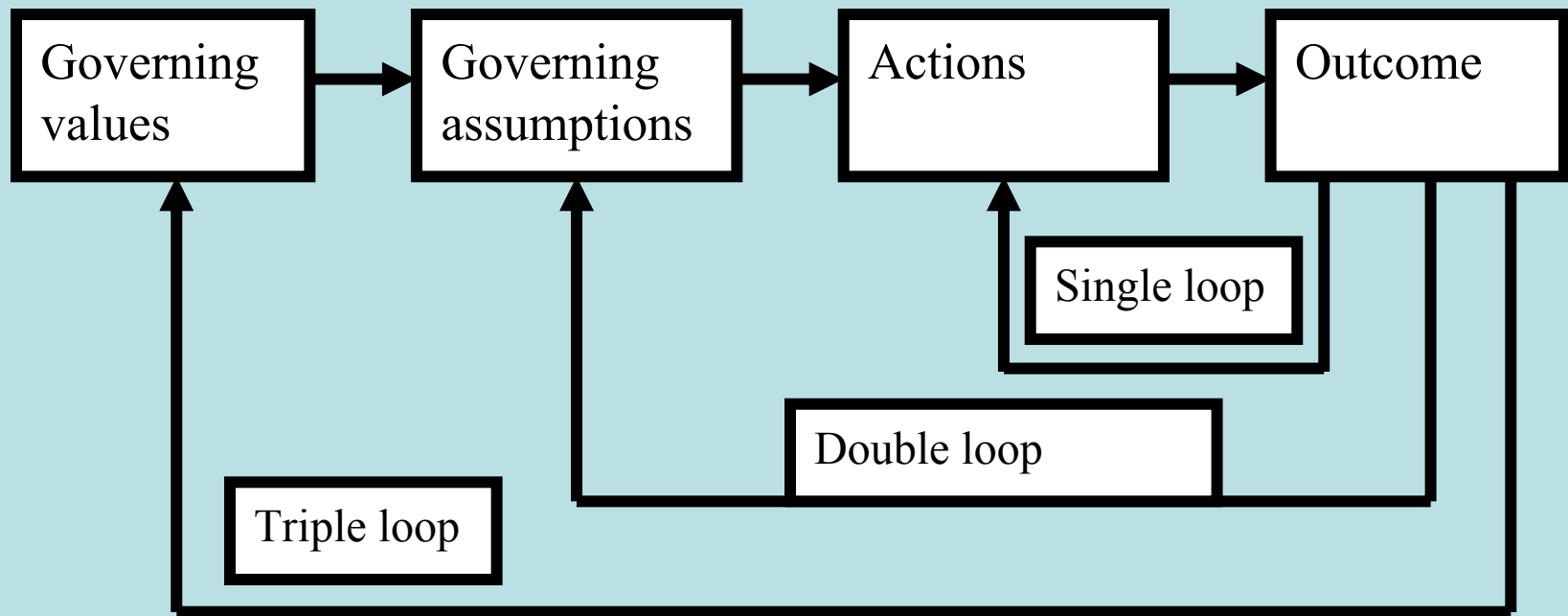


Aiding the Environment: greening development through organisational change in aid agencies

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Organisational Learning & Change



Modified from Argyris 1999.

The Organisational Culture

- **Values and principles:** efficiency, effectiveness, equity, consultation/collaboration
- **Epistemology:** ‘how we know what we know’; and what ‘knowing’ we value
- **Relationships/networks:** internal communications, inter-agency collaboration, post-central agency relations
- **Change Management:** avoidance, ‘mainstreaming the environment’, ‘institutional realignment’.

Aid Agencies & Sustainability

- **World Bank** : env strategy, EA procedures & policies, sustainable development reports
- **ADB** : env policy and operations manual, EA guidelines, country env assessments, checklists
- **CIDA (Canada)** : env sust policy, CIDA reports inc sustainability actions, capacity building
- **US Aid (USA)** : agency strategic plans, NEPA, performance plans inc sustainability provisions
- **AusAID (Australia)**: env management guide (EMS), env policy commitments to sustainability, EPBC Act.

Environmental Management System

UNEP/AusAID



AusAID EMS : Lessons for Experience

- **Legislative change** (EPBC Act 1999)
 - inter-agency collaboration
 - accountability
- **Capacity building**
 - break in training/over reliance on guidelines (1996-2002)
 - ad hoc training, lack of targets & organisational learning
 - need for strategic training to enhance knowledge networks
- **Structured assessments**
 - value of sector specific guidelines/checklists
 - explicit treatment of direct/indirect/cumulative impacts

AusAID EMS: lessons from experience (2)

■ Integrated analyses

- formal and informal interactions - getting a balance
- collaborative management & power imbalances
- building trust through MOUs

■ Review/Audits

- biophysical & social analyses strong, institutional analyses weak
- contractors and EMS implementation: defining responsibilities

Taking a Strategic Approach

- Central role of executive (systems) reviews
- Importance of whole-of-agency targeted training
- Building multi-agent partnerships for action
- Scaling up from projects to programs

The Challenge for Aid Agencies

- to change the dominant ‘organisational culture’ so that EMS is integral to the main aid agenda
- to address the political and structural complexities of implementing EMS across internal & external agents
- to build capacity and networks at all levels of the agency to support EMS implementation & continuous improvement
- to ensure the EMS is flexible enough to deal with ‘rolling’, decentralised designs, and diverse contexts

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