



# **Environmental Assessment and Management capacity building strategy for Africa**

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With acknowledgements to AFTES (2003)

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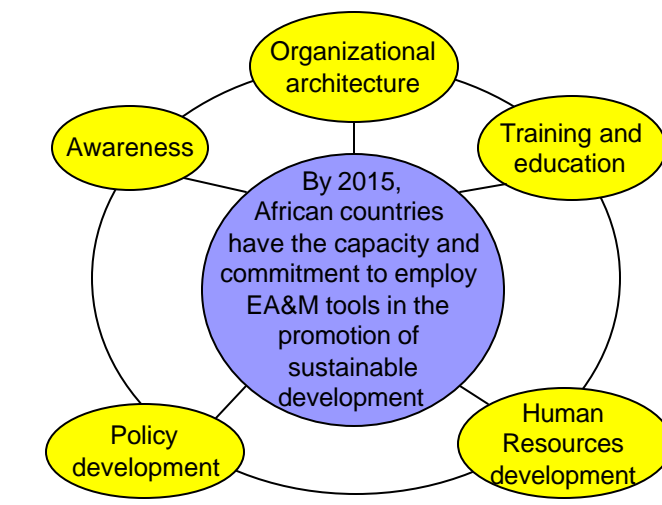
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## ACRONYMS

AMCEN	African Ministerial Conference on the Environment
AU	African Union
CIDA	Canadian International Development Agency
CLEIAA	Capacity Development and Linkages in EIA in Africa
EAAIA	Eastern Africa Association for Impact Assessment
EA	Environmental Assessment
EA&M	Environmental Assessment and Management
EIA	Environmental Impact Assessment
IAIA	International Association for Impact Assessment
IOAEA	Indian Ocean Islands Association for Environmental Assessment
IUCN	International Union for the Conservation of Nature
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NTFESSD	Norwegian Trust Fund for Environmental and Social Sustainable Development
SADC	Southern African Development Community
SAIEA	Southern African Institute for Environmental Assessment
SEIACA	Secretariat for the Central African Association for Environmental Impact Assessment
SEA	Strategic Environmental Assessment
TOR	Terms of Reference
UNEP	United Nations Environment Program
USAID	United States Agency for International Development

**NOTE:** The terms EIA, EA and EA&M are commonly used in Africa, sometimes interchangeably. EIA generally refers to traditional project level studies, whilst EA is a broader term that emphasizes not only avoidance of negative impacts, but also enhancing positive outcomes. Many people regard EA as including strategic environmental assessment (usually referred to as SEA). In both cases (EIA and EA), a study is done and an EIA/EA report is produced – usually referred to as an Environmental Impact Statement (EIS). It is the EIS that is reviewed by the authorities and conditions are then set for the project to proceed, or the project is stopped. The term EA&M, which is used throughout this strategy, refers to the EIA/EA/SEA study as well as its implementation in the design, construction, operation and possibly decommissioning of a project or program.

### The vision and framework for EA capacity building in Africa



## FOREWORD AND ACKNOWLEDGEMENTS

This strategy is the culmination of years of discussions and workshops that have been held throughout the region, some under the aegis of the International Association for Impact Assessment (IAIA), others sponsored by donor and development agencies (e.g. World Bank and USAID-ENCAP).

The development of this strategy is a result of a collaborative effort by the existing and emerging pan-African network under the umbrella of CLEIAA (Capacity Development and Linkages for Environmental Impact Assessment in Africa), the Eastern Africa Association for Impact Assessment (EAAIA), the West African Association for Environmental Assessment (WAAEA), the Indian Ocean Islands Association for Environmental Assessment (IOAEA), the Secretariat for the Central African Association for Environmental Impact Assessment (SEACA) and the Southern African Institute for Environmental Assessment (SAIEA).

The above organizations acknowledge the contribution of the World Bank and other donors and development agencies in the development of this strategy, as well as substantial input from the Netherlands Commission for Environmental Impact Assessment (NCEIA), the Secretariat of the African Ministers Conference on the Environment (AMCEN), South Africa's Council for Scientific and Industrial Research (CSIR), the African Development Bank and a large number of individuals from African governments, NGOs, universities and the private sector who have contributed their knowledge and time to this cause.

*The process for developing this strategy has been comprehensive and thorough, ensuring that all major stakeholders have had opportunities to shape its contents. It is fair to conclude that this strategy has been built on a broad base of consensus and is thus an accurate reflection of Africa's vision and needs.*

## Introduction

This document sets out the preferred approach towards developing indigenous capacity in Environmental Assessment and Management (EA&M) in Africa.

Its purpose is five-fold :

1. To provide a vision that all the relevant stakeholders can identify with and support
2. To provide a framework strategy within which more specific activities can be elaborated. In particular, the strategy stresses the need for an integrated, programmatic approach to capacity building, where activities are incremental and linked to a well defined and widely accepted bigger picture
3. To encourage donor and local support for strengthening EA&M capacity in Africa, and to emphasize the need for a long term approach to capacity building
4. To link improved EA&M capacity with the achievement of regional and national development priorities
5. To strengthen existing, indigenous networks and institutions that are already involved with, and committed to, EA&M capacity building in Africa.

Most countries in Africa have developed their environmental institutions and, along with them, the legislative basis, administrative procedures and capacity for employing EA&M as an important tool in the environmental management of their own development. The private sector has responded positively to the generally conducive frame conditions, and a small but growing number of well qualified EA&M consultants are now established in the region. Whilst momentum has grown considerably in recent years, capacity is still insufficient for sound, self-sustained environmental management and the use of EA&M in development planning, approval and management. It must be recognized that capacity building is a multi-faced, long-term process, and it is important for all partners to appreciate the need for balancing short term needs with longer term goals. This strategy aims to build capacity at government, non-governmental (NGO), private sector and possibly community levels.

There is evident high-level African commitment to embracing the concept of sustainable development, and international support will continue to be vital to converting that commitment into sustained and productive action. Recent political initiatives such as the New Partnership for Africa's Development (NEPAD) have underlined the need for Africans to take charge of their own destiny and to cultivate the knowledge and skills required to ensure that development on the continent is sustainable in the future. Adequate capacity in EA&M is a key requirement for the successful implementation of the NEPAD initiative.

This strategy advocates an approach that embraces the concept of Pan-African partnership, where people and sectors combine their knowledge and skills for the long term good of the region. Central to this, is strengthening sub-regional nodes that serve as collaborating networks and whose primary role is to facilitate information exchange, raise awareness amongst all levels of stakeholders, and coordinate training and skills development programs. It is envisaged that these nodes will develop into Centres of Excellence which can provide specialist services and intellectual leadership in terms of improving EA&M policy and practice. They will be the EA&M champions at national, sub-regional and regional level, as well as key support structures for Regional Economic Communities (RECs), the African Union and the NEPAD secretariat (see Annex B for a profile of the sub-regional nodes).

## EA&M DEVELOPMENT IN AFRICA

Environmental institutions have developed more slowly in Africa than most other parts of the world, and along with them the legislation, administration and capacity to implement Environmental Assessment and Management (EA&M) and more general environmental management. The reasons for this are many, but among the key factors are a general deficit of democratic governance, of industrialization that spawns pollution and other environmental concerns, of an educated and informed middle class demanding environmental services, and of free speech and an 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&M, were launched.

There has been notable progress in Africa and now most countries have some basic arrangement of law, policy, administrative procedures, and government institutions to implement EA&M. However, the capacity to administer, guide and review EA reports is generally inadequate. There is even less capacity to monitor the implementation of EA's (i.e. the Environmental Management Plans) and to ensure that developers are complying with the "conditions of approval" laid down by the authorities. The existing capacity gaps are compounded by the ever increasing demands placed upon the authorities by new development initiatives, various donor and development agency requirements, more complex environmental issues and an increasingly articulate civil society lobby.

Thus, there is a strong and urgent need to build EA&M capacity in the region and to do so in a systematic way that builds on existing, indigenous initiatives that are well established at sub-regional levels (see Appendix A for an overview of the evolution of the key initiatives relating to EA&M capacity building in Africa).

### 3. A STRATEGIC FRAMEWORK FOR EA&M DEVELOPMENT IN 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&M development by African 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&M Development (the "Framework") outlined below. Within this Framework, both regional and national EA&M capacity building initiatives can be formulated and implemented to strengthen the foundations and practice of EA&M to more effectively contribute to sustainable development in Africa.

##### *The Vision:*

By 2015, all African countries have the capacity for, and commitment to, employing environmental assessment and management tools in the promotion of sustainable development.

##### *Delivered by:*

A professional African EA&M organizational architecture that mobilizes resources, communicates effectively among network partners, and coordinates the programs and activities needed to realize the Vision. This infrastructure will support and collaborate with regional initiatives such as NEPAD and various other environmental and assistance strategies for Africa.

*Through five programs:*

Program	Program Objective
<b>1. EA&amp;M Organizational Architecture</b> <i>Building the network for implementation and practice</i>	<ul style="list-style-type: none"> <li>To strengthen the existing networks of EA&amp;M organizations and practitioners to implement the development framework and strengthen EA&amp;M capacity and practice</li> </ul>
<b>2. Training and Education</b> <i>Building knowledge</i>	<ul style="list-style-type: none"> <li>To provide instruction in EA&amp;M theory and the tools and techniques of EA&amp;M practice</li> </ul>
<b>3. Human Resource Development</b> <i>Building skills</i>	<ul style="list-style-type: none"> <li>To enhance the skills and experience of EA&amp;M practitioners and administrators</li> </ul>
<b>4. Policy Development</b> <i>Building processes</i>	<ul style="list-style-type: none"> <li>To support the development of more effective national &amp;M systems capable also of assuming EA&amp;M review functions</li> </ul>
<b>5. Awareness &amp; Constituency Building</b> <i>Building demand</i>	<ul style="list-style-type: none"> <li>To enhance national commitments to employing EA&amp;M in achieving environmentally sustainable development</li> </ul>

*Targeting EA Stakeholders in:*

- **Public Sector (national):** Government officials and decision-makers responsible for promoting and implementing EA&M for both public- and private-sector development activities
- **Public Sector (regional):** Officials of the African Union and Regional Economic Communities, who provide strategic direction and who develop regional protocols, policies, programmes and plans that have developmental and environmental impacts
- **Private Sector:** Development proponents and consultants involved in applying EA&M to specific development proposals
- **Civil Society:** NGOs, CBOs and others participating in EA studies and promoting the use of EA&M nationally and in community development

## 3.2 **Implementing the Framework**

Implementing this Framework will necessarily depend upon support from multilateral and bilateral donors, the private sector, and national governments through the five program areas. These are outlined below with outcomes and expected outputs for each. The specific action strategies relating to each program area are elaborated in Annex C.

### 3.2.1 **African EA&M Organizational Architecture**

To strengthen the existing networks of EA&M organizations and practitioners to implement the development framework and strengthen EA&M capacity and practice

Further strengthening of the existing EA&M organizational architecture in Africa is essential to networking amongst EA&M sub-regional nodes and individual professionals to implement Framework programs, and particularly for the efficient and effective:

- Championing of EA&M development across the region;
- Liaison with regional African institutions and policy initiatives;
- Liaison with IFIs, bilateral and multilateral donors and the private sector, and the mobilization of resources to support EA&M development;
- Implementation of program activities sub-regionally and regionally; and

- e) Regional and international networking to increase the knowledge and experience base for EA&M.

Further development and strengthening of this EA&M organizational architecture would be based on implementation needs in the Framework program areas as outlined below. This work would focus on the sub-regional nodes of SAIEA, WAAIA, IOAIA, EAAIA, and others. CLEIAA would be an umbrella EA&M development champion, communication center, help desk, and overall coordinating infrastructure. CLEIAA would also have a direct link to NEPAD, the AU, AMCEN and the donor community. CLEIAA currently has an interim Director (based in Tanzania), but it would be necessary to recruit a new CLEIAA director on an African international competitive basis, and to establish a Board. As they demonstrate capability, CLEIAA and the sub-regional nodes would be responsible for implementing some EA&M development program activities within the Framework, while some program activities may be directly funded.

It is important to recognize that CLEIAA is a virtual institution, made up entirely by the sub-regional nodes which it serves. CLEIAA is not in itself an implementing agency, but rather a facilitator that provides an overall framework within which the nodes can operate more effectively in their respective sub-regional constituencies.

Donor support to CLEIAA and the regional nodes would be focused on program delivery requirements with, perhaps, some budgetary support. Both CLEIAA and the nodes would have business plans that, *inter alia*, replace donor funding with sustainable revenue sources (e.g. membership fees, fees for services, endowments) over the Framework horizon. This strategy proposes an initial framework horizon of three years (establishment and foundation building), with a further two years for consolidation and sustainability preparation. Core donor support will thus be needed during this 5 year period, but sustainability is highly likely in the longer term. The sub-regional nodes have each adopted slightly different approaches to their structure, management and business plans. This diversity reflects the different circumstances and needs in the various sub-regions and the fact that in all cases, the nodes have developed at their own pace. This bottom-up, home-grown approach is a fundamental strength of the strategy. The current practice of close cooperation and regular information sharing between the nodes will likely result in the evolution of the respective systems, so that evidence of a successful model in one area might result in system modifications in others.

CLEIAA has an important role to play in ensuring the continuation of the current high levels of cooperation and mutual support throughout the region.

Outcomes	Outputs
Strengthened CLEIAA to facilitate infrastructure development and framework implementation	<ul style="list-style-type: none"> <li>• Formalization of CLEIAA mandate, management, and organizational requirements, location</li> <li>• Organizational development, board structure, and business plan</li> <li>• Effective implementation of EA&amp;M capacity development support, including a communication strategy <i>vis a vis</i> donors and nodes</li> </ul>
Strengthened nodes to facilitate framework implementation on a sub-regional basis	<ul style="list-style-type: none"> <li>• For each node, as required: <ul style="list-style-type: none"> <li>○ Strengthening of mandates, management, and organizational requirements</li> <li>○ Organizational development and business plan to contribute to implementation of EA&amp;M capacity development framework</li> </ul> </li> <li>• Effective implementation of EA&amp;M capacity development framework as appropriate through each node</li> </ul>



Outcomes	Outputs
Enhanced network of EA&M practitioners for improved learning and practice	<ul style="list-style-type: none"> <li>• Web/email-based facility, including facilitator, for: <ul style="list-style-type: none"> <li>○ Information dissemination and exchange</li> <li>○ Sharing of experience and advice, and</li> <li>○ Access to expert resources (Africa and international)</li> </ul> </li> <li>• Regional, Africa-wide and international workshops, conferences, etc.</li> <li>• Active international participation in and support of Africa network (IAIA, corporate linkages, etc.)</li> </ul>

**The priority action plans that will be implemented within this program area are: - see Appendix C for more details**

1. Formalize the mandate, management structure and operational framework for CLEIAA
2. Appoint an interim coordinator to manage CLEIAA (Already done)
3. Formalize and/or strengthen mandate, management structure and operational framework (business plan) for nodes
4. Establish linkages with high-level African initiatives (for example NEPAD, AU, AMCEN) and development partners organizations
5. Hire a full-time CLEIAA coordinator

### 3.2.2 Training and Education

*To provide instruction in EA&M theory and the tools and techniques of EA&M practice*

This program would address needs for both formal (academic) education and more practical training, and thus range over the theory and practice of EA&M depending on the target groups. Subject areas would include, for example, project review and approval processes, project EA, strategic EA (SEA), EMPs, economic evaluation, and public participation.

Educational and training institutions, especially universities, need strengthening to supply well-trained EA&M professionals for both the public and private sector. Presently only South African universities provide MSc level training in environmental assessment and environmental management. However, Ghanaian universities (e.g. at Kumasi) have the potential to develop such training on the basis of their existing short course curriculums. A distance learning program for EA&M capacity building should be developed for implementation through the CLEIAA nodal network. This would attract significant interest from the sub-regions, and the programs could be designed to fill particular sub-regional or national training needs.

Continued practical training is required for government agencies in, for example:

- preparing EA/SEA terms of reference and bid documents, and evaluating proposals;
- providing quality control of consultants;
- reviewing and evaluating EA reports;
- developing EA approval conditions; and
- supervision of project implementation and execution of impact mitigation requirements.

A particular training focus should be Strategic Environmental Assessment (SEA) to contribute environmental analysis to regional planning initiatives. Use of SEA by African governments and regional

organizations is still minimal. However, South African institutions have already developed a working methodology for SEAs in Africa.

Outcomes	Outputs
Strengthened institutions and organizations to deliver EA&M training	<ul style="list-style-type: none"> <li>• Inventory of active institutions/organizations, and assessment of training needs and capacities</li> <li>• Training delivery strategies (e.g. short courses, workshops, distance learning), plans and content</li> <li>• Communication program to promote training</li> <li>• Action plan to build capacities in response to training demands</li> <li>• M&amp;E for continuous improvement in training design and delivery</li> </ul>
Strengthened academic institutions to deliver EA&M education	<ul style="list-style-type: none"> <li>• Inventory of active institutions, and assessment of academic educational needs, capacities and appropriate formats (e.g. post-graduate EA&amp;M programs in Africa)</li> <li>• Development of education programs, course structures and materials</li> <li>• Communication program to promote education</li> <li>• Action plan to build capacities in response to demand for academic education</li> <li>• M&amp;E for continuous improvement in education design and delivery</li> </ul>
Professionals trained/educated	<ul style="list-style-type: none"> <li>• Delivery of training and education</li> <li>• M&amp;E for continuous improvement</li> </ul>

**The priority action plans that will be implemented within this program area are:** - see Appendix C for more details

1. Support the development of and access to appropriate training material (including the collection of case studies, design courses so that they are practical and needs based)
2. Offer training of trainer courses
3. Help existing institutions to become “centres of excellence”
4. Facilitate networking between EA&M training institutions
5. Understand the knowledge gaps in EA&M in the sub-regions

### 3.2.3 Human Resource Development

*To enhance the skills and experience of EA practitioners*

Here, capacity is taken to be the result of sound training in environmental management and EA&M (see Section 3.2.2 above) *plus* experience. In Africa, EA&M capacity is needed within government, private consulting firms and civil society organizations to both demand and supply EA&M services. It is developed by both increasing demand for, and the opportunity to provide, EA&M services (see Section 3.2.5 below), and through opportunities for EA&M professionals to work with more experienced practitioners acting as mentors or coaches. This program provides opportunities for trained EA&M professionals at all levels, in both the public and private sectors, to enhance their skills and experience through on-the-job development of EA&M practice, and to obtain recognized accreditation for their professional expertise. It is proposed that a strategic, programmatic approach be adopted, rather than the current ad-hoc approach to training in the region.

Initiatives that could provide capacity-building opportunities include:

- a) Providing services to governments in EA TOR setting and report review on a commercial basis. In the case of SAIEA, these services are oriented toward capacity building since SAIEA-contracted experts work closely with their government counterparts in delivering the services. Other nodes could provide the same services as SAIEA with a revolving fund established for the purpose.
- b) African EA&M consultant teams contracted to prepare EA studies for domestic - or internationally - funded projects could be similarly coached by more experienced EA&M managers from a CLEIAA-administered fund.
- c) African EA&M practitioners are currently not regulated, which in part accounts for the variability in the quality of their services. An important component of capacity building is quality control, and an aspect of quality control is a system where professionals are accredited and expected to deliver services in accordance with minimum standards. A voluntary EA&M accreditation system is already in place in South Africa, and it should be possible to up-scale this to all of Africa by strengthening the current secretariat and expanding its mandate. In the longer term, governments or RECs might consider mandatory accreditation, but this is not realistic in the short term. Whether accreditation is voluntary or mandatory, the sub-regional nodes could play a role in the management and promotion of the system.

Outcomes	Outputs
Enhanced capacity in EA review and follow-up processes	<ul style="list-style-type: none"> <li>Expert mentoring/coaching to national EA&amp;M systems to process national and MDB/donor projects for EA compliance (planning, approval, implementation).</li> <li>Increased reliance of MDBs/donors on national EA&amp;M systems to review, approve and monitor projects. Devolution of EA review responsibilities to qualified nodes/networks</li> </ul>
Enhanced capacity in EA preparation	<ul style="list-style-type: none"> <li>Expert mentoring/coaching to national teams undertaking EA of MDB/donor projects. PD Fellowship programs.</li> <li>Junior EA practitioners interned on EA teams for MDB/donor/private projects</li> </ul>
Accreditation of EA&M practitioners	<ul style="list-style-type: none"> <li>Accreditation system designed and operationalized</li> <li>Communications program, to promote accreditation and use of EA&amp;M practitioners, designed and operationalized</li> </ul>

**The priority action plans that will be implemented within this program area are: - see Appendix C for more details**

1. Implement the professional development (PD) program
2. Promote peer review (quality control EA reports)
3. Establish and strengthen the networking system of EA&M practitioners (authorities, consultants, NGO's etc)
4. Facilitate the development of a code of conduct for and certification of EA&M practitioners

### 3.2.4 Policy Development

*To support the development of more effective national EA&M systems*

This program would support Africa countries to strengthen their legal and regulatory frameworks where needed and institutional arrangements, procedures and tools, to more effectively employ EA and SEA in planning and achieving environmentally sustainable development. It would be primarily demand-driven in response to expressed country and regional needs for policy and institutional development.

In addition to supporting individual countries, there is a need for incorporating EIA and SEA principles into the policies and protocols of Regional Economic Communities, the African Union and NEPAD.

SAIEA (with assistance from the CSIR and IUCN) is currently working with the NEPAD Secretariat to develop a mechanism for integrating EA into sustainable development planning in Africa. The current thinking is that NEPAD should issue a “Statement of Principles” (SOP), which should be regarded by RECs, governments and others as guidance in this regard. Ideally, this SOP should be endorsed by the AU and in the longer term, could evolve into an AU Directive on EA/SEA.

Outcomes	Outputs
Enhanced awareness of the value, use and capacities for EA/SEA in AFRICA countries	<ul style="list-style-type: none"> <li>• Comprehensive diagnostic of national EA/SEA policy, regulatory and institutional arrangements, capacities, and dedication to applying them</li> <li>• Comprehensive diagnostic of support for, and commitment to, EA/SEA through regional organizations/initiatives (e.g. AU, SADC, NEPAD)</li> <li>• Design and operationalization of a high-level EA/SEA awareness-building plan</li> </ul>
Enhanced use of EA&M in planning, approving and implementing projects	<ul style="list-style-type: none"> <li>• Strengthened national EA&amp;M systems and practice</li> <li>• Strengthened regional support for EA&amp;M development and use</li> <li>• Enhanced harmonization of MDB, donor and national EA&amp;M systems and practices</li> <li>• Communications program by CLEIAA and nodes promoting EA&amp;M value, usefulness, results (e.g. newsletter, media coverage of Network activities)</li> <li>• Strengthened compliance of EA&amp;M policies</li> </ul>
Enhanced use of SEA in sectoral and regional development planning	<ul style="list-style-type: none"> <li>• Strengthened national SEA use and practice</li> <li>• Strengthened regional support for SEA use and practice</li> <li>• Strengthened compliance of SEA policies</li> </ul>

**The priority action plans that will be implemented within this program area are: - see Appendix C for more details**

1. Assist Countries, sub-regional and regional groupings (e.g. NEPAD, AMCEN, REC's) to integrate EA&M principles into their activities and initiatives.
2. CLEIAA should stimulate new thinking on the application of EA&M tools
3. EA&M principles to be included into trade agreements

### **3.2.5 Awareness and Constituency Building**

*To enhance national commitments to employing EA/SEA in achieving environmentally sustainable development*

This program would build government and civil society awareness of the value of EA/SEA and demand for the effective application of EA/SEA in the planning, approval and implementation of development initiatives. Increased awareness and demand is essential to building the political commitment to EA&M and thus a “market” for EA&M services. Effective local demand for EA&M services is vital to sustained capacity development -- both within governments to develop and manage EA&M systems, and within the private sector to apply EA&M in project preparation and to supply consultant EA&M expertise. The lack of local demand is a key reason why so much capacity building over the past decade has failed to take root and flourish into an effective contribution to sustainable development. There must be a combination of “push-pull” factors in order to ensure that demand is strong and sustained; push requires that governments and even the AU and NEPAD, promote the use of EA&M as a planning tool, while pull will be achieved if it can be shown that EA&M helps proponents and governments to address African development issues. For both push and pull, an informed and active civil society needs to be in place. To

achieve this, there is a need to cultivate champions and to build capacity at many levels. The sub-regional nodes are key to this multi-faceted capacity building process.

Within government, an important element of the strategy will be to build awareness and capacity within sectoral agencies (e.g. transport, energy, water and sanitation) to apply EA/SEA in their own development activities. There are several reasonably well-developed sectoral agency environmental units in Africa countries that could benefit from further assistance to strengthen their EA&M practices, procedures and tools, and from cross-national sharing of experiences. Enhanced use of EA&M by such agencies will enhance both the stature of environmental ministries that manage national EA&M systems, and the need to improve their performance.

Greater understanding of EA&M among NGOs, CBOs, and the media is also important to increasing civil society demand for EA services from government as well as application of EA&M. The strategy would focus on: i) developing civil society awareness and understanding of national EA&M systems, and the opportunities for influencing development activities through the EA&M process; and ii) establishing mini-EA&M approaches applicable to small-scale community development projects.

Outcomes	Outputs
Enhanced sectoral demand for EA &M services	<ul style="list-style-type: none"> <li>Strengthened environmental units in national sectoral agencies concerned with economic and natural resources development</li> </ul>
Enhanced civil society demand for application of EA to project development and approval	<ul style="list-style-type: none"> <li>Communications program by CLEIAA and nodes promoting EA &amp;M value, usefulness, results (e.g. newsletter, media coverage of Network activities)</li> <li>General environmental and EA/SEA training of journalists in electronic and print media</li> </ul>
Enhanced use of “mini” EA in small-scale community development	<ol style="list-style-type: none"> <li>General environmental and EA &amp;M training and capacity building for NGOs, CBOs, etc.</li> <li>Improved understanding of how best EA &amp;M can be applied to small scale, even informal industries which, in relative terms, are becoming increasingly important to national economies and employment. This might require some R&amp;D work on the most important sectors (e.g. mining, irrigation, agriculture)</li> </ol>
Widespread appreciation of the value of EA/SEA as a key tool in the promotion of sustainable development	<ol style="list-style-type: none"> <li>Gather “good news” information about how EA/SEA contributed positively towards development planning. There is a strong need for local case study materials which illustrate EA/SEA best practice in Africa. These materials can be packaged in many forms (books, video’s, brochures, news items, magazine articles, etc.). In addition to sensitizing high-level decision makers, the materials will be valuable case study examples that can be used for training purposes and as input into global effectiveness studies. An important aspect of the analysis referred to above, is the extent to which EA/SEA really contributes to meeting triple bottom line requirements. Moreover, there is an urgent need to dispel the notion that EA &amp;M is a “green tool” that prevents progress and development.</li> </ol>

**The priority action plans that will be implemented within this program area are: - see Appendix C for more details**

1. Raise awareness about CLEIAA and the nodes so that the network becomes widely recognized as the key partner in promoting EA&M capacity building in Africa
2. Forge partnerships and alliances with organizations, networks that have sustainable development objectives and that could help promote more and diverse use of EA&M

## **ANNEX A:**

### **HISTORICAL OVERVIEW OF THE MILESTONE EVENTS AND CONSULTATIVE PROCESS THAT HAS PRECEDED THE DEVELOPMENT OF THE STRATEGY FOR BUILDING EA&M CAPACITY IN AFRICA**

In June 1995, a high-level meeting of the African Ministerial Conference on the Environment (AMCEN) focused on EIA development, resulted in a broad recognition of the value of EIA, and identified a number of priorities for EIA development in the region. This was a watershed event that gave new impetus to EIA development, this time with high-level African political support. The World Bank responded by funding a needs assessment for EIA capacity-building in a sample of African countries, and then an African Stakeholder Conference for EIA 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.

Out of this gathering momentum also grew a number of sub-regional and regional efforts for organized EA development. African EA specialists developed the idea for a centre of excellence for EA capacity-building in SADC countries, and, with support from the World Bank, the Southern African Institute for Environmental Assessment (SAIEA) was launched in 2000. Other sub-regional institutions that have since been formed include the Eastern Africa Association for Impact Assessment (EAAIA), the Indian Ocean Islands Association for Environmental Assessment (IOAEA) and the West African Association for Environmental Assessment (WAAEA). 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 Africa 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 with start-up funding from Netherlands and the Bank for two years.

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 Eastern Africa Association for Impact Assessment 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 became hosts. 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.

NORAD continued to provide support to several of the CLEIAA nodes in the form of short courses and workshops for a number of different EA related activities, and also provided separate funding for a project on democracy and public participation in EA in the SADC region to be implemented by SAIEA. CIDA funded the creation of an EA Policy in Zimbabwe and is has seconded staff to assist SAIEA with implementing specific projects. The European Union participated in several of the meetings that occurred as a result of these activities and expressed willingness to consider significant support to the CLEIAA system once it was operational. DFID also participated in several meetings and indicated particular interest in SEA capacity-building activities 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.

## ANNEX B

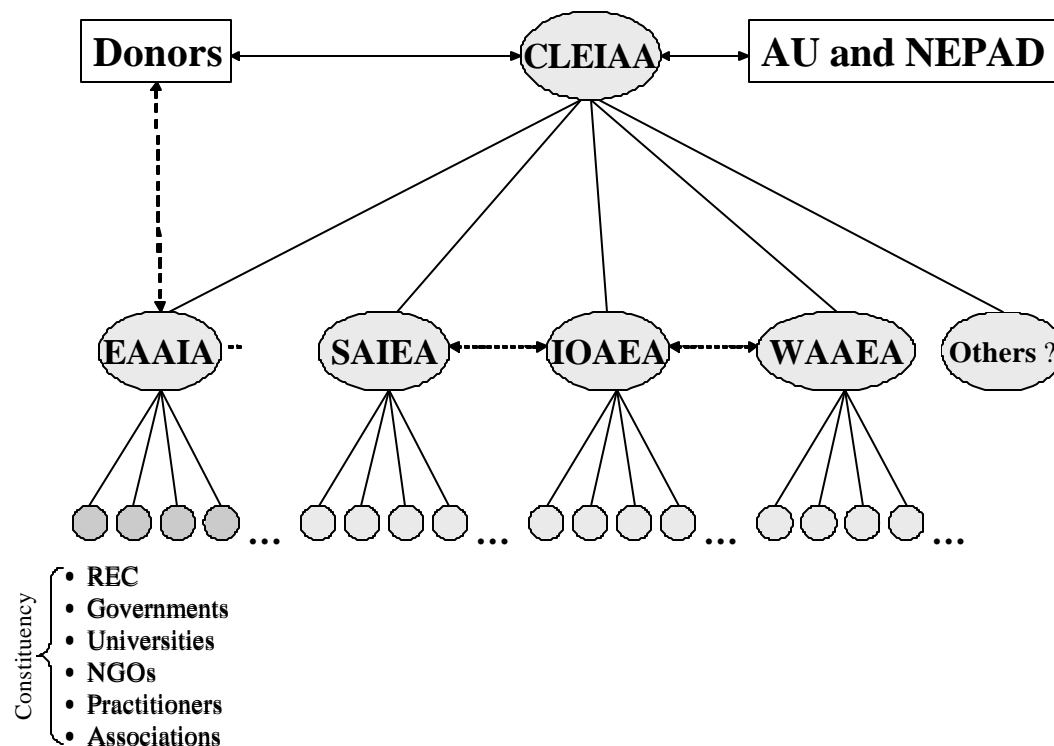
### A PROFILE OF CLEIAA AND THE SUB-REGIONAL NODES

During the workshop held in The Hague in May 2000 it was agreed that the ideal scenario for Africa would be a collaborative network of institutions that operated at the sub-regional level under the umbrella of CLEIAA (Figure 1). In this framework, the nodes would establish themselves within their respective “constituencies” by offering a range of facilitation, knowledge sharing, and networking services to any interested and affected stakeholders. It is recognized that each region has differing technical competencies, levels of achievement in terms of EA policy and legislative environments, as well as biophysical and socio-economic profiles and political characteristics.

Thus, each node will develop in its own way and at its own pace, and what works for one might not necessarily be applicable to another. For example, SAIEA is registered as an institute which offers a combination of training, quality control and research, and development activities, whilst most of the other nodes are currently set up as membership associations, where the initial activity is knowledge sharing and training. However, the Associations are also involved in programs and projects within their region.

Irrespective of the model adopted by each node, there are many commonalities and lessons that should be shared between them through regular communication and collaboration.

**Figure 1: Framework for CLEIAA and the sub-regional nodes, an example of a constituency and the relationships with the African Union and NEPAD, and with donors**



In this framework model, it is not envisaged that the nodes would report regularly to CLEIAA. Instead they will report to their own leadership structures, so that communication lines are kept as short as possible and identity and ownership is retained at the local level. However, information and knowledge dissemination through CLEIAA or bilaterally among the nodes with copies to CLEIAA, would be expected and regular.

Presently the following nodes have been created through African initiatives and are now operational:

## **1. EAAIA (Eastern Africa Association for Impact Assessment)**

EAAIA is based at the IUCN regional Office for Eastern Africa in Nairobi. It has a very small secretariat integrated with IUCN, and around 50 members at present. EAAIA covers the whole Eastern African region from Eritrea to Tanzania, but also includes membership from some central African countries. EAAIA was initially supported only by the World Bank, but basic support was later “taken over” by USAID/REDSO in Nairobi. Apart from membership services, networking and information sharing, EAAIA plays a key role in organizing and implementing a Professional Development Fellowship Program funded by USAID. The program has had a very successful pilot phase where a number of post graduate Fellows were given 1 to 2 months practical training and mentoring at various EA related institutions in Africa, one of them being SAIEA. At the end of their training the Fellows participated in the annual conference of the International Association for Impact Assessments (IAIA) (in 2002 in The Hague). EAAIA has a close collaboration with the Institute for Resource Assessments (IRA) at the University of Dar es Salaam which presently provides the Chairman of the Board.

The objectives of EAAIA are:

- a) Advance the art and science of impact assessment and its application at national, regional and international levels.
- b) Support development of national EIA capacity to enhance sustainable development and improved socio-economic welfare in Eastern Africa through effective use of EIA
- c) Provide forums for exchange of ideas to stimulate innovation in the application and effective use of EIA as a planning and decision making tool in Eastern Africa
- d) Establish and maintain an EIA Information Center that will facilitate harmonization of EIA methodologies and practice and enhance conservation and management of natural resources and environment in Eastern Africa
- e) Support national associations in impact assessments

## **2. IOAEA (Indian Ocean Islands Association for Environmental Assessment)**

IOAEA is relatively new being established in April 2002. The secretariat is in the Ministry of Environment in Mauritius, but it has members from both private and government institutions in Mauritius, Madagascar, and the Seychelles. It also has contacts in the Comoros, Reunion and Zanzibar that it wants to develop. The main focus for IOAEA is short course specialist training, and a special interest in using Distance Learning facilities to connect the different islands. Presently IOAEA has no donor beyond the World Bank and the Mauritius Government, and initial support in the form of funding for the provision of training courses is urgently needed.

The Goal of IOAEA is to have a functional EA systems in the Indian Ocean Island States in supporting wise use of Island resources and sustainable development

The specific objectives of IOAEA are:

- a) To share lessons on EIA practice, training, institutional structures and legal framework among the Island States;
- b) To improve the networking and utilization of EIA expertise;
- c) To support harmonization of EIA policies, legislation and practice to address common issues and sub-regional activities; and
- d) To support preparation for and participation in international, regional/sub-regional and national forums.



### **3. SAIEA (Southern African Institute for Environmental Assessment)**

SAIEA was the first node and is today the most developed of the sub-regional institutions. It is however with intention very small, consisting of 4-5 people based in Windhoek, Namibia. Its strength is represented by a network of highly qualified professionals from all over SADC from which they can mobilize assistance using standard sub-contracts. They have excellent support from the countries of SADC, all of whom are represented on the SAIEA Board. SADC itself is represented by the director of SADC/ELMS<sup>1</sup>. In addition to World Bank support, SAIEA has also received support from DANCED, USAID, and CIDA. SAIEA is not doing EAs in order to avoid competition and conflicts with private EA consultant practitioners. Their work consists of EA review, training and capacity building, and environmental advice to governments and the private sector. SAIEA charges for such services and is already well on its way to economic sustainability. AFTES has supported SAIEA with project funds since its inception, and has presently several small ongoing projects with them, and one fairly large on the issue of governance and public participation in EAs in SADC. SAIEA requires donor support until the end of 2006 (year 5 of its existence). As of 2007, SAIEA is likely to be able to sustain itself from locally generated funds and projects. SAIEA is planning to open satellite offices in two other ADC countries in 2005, and more in 2005/6.

The key objectives of SAIEA are as follows:

- a) Setting up a knowledge node for EA in Southern Africa
- b) Enhancing collaboration with environmental management networks in southern Africa
- c) Disseminating knowledge and information to end users
- d) Developing and applying a framework for independent EA reviews
- e) Sharing lessons and experiences in environmental management and EA
- f) Implementing community EA action programs

Conceptually the above objectives are grouped into three major thematic areas:

- a) Guiding and reviewing EAs (quality assurance)
- b) Capacity building
- c) Research and development

These interlinked objectives seek to create a dynamic critical mass of informed and competent EA policy makers, administrators, practitioners, and academics.

### **4. WAAEA (West African Association for Environmental Assessment)**

WAAEA was after several years of consultations finally established in October 2002. Its secretariat is at the Benin Environmental Protection Agency in Cotonou, Benin, and it is a bilingual (French/English) Association with members from 14 of the 16 West African countries. It has developed a very strong set of Association Statutes and has a very vocal and interested membership promoting EA capacity building throughout their region. It is thought that WAAEA has the potential for being a very important player in environmental capacity building in West Africa.

The general objectives of WAAEA are as follows:

- a) Contribute to the promotion of Environmental Assessment as a planning and decision making tool for sustainable development in the sub-region
- b) Promote capacity building and sharing experience, knowledge and information on Environmental Assessment in the sub-region
- c) Promote the harmonisation of Environmental Assessment in the sub-region

Its specific objectives are:

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<sup>1</sup> Now incorporated into the Agriculture and Natural Resources Sector, based in Gaborone

- a) Raise the awareness of development partners (Planners, decision makers, donors etc.) on the use of EA;
- b) Contribute to the integration of EA in development policies, programmes and strategies in countries of the sub-region;
- c) Support National Associations in the promotion of EA in their countries;
- d) Support national and sub-regional capacity building for EA to consolidate sustainable development in the sub-region;
- e) Provide fora for the exchange of ideas to stimulate innovation in the implementation of effective use of EA as a planning and decision making tool in the sub-region;
- f) Promote the use of sub-regional expertise on EA to national and international institutions;
- g) Promote the development of environmental information systems in the countries of the sub-region as well as establishing a sub-regional network for the exchange of information on EA;
- h) Promote the development of a professional Code of Ethics for the practice of EA in the sub-region;
- i) Promote the harmonisation of procedures and methods of EA bearing in mind the requirements of development stakeholders as well as the realities of the sub-region;

## ***5. CLEIAA (Capacity Development and Linkages for Environmental Impacts Assessment in Africa)***

CLEIAA is an umbrella organization for the nodes, basically established as a service unit and help desk for the nodes, providing communication, information and donor contacts. It was previously based in Accra, Ghana, and has been fairly dormant in recent months. In December 2003, the sub-regional nodes elected an interim chairperson for CLEIAA (Mr. Abduhlarama Issa), who is based in Dar es Salaam, Tanzania. Under his leadership, a process is underway to find resources for CLEIAA and to appoint a full time chairperson and secretariat, as well as a Board.

As a pan-African institution, CLEIAA will:

- Be a champion for environmental assessments in all forms, environmental management and sustainable development in Africa.
- Act as a focal point for interactions with AMCEN, the African Union, NEPAD and other relevant African political processes and initiatives.
- Coordinate fund raising for the sub-regional nodes and their activities through organization of donor meetings and conferences.
- Establish a help desk and clearing house mechanism on issues such as technical information, data (possibly a meta database), forthcoming meetings, etc.
- Organize and host an annual EA conference with the nodes and other strategic partners.
- Facilitate linkages and communication between the sub-regional nodes.

While the above structure does not preclude the sub-regional nodes from entering into bilateral agreements with donors or other partners, it promotes the idea of CLEIAA providing communication with donors as a strategic service. This means that the sub regional nodes can concentrate on building relationships within their respective constituencies and implementing activities at grass roots level. If CLEIAA is successful in fulfilling its role, the sub regional nodes need not spend unnecessary time and resources trying to raise funds to support their activities. Moreover, one would like to avoid a situation where various sub-regional nodes approach the same donors with requests for support. Donors are likely to respond negatively if this happens, whilst they are more likely to be interested in a longer term, programmatic approach where requests for assistance are presented by CLEIAA in a bigger picture context.

## APPENDIX 3

### ACTION PLAN FOR IMPLEMENTING THE CAPACITY BUILDING STRATEGY

#### PROGRAM THEME: ORGANISATIONAL ARCHITECTURE

##### Formalize mandate, management structure and operational framework for CLEIAA

WHAT	BY WHOM	HOW	WHEN
Recall that proceedings of the stakeholder meeting held in Ghana in 2001 and synthesis the CLEIAA structure, operating rules etc	Walter Knausenberger	<ul style="list-style-type: none"> <li>Obtain proceedings</li> <li>Obtain more background information from Peter A quah</li> <li>Synthesize the available information into an annex that will be attached to this strategy</li> </ul>	8 Dec 2003 – send to Peter T arr who will include it into the strategy
Develop a draft strategic plan for CLEIAA	By CLEIAA network with assistance provided by USAID facilitator (Nairobi)	<ul style="list-style-type: none"> <li>At the next CLEIAA workshop</li> </ul>	March 2004 (depending on availability of funds)
Appoint a board for CLEIAA	Nodes	<ul style="list-style-type: none"> <li>Each node to nominate 2 members from their structures and submit names to CLEIAA interim coordinator</li> <li>March'04 workshop will appoint the Board</li> <li>SAIEA to send Issa the SAIEA Trust Deed and Board Operational Procedures - these can be used as a template for developing similar documents for CLEIAA</li> </ul>	Feb 2004 (Nominations to reach Mr. Issa) March 2004 (Workshop)

##### Appoint an interim coordinator to manage CLEIAA (later set up an office for CLEIAA)

WHAT	BY WHOM	HOW	WHEN
Appoint interim coordinator for CLEIAA	Abdulrahman Issa is appointed by the nodes <b>Supported by</b> Peter Tarr	Appointment made at the Nairobi workshop. Mr Issa will act in an interim capacity until a formal process is followed for appointing a full time coordinator	Done - 4 Dec 2003!
<p>The interim coordinator is expected to undertake the following activities:</p> <ul style="list-style-type: none"> <li>Assist Walter Knausenberger with summarizing the CLEIAA structure and functions (Annex to Strategy)</li> <li>Develop the draft job description for the CLEIAA coordinator</li> <li>Present some options for the location of the CLEIAA office</li> <li>Assist Peter Tarr with the development of the proposal to the WB for the holding of two conferences in 2004</li> <li>Communicate with Raphael Mwalyosi wrt sending out a letter to nodes and other stakeholders informing them that Issa has been appointed as the interim coordinator of CLEIAA</li> <li>Organize a side event at IAIA-International (Vancouver)</li> </ul>	Issa	Self evident	Between Dec '03 and March '04

to 'launch' the EA&M Capacity Building Strategy for Africa and the revived CLEIAA			
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### Formalize and/or strengthen mandate, management structure and operational framework (business plan) for nodes

WHAT	BY WHOM	HOW	WHEN
<p>The nodes must do the following:</p> <ul style="list-style-type: none"> <li>Clarify and document their own mission statement and mandate</li> <li>Establish and document their respective operational structures</li> <li>Clarify and document their short and long term goals</li> <li>Clarify and document their respective vision and modalities for interacting with other nodes and CLEIAA</li> </ul>	Nodes	<ul style="list-style-type: none"> <li>Through consultation in their own structures</li> <li>Documents to be sent to CLEIAA</li> <li>Annual reports to be sent to CLEIAA by Jan each year for information</li> </ul> <p><b>DELIVERABLE:</b> Initial documentation on operational structure Annual Reports</p>	Completed by March 2004, Annual reports – Jan every year

### Establish linkages with high-level African initiatives (for example NEPAD, AU, AMCEN) and development partners organizations

WHAT	BY WHOM	HOW	WHEN
Identify opportunities for the CLEIAA network to contribute to the implementation of NEPAD and to the strategies and activities of the AU, AMCEN and REC's	CLEIAA and Nodes	<ul style="list-style-type: none"> <li>CLEIAA interim coordinator to contact key persons within the AU, NEPAD and AMCEN to explore possible options and opportunities</li> <li>Nodes to contact key persons within the REC's to explore possible options and opportunities (<u>NB nodes must coordinate with each other</u>)</li> <li>Write 2-pager summary to the Director: Regional Office of Africa, UNEP, to explain what CLEIAA and the sub-regional nodes are and what they have to offer to the NEPAD Capacity Building Program for the implementation of the Environmental Initiative of NEPAD</li> <li>Walter Knausenberger to provide Issa with electronic letter head of CLEIAA so that Issa can start generating official CLAIAA correspondence</li> </ul>	<p>Before March 04</p> <p>Before March 04</p> <p>Before 15 December 03</p> <p>Before 15 December 03</p>

### Hire a CLEIAA coordinator

WHAT	BY WHOM	HOW	WHEN
Appoint a full time coordinator for CLEIAA	Interim coordinator and CLEIAA Board, assisted by SAIEA	<ul style="list-style-type: none"> <li>Interim coordinator of CLEIAA must draft job description and present this to the Board for endorsement (obtain "job description" for SAIEA coordinator, which could serve as a template)</li> <li>Appoint the coordinator through competitive process</li> </ul> <p><b>Selection criteria for the coordinator (provisional):</b></p> <ul style="list-style-type: none"> <li>Familiar with CLEIAA and nodal vision</li> <li>Thorough knowledge of EA&amp;M practice</li> <li>Articulate</li> <li>Leadership, management and marketing skills</li> <li>Well networked</li> <li>Knowledge of African issues</li> <li>African national</li> </ul>	To finalize at March workshop. Appointment of the full-time coordinator will depend on the availability of funds. It is anticipated that a 3-year budget will be required so that there is enough security to attract an appropriate person.

## PROGRAM THEME: TRAINING AND EDUCATION

**Support the development of and access to appropriate training material (case studies, how to courses i.e. more practical)**

WHAT	BY WHOM	HOW	WHEN
UNEP EIA Training Manual must be adapted for use in Africa	SAIEA	<ul style="list-style-type: none"> <li>• Include African case studies</li> <li>• Reflect on African policies and legislation</li> <li>• Use partners in the region to contribute expertise and materials</li> </ul>	As soon as funding is secured. SAIEA has already been appointed by UNEP to do this, and proposal for funding has been written
Development of annual of best practice case studies (design an appropriate template for this)	CLEIAA	<ul style="list-style-type: none"> <li>• CLEIAA to write a project proposal for the development of a template and a collection of first generation case study materials. These can be added to in time, and it might be possible to encourage consultants and proponents, to set aside some resources (as part of the project preparation) to fund the compilation of case study materials.</li> </ul>	By June 2004
Develop a series of subject specific EA&M courses e.g. SEA, Cleaner production, community based EIA, EIA project management, Public participation in EIA	CLEIAA	<ul style="list-style-type: none"> <li>• Nodes to compile list of available courses in their region</li> <li>• Nodes to identify key gaps to fill</li> <li>• Nodes to generate proposals to fill gaps</li> </ul>	The list could be discussed at the March 04 workshop

### Offer training of trainer courses

WHAT	BY WHOM	HOW	WHEN
Introduction to EIA course (UNEP Manual) could be offered by a number of institutions in the region. Training of trainers should be given to selected local individuals and institutions	Nodes	Each node should develop a proposal to raise funds for train the trainer's courses in their sub-region.	To be done at the pace of the nodes.

### Facilitate networking between EA&M training institutions

WHAT	BY WHOM	HOW	WHEN
Facilitate a networking process so that training institutions in each sub-region are encouraged to share information with each other	The nodes should take their own initiative, but CLEIAA will kick-start	At the envisaged CLEIAA conference to be held in March 2004, a side event will be arranged for this purpose	Kick-start in March 04, but nodes can go at their own pace

### Understand the knowledge gaps in EA&M in the sub-regions

WHAT	BY WHOM	HOW	WHEN
Assess current capacity, especially amongst practitioners, trainers and administrators	Nodes	Nodes must be sufficiently connected within their constituency to understand the market requirements and the levels of knowledge by service providers, administrators etc. Nodes can develop their own methodology (e.g. needs assessments)	At own pace (ASAP)
Assess availability of training courses	Nodes	Compile an inventory of academic institutions offering EA&M courses /curricula/programs	At own pace (ASAP)

## **PROGRAM THEME: HUMAN RESOURCE DEVELOPMENT**

### **Implement the professional development (PD) program**

WHAT	BY WHOM	HOW	WHEN
Market the PD proposal (business plan)	CLEIAA	<ul style="list-style-type: none"> <li>Small group under CLEIAA to undertake a 3 stop road show to market the proposal (possible funding for this from ENCAP)</li> <li>Rewrite the proposal to modify role of Tellus</li> </ul>	First half of 2004 – depending on availability of funding
Place fellows	EAIAA	EAIAA has some funds to identify fellows in the region and to place. Use same system as in 2002	2004

### **Promote peer review (quality control EIAs)**

WHAT	BY WHOM	HOW	WHEN
Highlight the benefits of independent peer review	Nodes	<ul style="list-style-type: none"> <li>Include the importance of review in training courses</li> <li>Generate awareness creation material</li> <li>Include in NEPAD statement of principles</li> </ul>	Ongoing
Development of a system of providing peer review services	Nodes	<ul style="list-style-type: none"> <li>SAIEA can provide format – contacts with specialist and client</li> <li>Identify database of specialist experts</li> </ul>	SAIEA will email its review system to the other nodes. They can adopt and/or modify as they wish and at their own pace

### **Establish and strengthen the networking system of EA&M practitioners (authorities, consultants, NGO's etc)**

WHAT	BY WHOM	HOW	WHEN
A forum needs to be provided so that practitioners etc can exchange views on a regular basis and learn from each others experiences	CLEIAA and Nodes	<ul style="list-style-type: none"> <li>Web-base communication system (help desk and chat room)</li> <li>Occasional conferences (sub-regional and regional)</li> </ul>	Possibly coincide this with the 2004 CLEIAA conference. Nodes can look for opportunities at their own pace
Establish and maintain a register of EA&M practitioners etc per sub-region	Nodes	<ul style="list-style-type: none"> <li>Link with existing databases</li> <li>Generate own list</li> </ul>	Nodes to do this at their own pace

### **Facilitate the development of a code of conduct for and certification of EA&M practitioners at a National level**

WHAT	BY WHOM	HOW	WHEN
Highlight the benefits of a professional association to develop a certification system for EA&M practitioners	Nodes	<ul style="list-style-type: none"> <li>Include the concept in training courses and information materials</li> <li>Respond to requests</li> </ul>	ASAP – nodes to work on this at their own pace
Adoption of a Code of conduct for EA&M practitioners	Nodes	<ul style="list-style-type: none"> <li>Base on IAIA-Int Code of Conduct</li> </ul>	ASAP – nodes to work on this at their own pace

## **PROGRAM THEME: POLICY DEVELOPMENT**

**Assist Countries, sub-regional and regional groupings (e.g. NEPAD, AMCEN, REC's) to integrate EA&M principles into their activities and initiatives.**

WHAT	BY WHOM	HOW	WHEN
Work with NEPAD to strengthen the integration of EA&M into development planning in Africa	As requested by NEPAD	<ul style="list-style-type: none"> <li>As a follow up to the Midrand Workshop (NEPAD Sept 2003)</li> <li>Development of a statement of principles</li> </ul>	As requested by NEPAD
Assist REC's to integrate EA&M into their activities, policies, protocols and strategies	Nodes as requested by REC's	<ul style="list-style-type: none"> <li>Respond to specific requests</li> <li>Sensitizing where possible</li> <li>Assist REC's to harmonize EA&amp;M systems in their respective regions</li> </ul>	Nodes to work at their own pace
Provide assistance to AMCEN and the African Union in promoting the use of EA&M tool on Africa	CLEIAA through Nodes as requested	<ul style="list-style-type: none"> <li>Respond to specific requests</li> <li>Sensitizing where possible</li> </ul>	As requested by AMCEN
Provide assistance to Countries in promoting the use of EA&M tool in their countries	CLEIAA through Nodes as requested	<ul style="list-style-type: none"> <li>Respond to specific requests</li> <li>Sensitizing where possible</li> </ul>	As requested by countries

### **CLEIAA should stimulate new thinking on the application of EA&M tools**

WHAT	BY WHOM	HOW	WHEN
Initiate and support research into the effectiveness of EA&M tools so that improved systems can be implemented	CLEIAA through the nodes	<ul style="list-style-type: none"> <li>Brainstorming sessions at conferences to develop research topics</li> <li>Develop proposals to raise the funds</li> <li>Identify implementation partners</li> <li>Establish competitive grants program</li> </ul>	Discuss at March 2004 meeting
Promote adoption of EA&M principles as an integral part of business practice by financiers, banks and developers	CLEIAA through the nodes	<ul style="list-style-type: none"> <li>Promote the emerging practice e.g. Equator Principles to banking sector</li> <li>Promote role of EA&amp;M in leading to sustainable development</li> </ul>	Discuss at March 2004 meeting

### **EA&M principles to be included into trade agreements**

WHAT	BY WHOM	HOW	WHEN
Assist NEPAD, AU, Countries, REC's to integrate EA&M into their trade negotiations/agreements and strategies	CLEIAA through the nodes	<ul style="list-style-type: none"> <li>Work with UNEP and Trade and Environment Group</li> <li>Respond to requests</li> </ul>	Discuss at March 2004 meeting

## **PROGRAM THEME: AWARENESS AND CONSTITUENCE BUILDING**

**Raise awareness about CLEIAA and the nodes so that the network becomes widely recognized as the key partner in promoting EA&M capacity building in Africa**

WHAT	BY WHOM	HOW	WHEN
Actively participate at IAIA-Int conferences and other related meetings	CLEIAA	<ul style="list-style-type: none"> <li>Make presentations on CLEIAA, its mandate etc</li> </ul>	April 2004
Revive and maintain web-site	CLEIAA	<ul style="list-style-type: none"> <li>Outsource to web provider</li> </ul>	Discuss in March 2004
Develop and distribute information materials on CLEIAA and the nodes	CLEIAA assisted by the Nodes	<ul style="list-style-type: none"> <li>Document key aspects of CLEIAA – and portray in professional made attractive brochures</li> <li>Document key aspects of Nodes – and portray in professional made attractive brochures (make use of professional PR experts)</li> </ul>	Discuss in March 2004
Generate activities in accordance with the strategy	CLEIAA and Nodes	<ul style="list-style-type: none"> <li>Focus on core business and deliver on the priority activities identified in the strategy</li> </ul>	Discuss in March 2004

**Forge partnerships and alliances with organizations , networks that have SD objectives and that could help promote more and diverse use of EA&M**

WHAT	BY WHOM	HOW	WHEN
Identify and engage potential partners who are active in: <ul style="list-style-type: none"> <li>Development Planning</li> <li>Environmental Education and Communication</li> <li>Environmental advocacy</li> <li>Environmental Law</li> <li>Environmental Economics</li> <li>Media</li> <li>Engineers/Planners/Architects etc</li> </ul>	Nodes	<ul style="list-style-type: none"> <li>Invitation to workshops EA&amp;M</li> <li>Be opportunistic – present at other conferences</li> <li>Promote a culture of sharing information and understanding</li> <li>Affiliation and or membership with complimentary institutions or networks</li> </ul>	ASAP – nodes to work at their own pace



## Annex D

**Detailed overview of CLEIAA, including its history, mandate, structure and proposed modus operandi** (this annex was compiled on the basis of the results of a workshop held in Accra, Ghana, in 2002)

### WORKING GROUPS DISCUSSIONS

As indicated above the working group discussions covered four main topics: namely, strategic plan, communications strategy; needs assessment; and the role of the sub-regional nodes.

These topics were selected to enable the CLEIAA secretariat initiate action particularly towards ensuring the long-term sustainability of the initiative (CLEIAA) and related structure in accordance with the set objectives.

### Strategic Plan

The development of a framework for a five-year strategic plan for CLEIAA, post AMCEN 2002, commenced at the Accra Meeting. The meeting accepted the partial framework for the strategic plan comprising the vision, mission, goal, the guiding principles, the revised objectives and outputs, the identification of some stakeholders and the organisational structure for CLEIAA. It is noteworthy that the “nagging” question “What is CLEIAA?” was answered at the Accra Meeting. SWOT analysis was conducted to facilitate the strategic planning process. Further work and discussions are obviously required to develop the full framework of the strategic plan.

The concepts below are a follow-up on those agreed at the Hague meeting. The pre-Accra Meeting concepts are in italics:

#### a) **CLEIAA’s vision**

CLEIAA is recognised as the lead African Region Network facilitating development of EIA in Africa.

#### b) **CLEIAA’s Mission**

CLEIAA will promote the use of EIA as a tool for sustainable development in Africa and assist African countries to establish their own working EIA systems adapted to their own needs and capabilities.

#### c) **Goal**

*The goal of CLEIAA is to ensure that by the close of 2010 all African countries have a working EIA system in place.*

#### d) **Guiding Principles (CLEIAA)**

##### (i) **Partnerships**

CLEIAA will build and forge partnership and whenever possible work in collaboration with groups/stakeholders who share the vision, mission and objectives of CLEIAA.

##### (ii) **Knowledge, Experience and Information Sharing**

CLEIAA will promote the effective transfer and sharing of knowledge, experience and information on EIA in Africa.

**(iii) Pro-activity**

CLEIAA will promote and popularise EIA as a planning tool and a key instrument for achieving Sustainable Development.

**(iv) Awareness Creation**

CLEIAA will promote the building of awareness necessary for general acceptance and increased use of EIA in Africa.

**(v) Promotion of Compliance**

CLEIAA will encourage compliance with EIA regulations and the implementation of EIA recommendations.

**(vi) Financial sustainability**

CLEIAA will work to become financially sustainable through prudent utilisation of funds while seeking long-term solutions to core funding needs.

**(vii) Accessibility**

CLEIAA will be accessible to its partners and other stakeholders and will strive to ensure easy access to all its information.

**(viii) Transparency**

CLEIAA will operate with full transparency in all matters including, among others, fund raising, accounting, and information dissemination.

**e) CLEIAA's objectives**

- (i) *To improve provision of information to African Countries, the donor community, and relevant national sub-regional, regional and international organisations;*
- (ii) *To enhance and harmonise EIA capacity development efforts on the African Continent;*
- (iii) *To help African countries to strengthen and improve their EIA systems; and*
- (iv) *To ensure long-term sustainability of the initiative and related structures.*

**f) Outputs**

The outputs largely remained the same as pre-Accra meeting. However since objective 3 was new, the set of outputs established were obviously new:

Outputs for objective 3

- Pilot countries needs-assessment conducted
- Needs assessment and capacity development guidance document prepared
- Overview on communication strategy for EIA prepared

**g) Stakeholders' Definition**

*Stakeholders were preliminarily identified to include Governmental, NGOs, Private Sector, Donors, Regional and Sub-regional Networks, UNEP Programme within AMCEN and International Organisations.*

However each African country has the option to identify stakeholders

**(h) SWOT Analysis**

The SWOT analysis conducted was very useful. The following were identified:

Strengths of CLEIAA

- Africa-wide focus
- Political will (buy-in)
- Staff and collaborators are professional
- Donor interest
- Demand driven
- Transparent
- All-inclusive (within EIA framework)
- Access to active willing collaborators (e.g sub-regional nodes)
- Proven demand
- Access to good knowledge base.

Weakness of CLEIAA

- Over-stretched
- Financial vulnerability
- Inadequate communication infrastructure
- Inadequate staffing
- No formally constituted sub-regional nodes
- Not well-known enough
- Provisional institutional framework

Opportunities available to CLEIAA

- Professional development (PD) initiative – CLEIAA Fellowship
- The platform for EIA in Africa
- Rapid growth and recognition (of EIA in Africa)
- Network growth (nodes)
- Information Technology advancement (in particular)
- Stimulating the growth of centre of excellence
- Linking EIA with topical issues (HIV, Poverty, Governance)
- Stimulating South-South cooperation

- Linking EIA with exports-“Green Label”
- African Union

#### Threats to CLEIAA

- Possible rejection/ambivalence by governments
- Possible differences in perception of what CLEIAA is
- Possible differences in perception of what CLEIAA can deliver, cover expectations
- Lack of commitment (+funding) from donors
- Lack of commitment from partners
- Competing organisations
- HIV/AIDS
- Political instability
- Declining interest of EIA in Africa and worldwide
- Funding base remaining narrow.

As indicated above, further consultation will be required to complete the framework for the strategic plan. A specially convened workshop will ultimately be necessary to provide the inputs from stakeholders to prepare an acceptable strategic plan for CLEIAA.

### **1.1 Communication Strategy**

Outline of a communication strategy was agreed upon at the plenary session after submission by the syndicate group working on this subject. (see Appendix 6.7 for details).

#### **Objectives**

- To create better awareness and knowledge about CLEIAA
- To improve upon client service performance

#### **Outputs**

- Website created and regularly maintained
- Workshops and seminar/meetings facilitated
- Educational and awareness creation material produced (eg Newsletter, brochures, flyers posters etc)
- Documentaries on EIA produced

#### **Activities**

- CLEIAA to provide a TOR and methodology for baseline study
- CLEIAA to assist with the needs assessment and training of interest groups/partners.
- CLEIAA to provide generic indicators for stakeholders.

#### **Stakeholders' Definition**

Stakeholders identified by this group include the following:

Individual countries, Regional and sub-regional organisations, donors, NGOs, private sector.

### **1.2 Needs Assessment for Capacity Development in EIA**

The syndicate group working on this made a comprehensive review of the document and this can be found in Appendix 6.4. However, the group emphasized the use of a standardized reporting format for each country. They also suggested that description of the data/information base that would be desired at the end of the needs assessment be made as well as how this could be used. It was also suggested that the needs guidance document should be expanded to include institutional, communication needs, development of legal procedures and judicial involvement

while maintaining some emphasis on training. The details of the working group on Needs Assessment report can be found in Appendix 6.5.

### **1.3 Roles of the Sub-regional nodes**

The syndicate group working on the roles of the sub-regional nodes submitted a report (see Appendix 6.6) covering the mission, objectives, critical roles and criteria for selecting the sub-regional nodes. The other topics included basic resources needed, types of nodes and stakeholder definition

### **1.4 Organisational structure of CLEIAA**

The organisational structure of CLEIAA was discussed exhaustively both at the working group sessions and at plenary. The agreed structure of CLEIAA is shown in Figure 1. It was generally agreed that any future CLEIAA secretariat should be a small office (“lean and mean”). Even though CLEIAA is expected to be a non-governmental regional organisation, the focal point(s) should be a governmental institution in each African country. Each country is to organise interest groupings that will constitute CLEIAA membership in that country. Sub-regional organisations in Africa can also be members of CLEIAA. The other important stakeholders are UNEP programme within AMCEN, the donor community and International Organisations such as IAIA.

In terms of Supervision, the CLEIAA secretariat will report to a Board of Directors who in turn will advise and provide relevant information to UNEP- AMCEN as shown in Figure 1.

## **2.0 CONCLUSIONS AND RECOMMENDATIONS**

The following conclusions and recommendations were made :

- Sub-regional nodes to champion CLEIAA in the respective sub-regions should be nominated as soon as possible.
- Financing mechanism for phase II of CLEIAA must be defined.
- Milestones for phase II of CLEIAA should be stipulated
- Strategic plan for CLEIAA must be prepared to give direction to CLEIAA as soon as practicable
- A business plan for CLEIAA should also be prepared
- Formal links between CLEIAA and other African Networks such as SAIEA, EAAIA, CITET, must be established.
- A revised needs assessment guidance document should be tested in at least two countries.
- The structure and legal status of CLEIAA as discussed constitute a major breakthrough
- Benin is to spearhead the revival of West Africa Association of Impact Assessment (WAAIA) in accordance with the decision made in Yamoussoukro in 1996.

- The proposed CLEIAA (EAPD) fellowship which is being initially funded by USAID, should be encouraged and sustained.

Even though CLEIAA is only one - year old, it has made some modest progress as evidenced by IAIA Board's acceptance of CLEIAA's invitation to hold their mid-term meeting in Ghana to coincide with the CLEIAA sub-regional nodal/Pan-African conference.