

# **POSSIBLE DIRECTIONS FOR WORLD BANK SUPPORT TO EA DEVELOPMENT IN SUB-SAHARAN AFRICA 2004 - 2007**

A DISCUSSION PAPER PREPARED FOR IAIA '04 BY:

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## ACRONYMS

AMCEN	African Ministerial Conference on the Environment
AU	African Union
CDD	Community Driven Development
CIANEA	Community-based Impact Assessment Network for Eastern Africa
CIDA	Canadian International Development Agency
CLEIAA	Capacity Development and Linkages in EIA in Africa
EAAIA	Eastern Africa Association for Impact Assessment
EA	Environmental Assessment
EIA	Environmental Impact Assessment
ESSD	Environmentally and Socially Sustainable Development
IAIA	International Association for Impact Assessment
IFI	International Financial Organization
IOAEA	Indian Ocean Association for Environmental Assessment
IUCN	International Union for the Conservation of Nature
MDG	Millennium Development Goals
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
TFESSD	Trust Fund for Environmental and Social Sustainable Development
PRSC	Poverty Reduction Strategy Credit
SADC	Southern African Development Community
SAIEA	Southern African Institute for Environmental Assessment
SEA	Strategic Environmental Assessment
SSA	Sub-Saharan Africa
UNEP	United Nations Environment Programme
USAID	United States Agency for International Development
WAAEA	West African Association for Environmental Assessment

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## 1. INTRODUCTION

The purpose of this paper is to provide a strategic framework and then some thoughts for continued support to the development of environmental assessment (EA<sup>1</sup>) capacity in Sub-Saharan Africa by the World Bank. First, in this section, it outlines the World Bank's commitments to EA as a key instrument for realizing environmentally sustainable development, and to strengthening the adoption and use of EA by its clients in Sub-Saharan Africa (SSA). In Section 2, it gives an overview of the development of EA in the SSA region to date and then, in Section 3, distills a Strategic Framework for EA Development in SSA from that experience. Finally, in Section 4, it presents some suggested directions and focuses for continued World Bank support for EA development, derived from the Bank's commitment to the environmentally sustainable development of SSA and its own business needs in the region.

Countries in the region have gradually developed their environmental institutions and, along with them, the legislative basis, administrative procedures and capacity for employing EA as an important tool in the environmental management of their own development. Momentum has grown considerably in recent years, but capacity is still insufficient for sound, self-sustained environmental management and the use of EA in development planning, approval and management. There is evident high-level African commitment to generating substantial improvement in this situation, and international support will continue to be vital to converting that commitment into sustained and productive action.

Since the late 1980s, the World Bank has been a recognized leader in incorporating EA within its own operations. The Bank's first environmental adviser was appointed in 1970 and the first policy statement on incorporating environmental considerations into Bank operations (OMS 2.36) was issued in 1984. Through the late 1980s, a series of structural changes strengthening environmental policies, procedures and staff resources culminated in 1989 with the introduction of a focused EA policy (OD 4.00 Annex A). With this OD, EA became mandatory in most Bank lending. It was revised to OD 4.01 in 1991 and then converted into OP/BP 4.01: Environmental Assessment in 1999. OP/BP 4.01 is now one of the Bank's ten Safeguard Policies and is one of the most oft-used instruments for promoting the environmental sustainability of Bank operations.

At the same time, the Bank has always realized that it could not develop and implement its own EA policies, procedures and capacities in isolation, and has been a leader in promoting the development of EA use and capacity with its clients worldwide. Strengthening client capacities for EA, and more generally for environmental management, is recognized as vital to ensuring good environmental performance on projects financed not only by the Bank but also by national governments, the private sector, and other IFIs and donors. Thus, for example, in SSA as elsewhere in the world, the Bank:

- Financed the development of client environmental legislation and institutions (both national and sectoral) following the 1982 Rio environmental summit;
- Through the 1990s, financed the development and implementation of National Environmental Action Plans to strengthen these institutions; and
- Also through the 1990s in SSA, with trust funds, conducted many EA training courses and supported the emergence of African organizations to promote commitment to and capacity for EA.

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<sup>1</sup> In this paper, "EA" is defined broadly. It encompasses both project-level assessment and more strategic assessment (commonly known as SEA) applied to policies, programmes and plans whether national/regional or sectoral.

Today, the importance of EA capacity to Bank operations is heightened by its commitments to environmentally sustainable poverty reduction. These commitments are reflected in, for example, the Bank's:

- Focus on achieving the Millenium Development Goals (MDGs), notably No. 7: Ensuring Environmental Sustainability, and thus having environmental sustainability as one of its seven corporate priorities;
- Corporate environment strategy (2001)<sup>2</sup> that calls for strengthening compliance with the Safeguard Policies and client capacities for implementation;
- Africa Region environment strategy (2002)<sup>3</sup> that emphasizes the need to build client EA constituency, commitment and capacity rather than simply relying on compliance with the Bank's Safeguards Policies in Bank-financed operations;
- Targeting client capacity enhancement as a key implementation task in strengthening the delivery of corporate priorities at the country level, and ensuring progress toward the MDG agenda<sup>4</sup>;
- Focus on enhancing the role of Safeguard Policies in improving development effectiveness and especially in strengthening client ownership of, and capacities to fulfill policy functions themselves<sup>5</sup>.

The World Bank has played a key role in EA development in SSA. Its sustained leadership in this work is essential to galvanizing parallel and renewed support from African governments, civil society and the private sector, and from other multilateral institutions and bilateral donors.

## **2. EA DEVELOPMENT IN SUB-SAHARAN AFRICA**

Environmental institutions have developed more slowly in SSA than most other parts of the world, and along with them the legislation, administration and capacity to implement EA and more general environmental management. The reasons for this are many, but among the key factors are a general deficit in democratic, participatory governance; lower levels of industrialization and thus sensitivity to pollution and other environmental degradation concerns; smaller educated and informed middle class populations demanding environmental services; larger populations employing basic survival strategies; and limited free speech and active media to voice criticisms about environmental performance. These challenges remain, though much less so than 30 years ago when, worldwide, concerns for environmental degradation began to grow and institutional responses, including EA, were launched.

At the same time, there has been notable progress in SSA and now most countries have some basic arrangement of law, policy, administrative procedures, and government institutions to implement EA. Many EA processes embody the requirements of the Bank's EA policy as well as related policies (e.g. natural habitats, cultural property). However, the capacity to administer these EA arrangements is generally weak and inadequate.

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<sup>2</sup> *Making Sustainable Commitments: An Environment Strategy for the World Bank*

<sup>3</sup> *Building a Sustainable Future: The Africa Region Environment Strategy*

<sup>4</sup> Implementation Forum, January 29-30, 2003

<sup>5</sup> *Safeguard Policies: Framework for Improving Development Effectiveness – A Discussion Note*. ESSD and OPCS. October 7, 2002

In June 1995, a high-level meeting of the African Ministerial Conference on the Environment (AMCEN) focused on EA development, resulted in a broad recognition of the value of EA, and identified a number of priorities for EA development in the region. This was a watershed event that gave new impetus to EA development, this time with high-level African political support. The Africa Region of the Bank seized the opportunity, funded a needs assessment for EA capacity-building in a sample of African countries, and then an African Stakeholder Conference for EA Capacity Building in Nairobi in 1998 to discuss the assessment results and the way forward. Around 100 participants from all over Africa and from the donor community participated in this event. The Nairobi conference precipitated several subsequent working-level discussions that lead to the *African Stakeholder Action Plan for EA Capacity Building in Africa* in 1999.

Supported by this gathering momentum, a number of sub-regional and regional efforts for organized EA development were initiated. Again with Bank support, African EA specialists developed the idea for a center of excellence for EA capacity-building in SADC countries, and the Southern African Institute for Environmental Assessment (SAIEA) in Windhoek, Namibia was launched in 2000. SAIEA was the first and is today the most developed of a number of similar sub-regional institutions that include the Eastern Africa Association for Impact Assessment (EAAIA), the West African Association for Environmental Assessment (WAAEA), the Community-based Impact Assessment Network for Eastern Africa (CIANEA), and the Indian Ocean Association for Environmental Assessment (IOAEA). With the *African Stakeholder Action Plan for EA Capacity Building* as a guide, the Netherlands Government and the World Bank organized and funded an EA stakeholder meeting in 2000 that determined the need for a facilitating secretariat in SSA to promote the implementation of the *Action Plan*, to establish close links and communicate regularly with donors, and to network with the various sub-regional and national initiatives for EA development. The Capacity Development and Linkages for Environmental Impact Assessment in Africa (CLEIAA) was established for these purposes, based in the Ghana EPA with start-up funding from Netherlands and the Bank for two years. The vision for CLEIAA was that it would link and empower various sub-regional EA “nodes” involved in the development of EA capacity. CLEIAA is currently being reconstituted by its stakeholder institutions, based at IUCN in Nairobi. In late 2004, CLEIAA and its member institutions developed their own *Environmental Assessment and Management Capacity Building Strategy for Africa*.

Several donors at the EA stakeholder meeting in 2000 became involved in direct or indirect support to individual networks. USAID's Regional Office in Nairobi became an active supporter of the EAAIA providing start up funding for two years. It later developed a pilot professional development (PD) fellowships training program that was offered through CLEIAA. A number of institutions, both new and old, hosted PD fellows. The Dutch Government, in addition to providing core funding for CLEIAA, also supported a three-year program that funded African participation in IAIA's training programs and conferences.

Along with the Bank, many investors and donors have contributed to African EA development in so many ways that the challenge (and utility) of consolidating their initiatives and results into one comprehensive inventory and diagnostic remains unmet. A few examples must suffice. Norway and Finland, through the World Bank TFESSD and independently, have provided support to several of the sub-regional nodes in the form of short courses and workshops for a number of different EA related activities. They are also providing separate funding for a project on democracy and public participation in EA in the SADC region being implemented by SAIEA with staff seconded from CIDA. DANIDA funded the publication of a SAIEA book on EA in the SADC region. The Netherlands EA Commission continues to support EA initiatives in the

region. The European Union has participated in several consultative meetings and expressed a willingness to consider significant support to the CLEIAA system. DFID has indicated particular interest in SEA capacity-building that might be developed through these networks. Other potential partners that have been involved in the development of these activities include the Francophone Secretariat of IAIA, the African Development Bank, and UNEP.

In parallel with these institutional developments, the African consulting industry has responded with EA services for both public- and private-sector clients. Many firms are branches of or are associated with well-established international firms, but there is also a growing number of indigenous firms and university-based groups that provide EA services, especially in South Africa. The Bank routinely uses these services in preparing its own projects. The quality of these services is highly variable and, with the exception of firms that have strong international or South African support, the results are often well below Bank standards.

### **3. A STRATEGIC FRAMEWORK FOR EA DEVELOPMENT IN SUB-SAHARAN AFRICA**

#### **3.1 A Strategic Framework**

The *African Stakeholder Action Plan for EA Capacity Building*, as well as earlier and subsequent analyses of the needs and challenges for EA development in SSA by African EA specialists and their international supporters, have offered a series of comprehensive and well-conceived initiatives. These can be captured in the Strategic Framework for EA Development (the “Framework”) outlined below. Indeed, the recently-developed *Environmental Assessment and Management Capacity Building Strategy for Africa* uses much the same framework. Within this Framework, both regional and national EA development initiatives can be formulated and implemented to strengthen the foundations and practice of EA to more effectively contribute to environmentally sustainable development in SSA.

#### ***The Vision:***

By 2015, Sub-Saharan African countries, regional organizations, civil society and the private sector are effectively using environmental assessment as a tool for environmentally sustainable development and for contributing substantially to achieving the Millennium Development Goals.

#### ***Delivered by:***

A professional Sub-Saharan African EA Network that supports effective communication among partners, collaboration for effective program definition and delivery, and mobilization of resources to realize the Vision. This Network involves:

- Public Sector: Governments, regional and sub-regional organizations and initiatives responsible for promoting and implementing EA for both public- and private-sector development activities
- Private Sector: Development proponents and consultants involved in applying EA to specific development proposals

Civil Society: Institutes, associations, educational organizations, NGOs, CBOs and others participating in EA training, capacity building and studies, and promoting the use of EA nationally and in community development

***Through programs and activities to strengthen:***

Public-Sector Institutions

Partnerships, and

Knowledge Development

These three distinctions within the Framework are elaborated below, with key dimensions and elements of success for each. As outlined in Section 2 above, though there is still much to be accomplished, many dimensions of the Framework find expression in real, on-the-ground achievement in SSA, with demonstrated progress towards establishing the key elements of success identified below.

### **3.2 Public-Sector Institutions**

**Outcome:** Public-sector institutions are effectively and consistently implementing EA programmes in support of sustainable economic and social development

<b>Key Dimensions:</b>	<b>Key Elements of Success:</b>
Regional, sub-regional and national EA institutions have adequate policy frameworks and capacity for EA	<ul style="list-style-type: none"> <li>• Effective political awareness of, and support for, the use of EA</li> <li>• Regional/sub-regional (e.g. NEPAD, SADC, AU) and national institutions have EA policy and capacity development programs</li> <li>• Benchmarking of EA systems and capacities against regional and international best practice</li> <li>• Comprehensive diagnostic of national/regional EA policy, regulatory and institutional arrangements, capacities, and dedication to applying them</li> </ul>
National and sub-national governments are effectively implementing EA legislation, policies, and administrative procedures	<ul style="list-style-type: none"> <li>• Effective political awareness of, and support for, the use of EA</li> <li>• Sectoral agencies and local governments are using EA and demanding EA services</li> <li>• Adequate and sustained staffing by accredited EA professionals in central, sectoral and local government agencies</li> <li>• Enhanced harmonization of IFI, donor and national EA systems and practices</li> <li>• Substantial reliance by IFIs/donors on regional, sub-regional and national EA institutions to review, approve and monitor projects, plans and programs</li> <li>• Adequate government funding of EA capacity and programmes</li> <li>• Strengthened compliance with EA policies</li> </ul>
EA is being applied in transnational development planning and natural resource management initiatives (e.g. water and power sectors)	<ul style="list-style-type: none"> <li>• Effective political awareness of, and support for, the use of EA</li> <li>• Regional/sub-regional institutions promote and apply EA in transnational development planning and approval</li> <li>• IFIs/donors actively promote and use EA in developing assistance strategies, frameworks, programs and projects</li> <li>• Communications program by SSA sub-regional institutes/associations promoting EA value, usefulness, and results</li> </ul>



Key Dimensions:	Key Elements of Success:
Civil society is effectively engaged in the development and use of EA in development planning and approval	<ul style="list-style-type: none"> <li>Political appreciation of the value and benefits of civil society participation in EA</li> <li>Genuine opportunities for civil society participation in EA</li> <li>General environmental and EA awareness building and training for civil society constituencies (e.g. NGOs, CBOs, journalists)</li> </ul>

### 3.3 Partnerships

**Outcome:** Institutes, organizations and practitioners involved in EA training and capacity building are actively working together to develop and sustain Sub-Saharan Africa EA services

Key Dimensions:	Key Elements of Success:
Professional EA institutes and associations developing EA capacity and practice on a sub-regional basis	<ul style="list-style-type: none"> <li>Each institute/association with: <ul style="list-style-type: none"> <li>Defined mandate, organizational structure, and business plan</li> <li>Secure institutional and funding base</li> <li>Active, funded work program</li> <li>Sustainable client/membership base</li> </ul> </li> </ul>
EA stakeholder organizations collaborating in developing EA policy, capacity and practice across SSA	<ul style="list-style-type: none"> <li>Regional collaboration among sub-regional EA institutes and associations for mutual support and development</li> <li>Active collaboration among public-sector EA stakeholders (e.g. governments, regional institutions such as SADC, AU, AMCEN, NEPAD) for EA development</li> <li>Partnership among sub-regional EA institutes/ associations and public and private-sector EA stakeholders</li> <li>Active collaboration with EA support groups (e.g. science, research, education) and users (e.g. firms, industry organizations)</li> </ul>
EA practitioners networking regionally and sharing information, experience and best practice	<ul style="list-style-type: none"> <li>Established networking mechanisms (e.g. internet, email, newsletters, journals) for: <ul style="list-style-type: none"> <li>Information dissemination and exchange</li> <li>Sharing of experience and advice</li> <li>Access to expert resources (SSA and international)</li> </ul> </li> <li>Regular sub-regional, regional, and international seminars, workshops, conferences, etc.</li> <li>Active international participation in and support of SSA network (e.g. IAIA, corporate linkages)</li> </ul>

### 3.4 Knowledge Development

**Outcome:** Public- and private-sector EA practitioners have the sustained capacity to effectively deliver EA programs and services

Key Dimensions:	Key Elements of Success:
Aspiring professionals are receiving the education and training required for EA practice	<ul style="list-style-type: none"> <li>National and regionally representative academic institutions delivering EA education within broader environmental management programmes (e.g. post-graduate degrees, diplomas, intensive professional development short courses)</li> <li>Sub-regional/national training institutions/organizations delivering focused</li> </ul>

Key Dimensions:	Key Elements of Success:
	EA training <ul style="list-style-type: none"> <li>EA education/training institutions effectively collaborating for more effective assessments of needs and capacities, and improvement of strategies, programs, materials and outreach</li> </ul>
Public - and private-sector EA practitioners have well-developed expertise to deliver EA programs and services	<ul style="list-style-type: none"> <li>Established programmes for EA practitioners to augment education and training with practical experience (e.g. internships, expert mentoring)</li> <li>Established SSA-wide system for accrediting types and levels of expertise among EA practitioners</li> <li>Active practitioner networks for partnership and support in ongoing professional development</li> <li>Increased reliance of IFIs/donors on qualified nodes/networks/agencies and national EA systems to review, approve and monitor projects</li> <li>Expert mentoring/coaching to national teams undertaking EA of IFI/donor projects.</li> <li>Junior EA practitioners interned on EA teams for IFI/donor/private projects (PD Fellowship programs)</li> <li>Expert mentoring/coaching to national EA systems to process national and IFI/donor projects for EA compliance (planning, approval, implementation)</li> </ul>

#### 4. POSSIBLE DIRECTIONS FOR WORLD BANK SUPPORT TO EA DEVELOPMENT IN SUB-SAHARAN AFRICA, 2004 - 2007

Effective EA development in SSA is a major and long-term undertaking, and must proceed across a broad front and involve many stakeholders, each participating where they have a comparative advantage and interest. The Strategic Framework has been cast broadly to capture the full range of desired outcomes for EA development, and to provide a comprehensive structure within which African institutions/organizations, IFIs, multi-lateral and bilateral donors, universities and the private sector can identify and support specific EA development initiatives in mutually reinforcing ways.

The breadth of the World Bank's relationships and operations, and its long-term commitment to the environmentally sustainable development of Sub-Saharan Africa, make it perhaps uniquely able to play a catalytic leadership role in mobilizing stakeholders and resources to fulfill the vision of the Framework. At a time when the Bank, like other investors/donors, is increasingly intent on relying on country systems to support the effective delivery of development assistance, this leadership in EA development is especially vital. At the same time, like other stakeholders, the Bank needs to target specific activities according to its comparative advantage and business needs.

For the Africa Region, World Bank support for EA development should primarily focus on strengthening client capacity for improving the environmental footprint of major Bank programs anticipated for the coming years. This focus should also have collateral benefits to other programs not financed by the Bank. Bank programs would include not only normal lending operations, but also evolving initiatives such as PRSCs, CDD programs, social action funds, transnational water and power projects, and HIV/AIDS and post-conflict programs. Furthermore, future EA development activities should be aimed at strengthening the environmental performance of existing and emerging regional collaboration institutions such as the AU,

NEPAD, and SADC. The Bank should capitalize on the depth of its knowledge of EA experience worldwide, and on its ability to mobilize regional and sub-regional activities in support of EA development.

The Bank's experience gained through the first years of EA development in Africa, and subsequent analysis by African EA stakeholders, lead to the conclusion that future EA development support by the Bank should focus on:

- **Improved capacity to effectively manage EA systems by governments and sub-regional and regional institutions ;**
- **Improved private- and public-sector, and civil society, understanding and capacity for EA; and**
- **Improved quality of EA documents .**

Bank initiatives in these areas would respond to strategic needs for enhanced EA development in SSA and would be consistent with its own business priorities including:

- Harmonization of EA requirements among the Bank, its clients, and other donors/IFIs;
- Devolution of Safeguards functions to client countries;
- Enhanced client support for the Bank's country analysis work (e.g. country environmental analyses, PRSPs, sectoral studies); and
- Improved Safeguards processes and documents for strengthened decision-making and governance.

This analysis indicates the need for targeted Bank support to all three dimensions of the Framework – Public-Sector Institutions, Partnerships, and Knowledge Development. While specific support activities are suggested below, the Bank should continue to support high-impact EA development opportunities in Sub-Saharan Africa as they arise.

Bank support should be provided from its own budget for project preparation and supervision, and for client capacity building, plus trust and other funds mobilized to leverage broader scope and impact.

#### **4.1 Public-Sector Institutions**

The Bank should build a comprehensive diagnostic of EA legal and regulatory frameworks in SSA countries, as well as implementation capacities, to support the Bank's own business needs (e.g. project preparation, devolution of safeguards functions) as well as those of the African EA Network. This would involve some initial consolidation of existing analyses, and then updating in the course of normal project preparation and supervision activities undertaken by ESSD staff. Discussions in the course of this work that precipitate requests for policy development work would be formalized into technical assistance proposals for funding by the Bank or others.

The Bank should also support the development of policies and procedures by regional and sub-regional institutions (e.g. the AU, NEPAD, SADC) that promote the use of EA both nationally and transnationally.

The Bank should continue to be proactive in promoting the use of SEA by supporting the wider dissemination, use and refinement of its own and SSA SEA methodologies, and by using it actively in support of Bank-funded projects and programs. This work would be closely coordinated with SEA activities carried out by the Bank's anchor Environment Department.

## **4.2 Partnerships**

The Bank should continue to support the further emergence and strengthening of African institutes, associations and organizations, and especially partnerships among them, to both supply and demand EA services in Sub-Saharan Africa. This need for continued support derives from the conclusion that the lack of locally-generated demand for, and supply of, EA services is a key reason why so much EA capacity building over the past decade and more has failed to take root and flourish into an effective contribution to sustainable development. Increased African awareness of the value of EA, supply of African EA services, and African demand for their use are essential to building political commitment to EA and thus a national/regional “market” for EA services. Such a “market” is vital to sustained capacity development -- both within government to develop and manage EA systems, and within the private sector to apply EA in project preparation and to supply consultant EA expertise. External demand for EA services from the Bank and other investors/donors will never be sufficient to build and sustain African demand for, supply of, these services. Vibrant partnerships across the spectrum of institutes, associations, organizations, institutions that are EA stakeholders are vital to the creation of this “market”, and the application of EA in the planning, approval and implementation of development initiatives.

The Bank should therefore continue to actively support the strengthening of the African EA Network begun with its own and other donor support, largely with financial resources mobilized through trust funds. In concert with other donors, the World Bank should support the mobilization of funds for short-term budget support to sub-regional nodes that can demonstrate a viable business plan for self-sustainability and a capacity to implement Framework activities. As appropriate, it should also contract sub-regional nodes for the implementation of specific EA development activities and support to Bank-funded investments and expertise.

## **4.3 Knowledge Development**

The Bank should focus its knowledge development initiatives primarily on enhancing client capacities to respond adequately to the Bank’s EA (and other safeguards) requirements. Since these requirements are broadly consistent with international good practice, a concomitant benefit would be a strengthening of more general EA knowledge.

The Bank should continue to build client EA capacity as integral components of its regular operations. On normal lending operations, the Bank should support development of public-sector EA capacity through joint scoping, review and approval of EA studies, and supervision of EA results, to meet, concurrently, both Bank and borrower EA program requirements. On Bank-funded projects with multiple small-scale subprojects, the Bank should place increasing emphasis on capacity building for local service providers (NGOs, consulting firms, etc.) to support subproject preparation, review, approval and implementation. This would involve training and coaching of these service providers by experienced EA (and social assessment) practitioners using project training and/or trust funds.

As capacities permit, the Bank should seek to devolve some EA review and clearance functions to national EA authorities (central and/or sectoral). To facilitate this devolution, the Bank should primarily focus on capacity building in sectoral agencies (e.g. transport, energy, water and sanitation) to apply EA in their own development activities. It is in these agencies where well-implemented EA is most vital, funds are more readily mobilized, and there are more accomplished EA practitioners with real operational opportunities to influence project designs, approvals and implementation results. As well, enhanced use of EA by sectoral agencies should, in turn, place greater demand on environment ministries that manage national EA systems, and

enhance their stature and need to improve their own capacities and performance. In many cases, a focus on sectoral agencies can be realized through normal Bank investment operations since there are several reasonably well-developed agency environmental units in SSA countries. Additionally, these units could benefit from opportunities to share experiences cross-nationally and to develop “peer networks” for mutual support and development. The Bank should support the emergence of these networks, with particular support to countries and sectors where awareness and capacity is lacking yet vital to not only anticipated Bank operations but also those of national governments, the private sector, and other donors.

The Bank should actively support innovative, catalytic, cutting-edge short training courses on selected EA topics of particular relevance to its own business needs. Universities and other training institutions, and the sub-regional EA institutes/associations, would be the principal vehicles for undertaking training activities. Example training courses could include:

- For government EA officials: preparing EA terms of reference, evaluating proposals, managing consultants, report review, approval conditions, and project supervision;
- For consultants: EA team design, bidding procedures, team management, and report writing;
- For regional planners: SEA methodologies;
- Sector-specific (e.g. water, power, transport) EA training for both the public and private sectors;
- Training-of-trainers for community EA practitioners to support CDD projects;
- The use of EA by health workers in combating HIV/AIDS;
- The use of environmental risk assessment in flood or drought vulnerable areas; and
- EA in PRSCs.

Greater understanding of EA among NGOs, CBOs, and the media is important to increasing civil society demand for EA services from government. The Bank should thus support innovative programs aimed at developing civil society awareness and understanding of national EA systems, and the opportunities for influencing development activities through EA processes.

The Bank should continue to offer advice and guidance, and perhaps funding, to SSA initiatives for strengthening educational and training institutions that respond to EA needs.

The Bank should support the development and implementation of programs that support junior EA professionals to gain on-the-job experience with more seasoned EA practitioners, and that support national EA teams to obtain mentoring from more experienced EA managers.

Finally, the Bank should support the development and implementation of a voluntary accreditation system for African EA practitioners that recognizes levels of both training and experience.