particularly needed among country partners.* This is more than simply a question of capacity to implement Sida projects effectively. As discussion with embassies revealed, it is the capacity of country systems to integrate environment and poverty reduction – and in a reciprocal way, i.e. to include development goals in country environment policy and practice – where the needs are both most pressing and longer-term. Sida has started putting more effort into assessing and building partners' capacities for mainstreaming, with many of the Embassy trainings including partner organisations.

The cultural and societal context in the country matters, too. Peers noted how the approach to environmental mainstreaming is inevitably rooted in a country's societal culture: just as there are particular environment and 'mainstreaming' cultures and values in Swedish society, there will be different attributes to build on in partner countries. [SDC works with national experts to ensure the local context is clear in delivering its environment training in-country; this helps trainees to more fully grasp the added value and relevance of environmental integration, which ensures the way for long-term integration is soundly paved.]

- *Peer suggestion: DAC member collaboration to strengthen partner capacity for mainstreaming environment and climate.* Initially this might be by supporting 'environment brokers' who know the cultural and institutional foundations and barriers to environmental integration: at times, political economy analysis may be called for. Such brokers need effective links to the stakeholders in a specific developing country who most need mobilising and strengthening, such as finance authorities, civil society groups and small enterprises. The UNDP/UN Environment Poverty Environment Initiative is an example pointed out by peers for reaching key government players; and the Green Economy Coalition for reaching civil society and business. Peers identified capacity development in partner countries and institutions as a potential area for cooperation between DAC members.

## 7. Lessons on knowledge, learning and innovation for environmental integration

### 9. Monitoring and learning systems need attention – environmental integration is necessarily an adaptive approach, yet is too often without extensive feedback and well-organised learning about progress and results.

*Understanding what works for integrating environment, what does not, and under what conditions, requires good analysis.* There is a need to explore the impacts of environment mainstreaming over time, and across different types of country and theme. More might be done to bring together the material, building on the current DAC peer learning exercise.

*Sida staff are open to learning about environment and other cross-cutting issues, but there is not yet a robust and routine learning system.* There are high levels of staff curiosity and willingness to share about environment, but opportunities tend to be piecemeal, without a 'facility' to track and extend the resulting learning. The lack of routine monitoring of environmental integration both reduces the opportunity and incentives for learning about how Sida is mainstreaming environment, and limits the available data.

- *Peer suggestion: Exploring the changing impacts of mainstreaming strategy at portfolio and macro levels.* The micro level where Sida's monitoring has tended to focus, is understandably important, since the interactions of environment and poverty are always highly specific to individual locations and contexts. However, opportunities may be missed if Sweden does not look as much at the macro or meta level. MFA reviews each *country strategy* on its own merits, but does not look across all of them for signs of common priorities and risks. Sida marks each *project's* relevance to environment and the percentage of financial spend, but it does not regularly look at impact across a range of project types, notably the majority which are not accorded either a 'significant' or a 'principal' environment policy marker. Looking at "0-marked" contributions (or a sample of them) can help to identify whether more could be done to integrate environment.
- *Peer suggestion: Improving qualitative monitoring of different approaches to mainstreaming.* Current data are largely quantitative (simply the percentage of activities marked with a "1" or "2") and focus on project design. These are input indicators, helping to identify the share of funding going to projects integrating environment in their design. But they do not offer evidence of the outcomes and qualitative improvements obtained from mainstreaming environment. Better monitoring would make the above analyses easier in future. But ideally it would do so in a way that is analytical, rather than following the tendency for either box-ticking, adding yet another layer of reporting, or heavy evaluations. This is a common challenge across the DAC. An external body, charged with consulting developing country stakeholders as well as reviewing the data, could be one way forward.

*Outsourcing expertise enables Sida to access a much wider knowledge base, but it also risks losing institutional knowledge and 'ownership'.* Staff tend to spend a long time within Sida, but turnover between posts in different countries and departments is quite high.

Furthermore, developments in Sida policy and systems continue apace. In the absence of systematic and regular evaluation of environmental integration (apart from Rio marking and occasional focused reviews), Sida's institutional memory on the complex business of environmental integration in particular countries and projects is not sufficiently robust. The Helpdesk in part makes up for this, but it is outsourced. Furthermore, there are other major external knowledge sources that are being supported by Sida that could contribute to its knowledge management but are not doing so, e.g. World Resources Institute, Stockholm Environment Institute and IIED.

- *Peer suggestion: Generating a deliberate learning and knowledge management strategy on environment integration in development cooperation.* This should be as interdisciplinary as possible, and aim (a) at building a body of evidence that helps to make the case for mainstreaming, and (b) at generating 'catalogues' of good practice to be inspired by, or simply to copy. The opportunity might be taken to do this not only with Sida, but with ENVIRONET members and developing country partners, which would greatly expand the evidence and learning base and build networks.

## 8. Lessons on dialogue and engagement for environment integration

### 10. Dialogue and engagement are drivers of the mainstreaming process – from the outset in opening up issues with partners, through to discussing results and raising ambitions; civil society is important to mobilise societal demand, as well as decision-makers.

*Sida's strengths of policy dialogue and civil society engagement are real assets that could accelerate and extend environmental integration.* Mainstreaming environment demands intensive engagement. Sida has done this effectively within the institution and with other Swedish players – using dialogue to open up learning, to help stakeholders rethink their often fixed positions, and to reach consensus on priorities. But Sida could do more to raise the ambition at *country level* and at *international level*: engaging the most powerful 'mainstream' decision-makers (notably finance and development authorities), and mobilising those who most effectively call for environment and climate inclusion (civil society and leading businesses), as well as those with special knowledge of it (especially local resource managers, communities and academics).

*Sida could raise its ambitions for environmental integration through dialogue at country level.* Sida policy calls for an environmental entry point in country dialogues. Yet the 2018 environmental audit noted that Sida is still not entirely consistent in including environmental issues in the dialogue with partners and in conducting environmental assessments, noting only a few people have the necessary competence for this. Where there has been effective inclusion of environment in dialogue, as in Georgia and Afghanistan, for example, opportunities have opened up to inspire and support partners to identify environmental value in contributions that do not have environment as the primary goal. Swedish embassies are frequently asked about Sweden's progress as a 'green country' and are in a good position to share the Swedish approach, new technologies, etc. For example, the Embassy's own environmental management system could be used as a reference for what may be realistic for a local partner to achieve in green office measures. A focused new tool in the Green Toolbox can help: *'Dialogue questions for green economy'* (2018). However, it is challenging to continue the dialogue with partners at every stage of the contribution cycle unless the issues are high-profile, including among other donors.

- *Peer suggestion: Enhance environment mainstreaming dialogue in developing countries* through (a) highlighting politically hot opportunities like green/circular economy and green enterprise; (b) focusing on regular core policy and planning processes such as national planning; and/or (c) promoting stronger coordination and coherence among DAC members.

*Sida has a potential niche with civil society at country level:* Yet any country dialogue on environment has tended to concentrate on government decision-makers, and sometimes other in-country donors. This is common across the DAC, where dialogue has not often engaged with those who demand mainstreaming driven by pressing livelihood concerns. Sida has strengths in working with civil society that could be drawn on.

- *Peer suggestion: Embrace in-country civil society organisations as driving 'societal demand' for environment integration* – an essential complement (and sometimes a robust challenge) to 'policy-driven' mainstreaming. Sida's

Partnership Forum and the Green Economy Coalition were noted by peers as being very well-placed to engage more proactively with civil society players.

*Sida could also raise its ambitions for environmental integration through dialogue at international level.* There is significant scope to increase joint working or alliances with agencies such as the EU and its Member States, OECD, United Nations organisations and multilateral development banks. The peers noted that Sida could exploit its good political capital to share its learning with them, to expand its influence, and to deepen attention to environment and climate integration in both international and regional fora:

- *Peer suggestion: Sharing learning and assets, and joint working* – Sida could make the move by offering to share its guidance, trainings, and lessons learned about effective environmental integration. Several areas for sharing and possible joint work with other ENVIRONET members were identified during the visit:
  - Priority-setting guidance – in part to reduce ‘fatigue’ from the perceived need to tackle the full ‘A to Z’ of environment and climate issues
  - Environment and climate integration in humanitarian work
  - Green office management and its influence on development work
  - Hub and network structure and functioning, and linking with wider/regional networks
  - Understanding how environment integration happens in key sector implementation (perhaps in sectors like energy, agriculture and health)
  - Ways to analyse and promote the economic, social and environmental benefits of mainstreaming, and sharing ‘case’ materials
  - Improving interdisciplinary tools and skills in staff and partner capacity development
  - Learning and knowledge management – ‘catalogues’ of what works
  - Sharing country assessments such as strategic environmental assessments (SEA) and capacity assessments
  - Country capacity development in environment and climate integration
- *Peer suggestion: Expanding influence* – Sweden is in an excellent position to call for improved environmental integration across multilateral organisations, as it has already done for gender integration. For example, assessing the extent to which individual United Nations, international and regional organisations mainstream and apply safeguards; and requiring them to improve if they do not do so adequately or consistently; and/or demanding SEA for major policies and plans such as for infrastructure and land development, and joint working with multilaterals on SEAs.
- *Peer suggestion: Deepening the transformation* – again, Sweden could drive the exploration of new narratives that challenge development thinking. The trajectory of environmental integration is surely to achieve a fundamental shift in the development vision of environment and climate – so that environmental concerns are no longer marginal but central, and so that the structural barriers that limit integration are overcome. Sida would be a very credible leader in promoting what can be gained by progressing beyond just ‘doing things right’, i.e. following safeguards such as EIA, to also ‘doing the right things,’ i.e. having a





view on transformational outcomes such as investing only in renewables and not supporting fossil fuel investments.

## 9. Next steps

The report will be reviewed by peer team members and Swedish colleagues, and revised in time for a peer visit to Canada in April 2019.

Following a reflection on all three country visits at ENVIRONET in late April 2019, a synthesis report will be drafted by IIED in May 2019, which will include annexes summarising the results of the visits to Canada, the EU and Sweden (for Sweden, the annex will be based on the current report).

There will be a further reflection at ENVIRONET in late April 2019, after which a final report will be drafted by IIED in May 2019 and presented to the DAC.

It is expected that the final results may inform future formal OECD peer reviews, which are carried out regularly of OECD members, and provide a basis for continued sharing and potentially some harmonisation among ENVIRONET members interested in enhancing their mainstreaming of environment and climate change.

## References

- Government of Sweden, 2016. *Policy framework for Swedish development cooperation and humanitarian assistance: Government Communication 2016/17:60*.  
[https://www.government.se/49a184/contentassets/43972c7f81c34d51a82e6a7502860895/skr-60-engelsk-version\\_web.pdf](https://www.government.se/49a184/contentassets/43972c7f81c34d51a82e6a7502860895/skr-60-engelsk-version_web.pdf)
- Government Offices of Sweden, 2002. *Shared Responsibility: Sweden's Policy for Global Development*. <https://www.government.se/legal-documents/2003/05/200203122/>
- Ministry of Foreign Affairs, 2010. *Policy for environment and climate change in Swedish development cooperation 2010-2014*
- Sida, 2017a. *Sida's Environment Policy*.  
<https://www.sida.se/contentassets/a40fb3606c8a40b483014c4734c002b8/22337.pdf>
- Sida, 2017b. *Sida Environmental Targets 2017-2022*.  
[https://www.sida.se/contentassets/c571800e01e448ac9dce2d097ba125a1/environmental\\_targets\\_2017-2020.pdf](https://www.sida.se/contentassets/c571800e01e448ac9dce2d097ba125a1/environmental_targets_2017-2020.pdf)
- Sida, 2018a. *Poverty Tool box, Updated 2018*. <https://www.sida.se/English/partners/resources-for-all-partners/methodological-materials/poverty-toolbox/>
- Sida, 2018b. *Green tool box. Updated 2018*. <https://www.sida.se/English/partners/resources-for-all-partners/methodological-materials/green-tool-box/>
- Sida, 2019. *Environment and climate change integration in Sida's development cooperation: An Overview*, Sida Studies in Evaluation, 2019: 2, Stockholm, Swedish International Development Cooperation Agency.  
[https://www.sida.se/contentassets/44a87002cb6c4c5080be59c31c97d64b/stud2019\\_2\\_6\\_2233en.pdf](https://www.sida.se/contentassets/44a87002cb6c4c5080be59c31c97d64b/stud2019_2_6_2233en.pdf)
- Sida's Helpdesk for Environment and Climate Change, 2018. *Mapping and analysing expected and reported results in ongoing environmental contributions*. Authored by: Göthberg Maria & Gunilla Ölund Wingqvist, 2018-02-21.

## Annex 1 Team members

Peers participating in the visit were:

- John Carstensen, Head of Profession, Climate and Environment, Department for International Development, United Kingdom
- Bernard Crabbé, Team Leader, Environment Natural Resources and Water, Directorate-General for International Cooperation and Development, European Commission
- Juan Palerm, Deputy Team Leader, DEVCO Environment & Climate Change Mainstreaming Facility, European Commission
- Michelle Tremblay, Senior Environment Specialist, Environment Division, Food Security and Environment Bureau, Global Affairs Canada
- Stéphane Tremblay, Environment Specialist, Environment Division, Food Security and Environment Bureau, Global Affairs Canada
- Daniel Maselli, Senior Policy Advisor to the Global Program Climate Change and Environment (GPCCE) and Focal Point of the SDC Climate Change and Environment Network, Swiss Agency for Development Co-operation (SDC)
- Steve Bass, Senior Associate, International Institute for Environment and Development.
- John Egan, Senior Policy Analyst and Team Leader Peer Reviews, Development Co-operation Directorate, OECD
- Nicolina Lamhauge, Policy Analyst, ENVIRONET Secretariat, Development Co-operation Directorate, OECD

Principal organisers of the visit were:

- Ulrika Åkesson, Lead Policy Specialist, Environment and Climate Change, Swedish International Development Cooperation Agency (Sida), Sweden
- Annsofie Aronsson, Senior Advisor Environment and Climate Change, Unit Sustainable Development, Africa Department, Swedish International Development Cooperation Agency (Sida), Sweden

## Annex 2 Schedule of the peer learning visit to Sweden

All meetings were held at Sida headquarters, Valhallavägen 199, Stockholm, except where indicated. Ulrika Åkesson (Lead Policy Specialist Env and CC) and Annsofie Aronsson (Senior Advisor Env and CC) joined all sessions. Staff from Sida's Helpdesk on Environment and Climate Change were also present at some sessions.

TIME	FOCUS AREA	DETAILS	PARTICIPANTS
<b>Monday January 21, 2019</b>			
	<b>Team planning meeting</b>		
<b>Tuesday January 21, 2019</b>			
09.00-10.25	<b>Introductory briefing</b>	<ul style="list-style-type: none"> <li>· Sida organisational structures</li> <li>· Responsibility of Sida leadership and commitments</li> <li>· Policies, history, objectives and approaches</li> <li>· Mandates and division of responsibility</li> <li>· Main issues and concerns of environmental mainstreaming</li> <li>· Environmental management system, Action Plan</li> <li>· Clarifications on briefing note</li> <li>· Main actors (see list in briefing note)</li> </ul>	<i>Marie Ottosson</i> , Deputy Director General; <i>Cecilia Scharp</i> , Head of Department for International Organisations and Policy Support (INTEM); <i>Lisa Fredriksson</i> , <i>Ulrika Åkesson</i> , <i>Karin Isaksson</i> , Unit for Policy Support (TEMA) <i>Katarina Perrolf</i> , Evaluation Unit; <i>Ewa Nunes Sörenson</i> , DAC focal point; <i>AnnSofie Aronsson</i> Unit Sustainable Development <i>Mattias Frumerie</i> , Ministry for Foreign Affairs
10.30-11.25	<b>Operational planning and the project cycle</b>	<ul style="list-style-type: none"> <li>· Operational planning and strategy processes</li> <li>· Environment/CC in contribution management</li> <li>· TRAC and help texts</li> <li>· Environment/climate as a strategic priority in operational planning and follow-up process</li> <li>· Monitoring and evaluation</li> </ul>	<i>Jonathan Francis</i> , Unit for Business Management (VERKSAM); <i>Verena Knippel</i> , Unit for Contribution Management Process (INPRO) <i>Katarina Perrolf</i> , Evaluation Unit
11.30-12.25	<b>Operational control</b>	<ul style="list-style-type: none"> <li>· Environment in procurement, evaluation, internal services, internal management and control</li> </ul>	<i>Louise Thorfinn</i> , <i>Susanne Berggren</i> , Unit for Procurement and Internal Services (UPPIS)
12.30-13.25	<b>Lunch: Multilateral Affairs</b>	<ul style="list-style-type: none"> <li>· Mainstreaming in multilateral organisations</li> </ul>	<i>Ewa Nunes Sörenson</i> , Unit for Multilateral Affairs (MULTI)
13.30-14.55	<b>Mainstreaming in other Thematic areas – focus</b>	<ul style="list-style-type: none"> <li>· Mainstreaming-approach from a gender equality/human rights and democratic</li> </ul>	<i>Eva Johansson</i> , <i>Birgitta Weibahr</i> and <i>Åsa Wallton</i> , Lead Policy Specialists, Unit for Policy Support (TEMA);

	<b>on Sida's five perspectives</b>	<p>governance/peace and security/ poverty perspective (Multi-Dimensional Poverty Analysis, MDPA)</p> <ul style="list-style-type: none"> <li>· Toolboxes</li> <li>· Example nexus between perspectives (envt-HR)</li> </ul>	<p><i>Susanna Gable</i>, The Chief Economist Team (CET);  <i>Camilla Ottosson</i>, Unit for Western Balkan, Turkey, Latin America and thematic support (VBTLA);  <i>Lisa Fredriksson</i>, Unit for Policy Support (TEMA)</p>
15.00-15.15	<b>Coffee</b>		
15.15-16.25	<b>The Environment Hub and Environment Network – roles and mandates</b>	<ul style="list-style-type: none"> <li>· Challenges, opportunities and good examples in mainstreaming</li> <li>· Functions of Hub and Network</li> <li>· Expertise (in-house vs. outsourcing) and good practice</li> <li>· Reinforcement of policies</li> <li>· Communication with staff (incl. network and helpdesk)</li> </ul>	<p>The Environment Hub with representatives from Sida departments (AFRIKA, EUROLATIN, HUMASIEN, PARTNER, INTEM)</p>
16.30-17.15	<b>Debrief</b>	<ul style="list-style-type: none"> <li>· The visiting team's allocated time to reflect and identify key learning/issues to explore further</li> </ul>	<p>Visiting team</p>
<b>Wednesday January 23, 2019</b>			
08.30-10.30	<b>Visit to the Swedish Ministry for Foreign Affairs</b>	<p>Mainstreaming environment and climate change from a Ministry perspective.</p> <ul style="list-style-type: none"> <li>· Different approaches to mainstreaming – what has worked, and what has not? Discussion based on three perspectives – policy coherence for development, conflict prevention and human rights. Ca 0830-0915.</li> <li>· Mainstreaming environment and climate – discussion on differences and similarities between implementation in Sweden (notably within budgetary and legislative processes) and the approach within Swedish international development co-operation.</li> <li>· Mainstreaming in relation to MDBs and multilaterals.</li> </ul>	<p><i>Mattias Frumerie</i> and <i>Stefan Isaksson</i>, Ministry for Foreign Affairs (UD-GA) and colleagues from other departments and possibly the Ministry of Environment and Ministry of Finance.</p>
11.00-12.55	<b>Cooperation with the Helpdesk including coffee</b>	<ul style="list-style-type: none"> <li>· Mainstreaming – role and function of the Helpdesk</li> <li>· Modality of cooperation between Sida and the Universities (Uppsala and Gothenburg)</li> <li>· Experiences</li> </ul>	<p>Sida's Helpdesk for Environment and Climate Change</p>

13.00-13.55	<b>Lunch: Looking at global programmes</b>	<ul style="list-style-type: none"> <li>Challenges and opportunities in environmental mainstreaming in global programmes</li> </ul>		<p>One programme manager from each unit at Department for International Organisations and Policy Support (INTEM):</p> <p><i>Emelie Göransson</i> Unit for Globally Sustainable Economic Development (GLOBEC)</p> <p><i>Linda Bystedt</i>, Unit for Global Cooperation on Environment (GLOBEN)</p> <p><i>Ylva Schwinn</i>, Unit for Global Social Development (SOCIAL)</p> <p><i>Marja Ruohomäki</i> (DEMO)</p>	
14.00-15.25	<b>Mainstreaming through partnerships (parallel sessions)</b>	<p><b>Option 1: Unit for Loans and Guarantees (LÅN)</b></p> <p>Sida's role as a financier and dialogue partner, including a discussion on mobilised capital, challenge funds and mainstreaming envt/CC</p>	<p><b>Option 2: Sida Partnership Forum (SPF)</b></p> <p>Sida's work with Swedish partners on mainstreaming</p>	<p><i>Erik Korsgren, Malena Rosman, and Karin Lindblad</i>, Unit for Loans and Guarantees (LÅN)</p> <p><i>Maria Melbing</i> Sida Partnership Forum (SPF)</p>	
15.30-15.55	<b>Coffee with SLSD and SISD (Parallel sessions)</b>	<p><b>Option 1</b></p> <p>Mainstreaming in Swedish Leadership for Sustainable Development (SLSD) and Swedish Investors for Sustainable Development (SISD)</p>	<p><b>Option 2</b></p> <p><b>NB: 15.30 – 16.55</b></p> <p>Environmental integration – learning from DFID with John Carstensen, Head of Profession Environment and Climate change.</p>	<p><b>Option 1:</b> <i>Ann-Charlotte Malm and Karin Svensson</i>, PARTNER</p> <p><b>Option 2:</b> <i>Environment Hub and colleagues</i></p>	
16.00-16.55	<b>Views from the field: Mainstreaming, tools, cooperation with partners (parallel sessions)</b>	<p><b>Option 1:</b></p> <p>Embassies in Latin America</p>	<p><b>Option 2:</b></p> <p>Embassies in Africa</p>	<p><b>Option 3:</b></p> <p>Learning from DIFID see above. (OBS 15.30-16.55)</p>	<p><b>Option 1 &amp; 2:</b> Conference calls with programme managers at 2-3 embassies (sent-out staff as well as NPOs working in environment and in other thematic areas)</p> <p><i>Mabel Flores</i>, Embassy in Guatemala City</p> <p><i>Erik Pettersson</i>, Embassy in La Paz</p> <p><i>Delphine Ouedrago</i>, Embassy in Burkina Faso</p> <p><i>Daniel Tiveau</i>, Embassy in Mali</p>

17.00-17.45	<b>Debrief</b>	<ul style="list-style-type: none"> <li>The visiting team's allocated time</li> <li>Maria Berlekom will share some reflections on previous mainstreaming work</li> </ul>		Visiting team + Maria Berlekom, GLOBEN
18.00	<b>Social event</b>			
<b>Thursday January 24, 2019</b>				
08.30-09.25	<b>Views from the field: Mainstreaming, tools, cooperation with partners (parallel sessions)</b>	<b>Option 1:</b> Embassies in Asia and the Middle East	<b>Option 2:</b> Embassies in Europe	Conference calls with programme managers at 2-3 embassies (sent-out staff as well as NPOs working in environment and in other thematic areas) Johanna Palmberg AnnaKarin Norling Khatuna Zaldastanishvili, Embassy in Tbilisi
09.30-10.25	<b>Competence development</b>	<ul style="list-style-type: none"> <li>Competence development and mainstreaming</li> <li>Approach to learning about environment in development</li> <li>Recruitment and skills</li> <li>The role of the networks</li> </ul>		<i>Maria Tegborg</i> , Unit for Human Resources and Communication (HRKOM) <i>Karolina Hulterström</i> , Unit for Learning and Organisational Development (ELO) <i>Lisa Fredriksson</i> , Unit for Policy Support (TEMA)
10.30-10.55	<b>Coffee with Heads of Depts for Africa &amp; Asia</b>	<ul style="list-style-type: none"> <li>Mainstreaming in geographical departments</li> </ul>		<i>Hans Magnusson</i> , Head of Africa Department <i>Göran Holmqvist</i> , Head of Asia/Humanitarian Department
11.00-11.55	<b>Civil Society views on mainstreaming</b>	<ul style="list-style-type: none"> <li>Mainstreaming challenges from a civil society perspective</li> </ul>		<i>Eva-Lotta Gustafsson</i> , Unit for Civil Society (CIVSAM) NGOs: <i>Andreas Ulfsax</i> , Diakonia; <i>Petra Nergårdh</i> , Forum Syd; <i>Maria Schultz</i> and <i>Madeleine Jönsson</i> , We Effect; <i>Anna Olsson</i> , Svenska Missionsrådet (SMC)
12.00-12.55	<b>Lunch with Humanitarian Unit</b>	<ul style="list-style-type: none"> <li>Mainstreaming in the humanitarian unit</li> </ul>		<i>Susanne Mikhail</i> and <i>Fredrik Frisell</i> Unit for Humanitarian Assistance
13.00-13.55	<b>Cooperation with agencies and universities: capacity</b>	<b>Option 1:</b> Meeting with Unit for Capacity Development (CAPDEV)	<b>Option 2:</b> Meeting with Unit for Research Cooperation (FORSK)	<i>Karin Metell Cueva</i> , <i>Klas Svensson</i> , <i>Ingrun Hattenbach Åslund</i> and <i>Paulos Berglöf</i> Unit for Capacity Development (CAPDEV) <i>Nils Ohlanders</i> and <i>Eva Ohlsson</i> , Unit for Research Cooperation (FORSK)



	<b>development and research perspective</b>		
14.00-14.45	<b>Sida's Environmental Management System and Environment Audit</b>	<ul style="list-style-type: none"> <li>Discussion on Sida's Environmental Management System and Environment Audit 2018</li> </ul>	<i>Bengt Johansson, Senior Advisor, INTEM</i> <i>Karin Isaksson, Senior Policy Specialist, Environment and CC</i>
15.00-18.30	<b>Preliminary lessons and key messages</b>	<ul style="list-style-type: none"> <li>Peer visitors meet to develop initial findings</li> </ul>	
<b>Friday January 25, 2019</b>			
08.30-08.45	<b>Courtesy call</b>	<ul style="list-style-type: none"> <li>Short informal greeting with Sida's Director General</li> </ul>	<i>Carin Jämtin, Director General Sida</i>
09.00-11.00	<b>Stakeholder workshop</b>	<ul style="list-style-type: none"> <li>Presentation and discussion on preliminary findings</li> </ul>	All stakeholders (open event for all Sida employees at headquarters and embassies via Skype link)
11.30-12.25	<b>Debriefing</b>	<ul style="list-style-type: none"> <li>Joint reflection on process</li> <li>Learning outputs and next steps</li> </ul>	<i>Cecilia Scharp, Head of Department for International Organisations and Policy Support (INTEM);</i> <i>Lisa Fredriksson, Unit for Policy Support (TEMA);</i> Steering Group ( <i>Ulrika Åkesson, Katarina Perrolf, Karin Isaksson and Annsofie Aronsson/Erik Wallin</i> )



**From:**

## **Greening Development Co-operation**

Lessons from the OECD Development Assistance Committee

**Access the complete publication at:**

<https://doi.org/10.1787/62cc4634-en>

### **Please cite this chapter as:**

OECD (2019), "Greening Development Co-operation: Sweden Report", in *Greening Development Co-operation: Lessons from the OECD Development Assistance Committee*, OECD Publishing, Paris.

DOI: <https://doi.org/10.1787/89ea74d7-en>

This work is published under the responsibility of the Secretary-General of the OECD. The opinions expressed and arguments employed herein do not necessarily reflect the official views of OECD member countries.

This document and any map included herein are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area.

You can copy, download or print OECD content for your own use, and you can include excerpts from OECD publications, databases and multimedia products in your own documents, presentations, blogs, websites and teaching materials, provided that suitable acknowledgment of OECD as source and copyright owner is given. All requests for public or commercial use and translation rights should be submitted to [rights@oecd.org](mailto:rights@oecd.org). Requests for permission to photocopy portions of this material for public or commercial use shall be addressed directly to the Copyright Clearance Center (CCC) at [info@copyright.com](mailto:info@copyright.com) or the Centre français d'exploitation du droit de copie (CFC) at [contact@cfcopies.com](mailto:contact@cfcopies.com).