

Project Proposal # 1

Proposal for a Five Year African Professional Development Program in Environmental Impact Assessment

Abridged Version
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PROFESSIONAL DEVELOPMENT PROGRAM

A Practice-Based African Professional Development Programme

The highly successful EA Professional Development Program, developed under USAID's Environmental Capacity Building IV program (ENCAP IV) with assistance from CLEAA, SAIEA and EAIAA has been adopted by CLEAA. Funding is being sought to continue this practical program to build capacity for promising African EA professional throughout Sub-Saharan Africa.

Introduction

This proposal seeks US \$3.95 million in multi-donor funding to support a five-year *Professional Development Fellowship Programme for African EIA Professionals*. Over the five years, the programme will fund 200 EIA learning-by-doing Fellowships for promising African EIA professionals throughout sub-Saharan Africa to further sustainable development and the environmental objectives of the *New Partnership for Africa's Development* (NEPAD).

The programme will be implemented by a group of five Project Partners:

- Eastern Africa Association for Impact Assessment (EAAIA),
- West African Association for Environmental Assessment (WAAEA) (Association Ouest Africaine d'Evaluation Environnementale),
- Southern African Institute for Environmental Assessment (SAIEA),
- International Association for Impact Assessment (IAIA), and
- The Cadmus Group

The Cadmus Group will provide technical support to the CLEAA nodes and overall program quality control. IAIA will serve as the fiduciary agent for the five-year project. This fiduciary service to the programme is separate from its contribution to the management of the programme.

Capacity Development and Linkages for Environmental Assessment in Africa (CLEAA) was instrumental in establishing the pilot programme and pioneering the model around which this proposal is built, but is not included as a project partner as it is represented by the nodes as the principal implementing partners.

The proposed programme builds on and expands the EIA Professional Development Pilot Programme executed by CLEAA, EAAIA, SAIEA, with support from the International Resources Group, Stockholm Environment Institute-Boston Center/Tellus Institute under USAID funding during 2001–2002. This pilot programme placed six fellows into successful practical training experiences.

WAAEA is now poised to manage Fellows under this programme, and it is anticipated that the programme will also be expanded to include a North African node. *The Fellowship budget will need to be revised at the point where the North*

“I now have a certain level of confidence in taking up the challenges of advocating and implementing principles and fundamentals of EIA in Africa...The benefits accrued to me will have far reaching multiplier effects.”

Emma Kambewa, 2001-2002 PD Fellow
Professional Development Pilot Programme



Practical experience in EA is essential for the development of sound judgment among EA Professionals. Few indigenous African have this experience.

African node becomes functional.

Rationale: Insufficient EIA capacity is a barrier to sustainable African development

Substantive and meaningful Environmental Impact Assessment (EIA) is a basic and necessary tool for achieving environmentally sound and economically sustainable development in Africa.

As an input to project and programme design, EIA helps to minimise unanticipated adverse impacts—and in some cases outright failure—of development projects and programmes caused by unidentified or unaddressed environmental dimensions. These impacts and their attendant costs may be economic, social or environmental.

Unfortunately, indigenous African EIA capacity is highly inadequate. While Africans are being trained in EIA, relatively few of these professionals, even those considered trainers, have actually done EIA and even fewer have managed a multi-disciplinary EIA team. Africans also rarely seem to gain a place on donor teams conducting environmental assessments. Such practical experience is critical, as EIA is a field that relies heavily on the experienced professional judgements of its practitioners.

As a result, true domestic capabilities are low. Government professionals are being placed in the position of reviewing EIAs submitted to them with no knowledge of what it means to have done one.¹ The small pool of qualified indigenous professionals cannot fulfil current EIA needs. As long as this situation prevails, environmentally sound sustainable development will be substantially impeded in Africa.

By enlarging the pool of skilled EIA professionals and the professional network resources available to them and enabling more extensive and effective implementation of environmental assessments, the proposed programme seeks to directly and very tangibly confront and surmount barriers to inadequate African EIA capacity.

In doing so, the program directly supports the objectives of the NEPAD adopted by Africa's leaders in October 2001, specifically, capacity building under Article 141 of the environmental subtheme, "Environmental Governance" which "relates to the securing of institutional, legal, planning, training and capacity-building requirements that underpin all of the above."

¹ Low demand for non-donor EIAs in many African countries is both a cause and effect of this state of affairs. Institutions responsible for EIA oversight are necessarily weak without the requisite professional capabilities; civil society is likewise enfeebled by lack of capacity.

Specific programme objectives and components

Objectives

Over its five-year lifetime, the *Professional Development Fellowship Programme for African EIA Professionals* will fund 200 EIA learning-by-doing Fellowships for promising African EIA professionals throughout sub-Saharan Africa. These Fellowships, each worth about \$15,000, are the mechanism by which the programme will achieve its three immediate objectives:

- I. *Provide practical EIA training and experience for promising professionals*
- II. *Link these individuals to national, regional, and international EIA professional networks*
- III. *Strengthen regional EIA networks in Africa*

which together are critical to furthering the environmental objectives of NEPAD.

Meeting the objectives: the Fellows' experience

The Fellowship experience itself is the means by which the core objectives will be met. The table below sets out the components of the fellows' experience in relation to the first two objectives.

Objective	Fellowship activities
Provide practical EIA training and experience for promising professionals	<p>Fellows will gain critical experience by participating in a professional EIA team, an equivalent appropriately tailored engagement and/or by receiving applied training for a period of 1 to 6 months. During this time, travel and stipend will be paid by the Fellowship.</p> <p>To the extent possible, Fellows will be placed on projects addressing specialised fields they request (e.g., road construction, water supply development, healthcare, irrigation, protected area and wetlands development, use of coastal resources, etc.). Fellows will be mentored by senior professionals in the host organisation.</p>
Link these individuals to national, regional, and international EIA professional networks	<p>Fellows will be funded to attend conferences and meetings of regional EIA professional institutions (e.g., EAAIA, SAIEA, or CLEAA).</p> <p>Fellows will be funded to attend the annual conference of the International Association for Impact Assessment (IAIA).</p> <p>Fellows will receive a three-year membership in IAIA, which includes a subscription to the Journal <i>Impact Assessment and Project Appraisal</i>.</p> <p>In the placement experience itself, Fellows will form relationships with the other members of their EIA team and individuals at their host institutions.</p>

The third objective—strengthening regional EIA networks in Africa—will be met in two ways. First, the programme will enlarge the pool of qualified professionals to actively support and participate in organisations such as EAAIA, SAIEA, and WAAEA. Second, the programme will increase the visibility, capacity and stature of the organisations themselves.

Building on pilot programme successes and lessons learned

A successful pilot for the proposed programme was implemented in 2001-2002 by CLEIAA (now abbreviated as CLEAA), EAAIA, SAIEA, and the International Resources Group/SEI-B/Tellus Institute with funding from USAID.

The *CLEAA Professional Development (PD) Fellowship Programme in Environmental Impact Assessment* successfully placed six fellows in practice-based learning experiences in addition to funding their participation in regional and international EIA professional networks as described above. A report on the pilot programme is attached as Annex D.

The pilot programme gave all of the Project Partners the experience needed to execute an expanded program and demonstrated that the Fellowship model provides a sound basis for the current proposal:

- **A large pool of qualified and motivated applicants exists.** More than 40 candidates submitted complete applications during the short six-week open application period. Virtually all were highly qualified and many more than the small number selected to receive Fellowships deserved a PD opportunity. A number of applicants submitted applications at the last minute because they had learned of the opportunity at a late date, indicating that despite the inherent speed of electronic communication it can still take appreciable time for information to be widely disseminated. Several countries were disproportionately represented in the applicant pool and applicants from these countries tended to have similar profiles, suggesting that the programme announcement made its way to one of probably hundreds of small, specialised e-mail lists/networks.

Together these observations suggest that a larger and probably equally or more highly qualified set of candidates would apply if the announcement were distributed more comprehensively and the open application period extended to 12-18 weeks. Based on our experience, we estimate that 50 or more qualified Fellows could be identified annually.

- **Potential host institutions are numerous and enthusiastic.** In the pilot, 15 placement opportunities were generated primarily by an e-mail solicitation. The level of response to this appeal is even more surprising in light of the fact that the programme was unknown to most respondents. (See Annex D for a complete list of placement opportunities.)

The process of donor identification is expected to become even easier over time as positive Fellowship experiences attract repeat sponsors. The level of response from hosts and mentors exceeded expectations, an indication of the strength of the Fellowship concept.

- **We have marketing tools in hand to reach applicants and potential hosts.** In the course of administering the pilot programme, we compiled a database of over 500 EIA professionals and institutions in Africa and beyond. The list includes and significantly extends IAIA's African contacts database (generously provided by IAIA) and strengthens our ability to recruit applicants and hosts.
- **Screening protocols and placement logistics are in place.** A basic system for identifying and screening applicants and for attending to placement logistics was developed and has so far proven effective.

Management and institutional arrangements

Overall programme management

The expanded PD programme will be jointly administered by the Project Partners, primarily regional EIA organisations (“nodes”) EAAIA and SAIEA, with WAAEA joining in Year 3; Central African and/or Indian Ocean regional organisations would be a desirable addition, but are not yet established and therefore not captured in the proposed budget.

Project Partners will form an Executive Committee to co-ordinate project administration at the outset of the project. As will be described in more detail below, Partners will assign amongst themselves responsibility for administering general project tasks such as recruiting hosts, managing and pre-screening applications and drafting the Annual Project Assessment. Administration of Fellowship selections and placements will be shared by all except IAIA.

IAIA will contribute broader international input and expertise to the project through its representatives on the Executive Committee and Selection Committee, as well as access to an exceptionally large pool of potential hosts through its membership. IAIA will also contribute one-year free IAIA memberships to all Fellows.

The African Partners will be supported by the Capacity for Impact Assessment and Management (CIAM) Practice at The Cadmus Group. The Cadmus Group is an environmental corporation in Watertown, Massachusetts engaged in a diverse program of research, consulting, communication, and capacity building in energy, water and the environment. Cadmus will provide technical support to the CLEIAA nodes, overall program quality control and limited administrative support for the first two years of the program. This may include support to the Executive Committee in [recruitment and preliminary screening of candidates, identification of placement hosts, the compilation of fellowship evaluation reports, and overall program reviews. Staff at Cadmus served in a similar capacity during the pilot PD program. Fiduciary services will be provided by IAIA for the five-year project.

IUCN- Eastern Africa Regional Office (EARO) will provide technical input, as needed, to EAAIA during the first two years of implementing the programme. IUCN-EARO facilitates implementation of the IUCN programme in Eastern Africa Countries. Through its technical programme, it supports its members and partners in the region in capacity building through implementation of projects and programmes in natural resources management. IUCN -EARO provided similar support during the pilot PD programme. The Southern African Institute for Environmental Assessment (SAIEA) will assume similar responsibilities for selection and placement of PD Fellows from the Southern African region.

Between years two and five, one or more of the professional associations, depending on interest and performance, will increasingly assume responsibility for administrative tasks. By Year 5 the African EIA nodes will handle essentially all critical administrative functions.

Management of individual fellows

Each Partner institution will be responsible for oversight of PD placements and co-ordination of travel and conference logistics for a specific number of Fellows each year. These will most probably include Fellows from their region, but possibly also Fellows from other regions, such as Central Africa, the Indian Ocean region and West Africa (until year 3).

The total number of Fellows sponsored by the programme will increase each year, beginning at 25 in Year 1 and growing to 55 by Year 5, for a total of 200 over five years. The number of Fellows assigned to each nodal institution will also increase during the five-year period, while that of The Cadmus Group will drop to zero by Year 3.

Note: The current assumption is that WAAEA, established near the end of 2002, will not be prepared to administer Fellows until Year 3, but will begin participating in planning and several other aspects of the programme immediately. If WAAEA is operational sooner it will be given responsibility for managing some or all of the Cadmus Group Fellows.

Table 1: Number of Fellowships to be managed by each program Partner

	Cadmus	West African Node	SAIEA	EAAIA	Total Number of Fellows
Year 1	7		10	8	25
Year 2	4		15	11	30
Year 3	0	5	20	15	40
Year 4	0	10	20	20	50
Year 5	0	15	20	20	55
Total					200

Programme establishment tasks

Formalise Partnership

The first task of the programme will be for Project Partners to establish contractual agreements outlining responsibilities, budget allocation formulae, and defining and vesting management authority in an Executive Committee, as well as laying out other relevant and necessary provisions.

Establish Executive Committee

Partners will establish an Executive Committee that will have ultimate authority for over all programme management. Precise management responsibilities of the Committee will be defined in the contractual agreements. At a minimum the Committee will be responsible for annual programme review and revision and for approving the annual budget proposal and annual programme plan.

Basic annual tasks

Each year, the Programme will execute a basic set of tasks to select, place and monitor Fellows. These are essentially identical to the workplan followed by the pilot program:

1. Pre-plan for programme
2. Solicit hosts
3. Invite applicants
4. Select Fellows
5. Match Fellows to hosts, co-ordinate logistics, and monitor experience
6. Support Fellows' conference attendance
7. Hold orientation and completion meetings in conjunction with conferences

8. Provide limited Post-Fellowship networking and support
9. Assess programme activities and revise programme implementation accordingly.

See Annex C: Programme Timeline for expected sequence and duration of these elements.

Annual Task 1: Pre-plan for programme

The Executive Committee or their designees will plan the schedule and assign responsibilities for programme tasks at the beginning of the programme year.

Annual Task 2: Solicit hosts

General process. General solicitation of hosts will be a centralised responsibility held by one of the Project Partners through an Executive Committee decision. (The Cadmus Group will provide this service in Years 1 and 2). General solicitation will be by an announcement letter distributed to a mailing list of African EIA professionals and individuals and institutions managing EIA projects in Africa. The extensive 500 record address list developed during the pilot programme will form the core of this mailing list. All IAIA members, not on this list will also be notified and encouraged to forward the solicitation to colleagues conducting EIA's in Africa and elsewhere. Organisations that previously hosted PD fellows will receive personalised requests to serve as hosts again.

The nodal organisations will have responsibility for follow-up on the general solicitation, and for actively seeking additional/new placement opportunities within their region. Based on the experience of the pilot, we believe that many organisations will seek to repeat as hosts.

To ensure Fellows can efficiently be matched with projects in their stated areas of specialisation, all placement opportunities—whether generated through the general solicitation or by a regional node—will be added to a common pool assignable to any Fellow. (The pooled approach is required at this time as the great majority of organisations involved in EIA are concentrated in Southern Africa—over three-quarters of the placement offers during the pilot programme were from organisations based in Southern Africa.)

Should appropriate placements not be available for all Fellows, a second, specific call for placement hosts will be distributed that will include a short description of the unplaced Fellows' qualifications and EIA interest. Such targeted appeals tend to be very effective. The appeal for placement hosts issued for the pilot project was of this type.

The call for placement hosts will make clear that a hosting commitment entails not only placing a Fellow on an actual EIA team or the equivalent, but also designating one or more staff members to serve as mentor to the Fellow for the duration of their placement. The mentor will also be asked to complete a brief evaluation of the Fellow and the hosting experience at the end of the placement.

Projected hosting opportunities. For Year 1 of the expanded program Project Partners have initial commitments for at least 20 placement opportunities for the planned 25 Fellows. We estimate another six to ten or so hosts will need to be recruited to ensure that all Fellows can be placed on projects relevant to their stated areas of specialization, an entirely attainable goal given the response to the host solicitation for the pilot program.

Annual Task 3: Solicit Fellowship applicants

The PD Fellowship Programme will seek to attract as applicants EIA professionals working in government, NGO/PVOs, universities, and local consulting firms,² with strong academic qualifications, relevant work experience and current employment in areas related to EIA, but who lack practical hands-on experience.

Applicants to the expanded programme will be solicited using an approach based on the insights gained during the pilot programme:

- The invitation to apply will be distributed to the Programme's African EIA professional's database and appropriate listserves with a cover message requesting recipients to please forward the invitation to all colleagues who might be interested, including any relevant listserves on which the announcement had not yet appeared.
- The open application period will extend for 12-16 weeks (two-three times as long as the pilot programme) to allow for the widest distribution of the invitation and adequate time for potential applicants to prepare their applications.
- Applicants will be required to submit: a curriculum vita, three letters of reference, and a statement of qualifications and need. Selection Criteria will be explicitly stated in the announcement. Applicants will be required to make a written affirmation that their current employers are willing to free them from all work responsibilities without penalty for a period of up to 6 months during the 12 months of the Fellowship year. (See Annex C, The Pilot Programme Announcement, for an illustration of application instructions.)

Annual Task 4: Select Fellows

The selection process will follow the model of the pilot program. We believe this model offers applicants equal and fair review of their applications, while not overburdening the senior professionals serving on the Selection Committee.

- **Overall management.** The Executive Committee will select one of the institutional Project Partners to assume responsibility for managing application flow, and for conducting initial screening of applications to identify the top pool of candidates. The Cadmus Group will assume this role for Years 1 and 2. Managing application flow involves tracking and filing applications and inquiries, notifying applicants of gaps in their application packages, and that their applications are complete.
- **Selection Criteria.** In keeping with the Programme's objectives, the Selection Criteria will be weighted to strongly favour those likely to benefit most from a PD opportunity.

Using the pilot programme as a guide, we expect mid-career individuals to perform strongest against these criteria. The candidate's ability to access and be accessible to existing networks of EIA professionals and institutions will also be weighted heavily on the grounds that individuals will be more likely to flourish in this context and that strengthening existing network nodes will best benefit the network as a whole. Academic qualifications, work experience, the quality of written proposals, and several other elements are, of course, also important.

See Annex D for a complete list of Selection Criteria and weightings used for the pilot programme.

² On the basis of experience during the pilot programme we recommend that full-time consultants should be excluded from consideration, but that part-time consultants should be eligible.

- **Pre-screening.** Since the volume of applications is expected to be relatively large (>100) and the time of the Selection Committee limited, applications will be pre-screened against the Selection Criteria to identify a pool of top candidates. In general, the initial screen will reduce the number of candidates to approximately twice the number of available Fellowship Awards.
- **Final selection.** A Selection Committee will select actual awardees from among the pool of top candidates. The Selection Committee will be composed of members appointed by each Project Partner. Donors may also elect to appoint a representative to the Committee.

All or several Committee members (a minimum of three, ideally five, and no more than seven) will review each application and score them against the Selection Criteria. Fellowships will be awarded based on the mean average of these scores. When applications are scored by five or more judges, the official average will be calculated by dropping the highest and lowest scores and averaging the remaining scores to minimise the conscious and unconscious bias of individual Committee members.

Annual Task 5: Place Fellows, support placement logistics and monitor their experience

Matching Fellows to projects. Once Fellows are selected, the designated Programme Partner organisation will ascertain from hosts available placement opportunities for the coming months that match Fellows' preferences. (Sectoral preferences might include, for example, wetlands, protected areas, mining, etc.)

The Selection Committee will review host responses and attempt to match Fellows with appropriate placements. As noted above, if appropriate placements are not available for all Fellows, the programme will send out a second solicitation request to the African EIA contacts list stating the placement need and the candidate's qualifications.

Developing a workplan and objectives for the Fellowship. With support from one of the Project Partners, Fellows will develop a more detailed description of the proposed placement activities and submit this to the Project Partner administering their Fellowship. The Project Partner institution will determine whether the proposed activities meet the basic requirements of the Fellowship practicum and are consistent with programme goals. Administering Project Partners may require changes to all or part of a proposed placement activity.

Managing Fellowship logistics. Logistical support and payment of travel and lodging will be provided by the Fellow's designated Project Partner institution with assistance from EAAIA if the Project Partner, such as the yet-to-be-established West African nodal institution, has not yet developed these capacities. The Partner will also provide Fellows with a Daily Subsistence Allowance to cover the cost of meals and incidentals and will also grant Fellows their \$1000 stipend at the beginning of their placement.

Mentoring. Fellows will be guided through their professional development placements by one or more designated host mentors. Both Fellow and host will submit reports on one another's performance and the placement and hosting experience in general.

Monitoring. Designated Project Partners will check-in periodically, via e-mail, with Fellows during their placements to ensure the Placements are going smoothly.

Training. Fellows have noted in their evaluations of the pilot project that in some cases Fellows with focused high-quality training may be needed, especially when a Fellow can only be matched with a placement that is somewhat distant from their own area of expertise (e.g., a roads specialist placed on a hydropower project evaluation). The nature of this training will depend on the specific needs of the Fellow, but Africa-based programmes with a strong hands-on component will be preferred.

Annual Task 6: Support meeting and conferences attendance

All Fellows will attend a regional or continental conference sponsored by EAAIA, SAIEA, WAAEA, or CLEAA if that is an option. Travel logistics and registration will be supported by the programme.

At this professional conference and through the orientation (see below), Fellows will have the opportunity to meet and form relationships with one another, other African EIA professionals, and, ideally, a representative from Professional Development Placement host.

Fellows will also attend and will be strongly encouraged to present papers at the IAIA Annual Conference. This will enable them to establish links with the wider international EIA professional community and, for presenters, to create a measure of professional recognition within this community.

Annual Task 7: Hold orientation and end-of-Fellowship meetings in conjunction with conferences

The Fellowship Programme will hold its official orientation at the same location as the regional/continental conference noted above. The orientation meetings will take place either immediately preceding the conference or in the evenings following conference sessions.

During the orientation, Fellows will be introduced to representatives of their regional EIA professional associations and/or EIA network nodal institution, to begin to forge these links and relationships.

A Fellowship Completion Ceremony will be held at the conclusion of the Fellowship year for individuals who have successfully completed their programs. The ceremony will be held at the IAIA annual conference or a similarly appropriate EIA professional meeting in Africa. Fellows participating in the ceremony will receive a certificate signed by one or more representatives of the sponsoring Project Partner organisations.

Annual Task 8: Post-Fellowship networking and support

If the investment in the PD Fellowship Programme is to pay full returns, the newly cultivated skills of the Fellows must be utilised and former Fellows must play a role in local, regional, and international EIA professional networks. While this is largely the responsibility of the Fellows themselves and that of other programmes of the Project Partners, the PD Programme will help nurture Fellows' professional development beyond the programme by providing some post-Fellowship networking and support services. There will be three such services:

- A listserv or other mechanism such as an annual newsletter to share PD experiences and outputs, including the summary findings and recommendations of the Annual Programme Assessment.
- An Annual African PD Fellows Dinner at the IAIA annual conference or a regional African EIA conference, to build prestige and foster networking among current and former Fellows (the Completion Awards ceremony would take place at this event).
- Four years of membership in IAIA (three funded by the Fellowship one donated by IAIA) to keep Fellows connected to the international EIA community. The membership will also help keep Fellows' knowledge of cutting edge EIA practice current. The memberships include a subscription to IAIA's refereed journal, *Impact Assessment and Project Appraisal*.

Annual Task 9: Programme assessment

The programme will be assessed using a process which incorporates feedback and data derived from Fellows, hosts, and Project Partners:

- **Fellows** will submit final evaluation reports on all of their Fellowship-related activities to their administering Project Partner.
- **Hosts** will submit shorter host final evaluation reports on the Fellow, placement activities and their experience as a programme host.
- **Project Partners** will prepare summary reports incorporating data from both Fellow and host reports as well as their own activities, and submit them to the Partner tasked with preparing that year's Annual Programme Assessment.
- **Donors** will receive an Annual Programme Assessment that summarises the Project Partners' Reports and outlines proposed programme changes for the coming year based on the previous year's experiences.

To ensure that donors can conduct independent evaluations of programme performance, the Programme Assessment will also include all Fellow, Host and Partner reports as annexes. The last Annual programme assessment will also include five-year review and programme evaluation that also looks ahead.

Deliverables

The Annual Programme Assessments is the sole written project deliverable and will include:

1. Summary of Programme activities and outcomes in the past year
2. Recommended operational changes for following year
3. Itemised balance sheet for programme
4. Reports from Project Partners
5. Fellow final reports (as attachments)
6. Fellow presentations and publications (as attachments)
7. Host final reports (as attachments).

Annex A:

Institutional background and qualifications

CVs of key personnel available on request.

Institutions

EAAIA

The Eastern Africa Association for Impact Assessment (EAAIA)

EAAIA is a network of EIA professionals from Eastern Africa countries of Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, Sudan, Tanzania and Uganda. With a current membership base of about 40 members, the association is managed by the Executive Committee elected by the Annual General Meeting. The current Executive Committee has 9 members from EIA professionals from research and training institution, government agencies and private consultants. The committee is responsible for the proper management of the association and provides directions staff managing the daily activities of the association.

The main purpose of the association is " to support EIA capacity building in Eastern Africa region through exchange, networking and strengthening EIA policies and practice". This is achieved through:

- Supporting efforts aiming at establishing operational and legally constituted EIA systems and Institutional frameworks;
- Supporting development of adequate human and technical resources and institutional capacity for EIA undertaking in Eastern Africa;
- Supporting and encouraging communities, various organisations including the private sector to fully participate in EIA;
- Promoting information gathering, sharing and exchange on EIA through encouraging research and establishment of regional network of EIA experts, practitioners, coordinators and development partners in Eastern Africa;
- Promoting and support preparations and participation of EIA experts from Eastern Africa in regional, sub regional and international EIA fora, networks and initiatives such as IAIA annual meetings;
- Promoting relations, liase and co-operate with similar Associations and networks, other Organisations and Government Agencies with similar objectives;
- Organising National and International Workshops, Seminars, Symposia and Conferences on EIA issues in the region in collaboration with national and International Agencies; and
- Soliciting financial support to build adequate financial resources and establish appropriate funding mechanisms for EIA systems establishment and strengthening in Eastern Africa

WAAEA / AOAE

West Africa Association for Environmental Assessment (WAAEA)
Association Ouest Africaine d'Evaluation Environnementale (AOAE)

WAAEA is non-political, layman and non-governmental professional Association and Economic Interest Grouping established in 2002. Created by professionals from thirteen West African countries and Chad, WAAEA welcomes professionals from anywhere in West Africa (Benin, Burkina Faso, Cape Verde, Cote d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Sénégal, Sierra Leone, and Togo or Chad).

WAAEA seeks to promote and mainstream EA in the sustainable development process in West Africa by achieving following general objectives:

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

To achieve these objectives WAAEA:

- Supports efforts aiming at establishing operational and legally constituted EA Systems and Institutional frameworks in West Africa;
- Supports development of adequate human and technical resources and institutional Capacity for EA undertaking in West Africa;
- Supports and encourage communities, various organisations including the private sector to fully participate in EA;
- Promotes information gathering, sharing and exchange on EA through encouraging research and establishment of regional network of EA experts, practitioners, coordinators and development partners in West Africa;
- Promotes and support preparations and participation of EA experts from West Africa in regional, sub regional and international EA networks and initiatives such as IAIA, IAIA Francophone secretariat and CLEIAA meetings;
- Promotes relations, liase and co-operate with similar Associations and networks, other Organisations and Government Agencies with similar objectives, in order to maximise benefits from experience and information sharing, exchange of resource persons and develop appropriate linkages for environmental management and improvement of socio-economic welfare of the region;
- Organises National and International Workshops, Seminars, Symposia and Conferences on EA issues in the region in collaboration with national and international Agencies; and
- Solicit financial support to build adequate financial resources and establish appropriate funding mechanisms for EA systems establishment and strengthening in West Africa.

SAIEA

The Southern African Institute for Environmental Assessment

SAIEA is a non-profit environmental trust operating in the Southern African region. It has a Board of Trustees consisting of prominent environmentalists, development experts, government officials, a SADC representative, EA practitioners from various countries in the region and one international expert nominated by IAIA.

SAIEA's mission is *to support sustainable development in Southern Africa through promoting the effective and efficient use of Environmental Assessment as a planning tool.*

It achieves this through:

- Conducting Strategic Assessments and research
- Guiding and monitoring the EA process on behalf of clients
- Conducting independent reviews of completed EA's
- Providing basic and advanced training and skills development programmes
- Assessing the effectiveness of EA in development planning and decision making, and
- Providing needs-based information and networking.

From its head office in Namibia, SAIEA serves the region using an extensive network of experts from within Southern Africa.

IAIA

International Association for Impact Assessment

IAIA is the leading global network on the best practice in the use of impact assessment for informed decision making regarding policies, programmes, plans, and projects. A non-profit organization formed 1980, IAIA provides a forum for advancing innovation and communication of best practice in all forms of impact assessment to further the development of local, regional and global capacity in impact assessment, through the following services and activities:

- The pre-eminent annual international conference devoted to impact assessment, with a regular attendance of over 400 people from 70 or more nations;
- Regional conferences to focus attention to specific issues and to provide information and networking for those unable to attend the annual conference;
- Training programs on a variety of impact assessment topics held in conjunction with IAIA international conferences;
- Financial support and logistical support for professional development in specially defined subjects, such as biodiversity and EIA;
- A quarterly journal, *Impact Assessment and Project Appraisal*, providing peer-reviewed research, best practices, and book reviews;
- A quarterly newsletter, to keep members current on professional news, association activities and events.

These activities seek to

- Develop approaches and practices for comprehensive and integrated impact assessment,
- Improve assessment procedures and methods for practical application,

- Promote training of impact assessment practitioners and public understanding of the field,
- Provide professional quality assurance by peer review and other means, and
- Share information networks, timely publications, and professional meetings.

IAIA currently represents more than 2,500 members—corporate planners and managers, public interest advocates, government planners and administrators, private consultants and policy analysts, university and college teachers and their students—from over 100 countries and numerous country affiliates. The mix of professions represented in IAIA programs provides outstanding opportunities for interchange.

The Cadmus Group, Inc.

Established in 1983, Cadmus helps clients address environmental and energy challenges by focusing on complex problems that demand innovative multidisciplinary thinking and, often, advances in the methodological state-of-the-art. Our professional staff members include scientists; engineers; statisticians; economists; MBAs; marketing, public relations, and communications professionals; attorneys; information technology specialists; and public policy analysts. Many of our senior staff members are nationally or internationally recognized experts in their fields, and several serve on high-level U.S. government science advisory boards.

Cadmus has a distinguished record of accomplishment in assisting government agencies that are interested in assessing institutional capacity and acting on the results of such assessments. See www.cadmusgroup.com

Annex B: Proposed Budget

Budget - Strengthening EIA Professional Capacity in Africa
(all figures in USD)

Number of Fellows Each Institution is Responsible for Administering

	Cadmus	West African Node	SAIEA	EAAIA	Total Number of Fellows
Year 1	7		10	8	25
Year 2	4		15	11	30
Year 3	0	5	20	15	40
Year 4	0	10	20	20	50
Year 5	0	15	20	20	55
Total					200

Program Administration

		Days	Rate		Subtotal
Labor					
Year 1	IAIA	10	\$500	\$5,000	
	Cadmus	50	\$600	\$30,000	
	EAAIA	64	\$420	\$26,880	
	SAIEA	80	\$420	\$33,600	
	WAAEA	10	\$420	\$4,200	
	<i>Subtotal Year 1</i>				\$99,680
Year 2	IAIA	10	\$500	\$5,000	
	Cadmus	36	\$630	\$22,680	
	EAAIA	88	\$420	\$36,960	
	SAIEA	120	\$420	\$50,400	
	WAAEA	20	\$420	\$8,400	
	<i>Subtotal Year 2</i>				\$123,440
Year 3	IAIA	10	\$500	\$5,000	
	Cadmus	15	\$662	\$9,930	
	EAAIA	120	\$420	\$50,400	
	SAIEA	160	\$420	\$67,200	
	WAAEA	40	\$420	\$16,800	
	<i>Subtotal Year 3</i>				\$149,330
Year 4	IAIA	10	\$500	\$5,000	
	Cadmus	14	\$695	\$9,724	
	EAAIA	160	\$420	\$67,200	
	SAIEA	160	\$420	\$67,200	
	WAAEA	80	\$420	\$33,600	
	<i>Subtotal Year 4</i>				\$182,724
Year 5	IAIA	10	\$500	\$5,000	
	Cadmus	18	\$730	\$13,140	
	EAAIA	160	\$420	\$67,200	
	SAIEA	160	\$420	\$67,200	
	WAAEA	120	\$420	\$50,400	
	<i>Subtotal Year 5</i>				\$202,940
	<i>Subtotal Labor</i>				\$758,114

Budget - Strengthening EIA Professional Capacity in Africa cont'd

(all figures in USD)

Travel and Other		Airfare, lodging, per diem			
Year 1	Travel (1 per admin. Org.)				
	Selection Committee Meeting	5	\$3,000	\$15,000	
	IAIA/ Annual Planning Meeting	5	\$3,500	\$17,500	
	Other		\$2,500	\$2,500	
	<i>Subtotal Year 1</i>				\$35,000
Year 2	Travel (1 per admin. Org.)				
	Selection Committee Meeting	5	\$3,000	\$15,000	
	IAIA/ Annual Planning Meeting	5	\$3,500	\$17,500	
	Other		\$3,200	\$3,200	
	<i>Subtotal Year 2</i>				\$35,700
Year 3	Travel (1 per admin. Org.)				
	Selection Committee Meeting	4	\$3,000	\$12,000	No Cadmus
	IAIA/ Annual Planning Meeting	5	\$3,500	\$17,500	
	Other		\$4,000	\$4,000	
	<i>Subtotal Year 3</i>				\$33,500
Year 4	Travel (1 per admin. Org.)				
	Selection Committee Meeting	4	\$3,000	\$12,000	No Cadmus
	IAIA/ Annual Planning Meeting	5	\$3,500	\$17,500	
	Other		\$5,000	\$5,000	
	<i>Subtotal Year 4</i>				\$34,500
Year 5	Travel (1 per admin. Org.)				
	Selection Committee Meeting	4	\$3,000	\$12,000	No Cadmus
	IAIA/ Annual Planning Meeting	5	\$3,500	\$17,500	
	Other		\$5,500	\$5,500	
	<i>Subtotal Year 5</i>				\$35,000
<i>Subtotal Travel and Other</i>					\$173,700

Budget - Strengthening EIA Professional Capacity in Africa cont'd

(all figures in USD)

Fellowships	Fellows	Award	
Year 1	25	\$15,000	\$375,000
Year 2	30	\$15,000	\$450,000
Year 3	40	\$15,000	\$600,000
Year 4	50	\$15,000	\$750,000
Year 5	55	\$15,000	\$825,000
Subtotal Fellowships			\$3,000,000

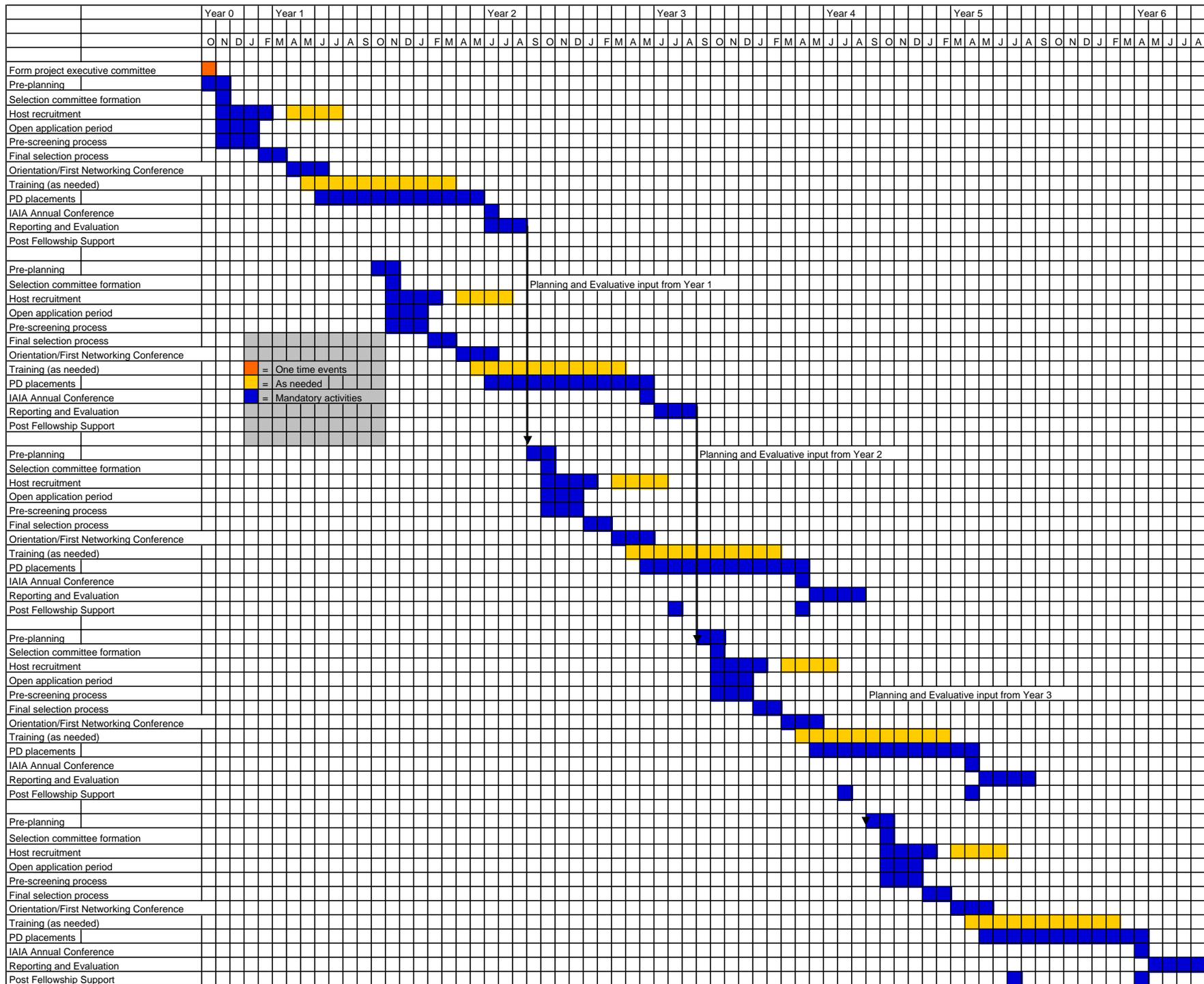
	Number	Cost	
IAIA Membership	200	\$80	\$16,000 [Donated In-Kind]

Fellowship Program Annual Cost	Annual subtotal	Cost per Fellow	Management Cost per Fellow
Year 1	\$509,680	\$20,387	\$5,387
Year 2	\$609,140	\$20,305	\$5,305
Year 3	\$782,830	\$19,571	\$4,571
Year 4	\$967,224	\$19,344	\$4,344
Year 5	\$1,062,940	\$19,326	\$4,326

Grand Total for Five Year PD Fellowship Program	\$3,947,814
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NOTE: The cost for financial management is not included in this budget, but would be included in contracts with potential donors. These costs include 15% of the total program cost as the fee to the fiduciary agent, plus estimated cost of standard professional accounting reviews or audit fees which would vary depending on the level of funding and donor requirements. Also not included is a percentage to cover unforeseen expenses. Finally, donors would be asked to bear any cost due to fluctuations in exchange rates over the course of the project.

Annex C: Task Timeline



Annex D: Review of the EIA Professional Development Pilot Programme

Overview

The EIA Professional Development Pilot Programme was developed and implemented by USAID, CLEIAA, EAAIA (supported by IUCN/EARO), and SAIEA, with funding from USAID and administrative support from Tellus Institute. The goal of the programme was to increase EIA capacity and strengthen environmental professional networks in Africa. Over 50 professionals from 16 different countries applied to the programme, of whom eight were selected as Fellows. Fellows attended both regional and international meetings sponsored by EIA professional organisations and were placed with a variety of public and private sector host institutions to develop practical experience in environmental assessment. The Fellowship programme funded all of these activities as well as providing a small stipend. Overall, hosts and Fellows have been very positive in their evaluations of the programme. The professional advancement in EIA of several Fellows has accelerated since completing the programme. One has been awarded a doctoral fellowship to study in the Netherlands, a second has been hired by USAID as an EIA specialist, and a third was selected and funded to participate in SIDA's highly competitive EIA course in Sweden.

Origins and resources

The EIA Professional Development Programme was developed under USAID's Environmental Capacity Building IV programme (ENCAP IV) with assistance from CLEIAA, SAIEA and EAIAA as *Professional Development (PD) Opportunities for Africans in the Practice of Environmental Impact Assessment*. The programme was officially adopted by CLEIAA at a meeting held November 5-10, 2001, in Nairobi. Approximately \$80,000 in funding for the pilot programme was also provided by USAID through ENCAP IV and a capacity building grant to EAIAA.

Programme management and participating institutions

CLEIAA, SAIEA, and EAAIA (supported by IUCN/EARO) collaborated in management and implementation of the pilot programme, with administrative support from Tellus Institute of Boston under funding from USAID. EAIAA/IUCN handled travel logistics. SAIEA oversaw the Cheetah Conservation Fund EA and provided a structured mentoring programme. Tellus co-ordinated applications and pre-screening and served as fiscal agent for four Fellows.

Applicant solicitation

During an open application period of just over one month, the pilot PD programme received over 60 applications and inquiries from citizens of 16 different countries [see the end of this annex]. Forty-four complete applications were received by the application deadline and an additional

three subsequent to the deadline. Overall, applicants were very qualified and applications well composed.

A Selection Committee comprised of representatives of CLEIAA, EAAIA, SAIEA, and USAID chose eight PD Fellows from a pool of approximately 20 finalists. Finalists were selected by Tellus Institute in an initial screening using criteria jointly developed by collaborating organisations. On the basis of the pre-screening, at least another 12 applicants were deserving of awards, but funding was not available.

Fellows came from five countries: Tanzania (2), Kenya (2), Zimbabwe (2), Malawi (1), and Mozambique (1). By chance, the group of Fellows was half women and half men (although many fewer women candidates applied, their applications were, in general, stronger).

(See the end of this annex to view the original Fellowship Programme announcement.)

Placement offers

To identify placement opportunities, the pilot programme issued personal and e-mail solicitations to over 360 individuals. Fellows were also encouraged to identify placement opportunities on their own. Ten host organisations responded to our solicitation and offered 14 placement opportunities. One Fellow secured his own placement opportunity. Host organisations covered a broad spectrum of organisations from small and large consulting companies and public institutions, including organisations such as CSIR (Environmentek Integration Unit), WSP Wamsley and the Environmental Council of Zambia (see the end of this annex for a complete list of organisations and descriptions). The institutions were based in six African countries (South Africa, Zambia, Zimbabwe, Namibia, Kenya and Tanzania) and work in at least twice that number; one Canadian offer was also received.

Fellows placement and networking activities

I. Placements

- *CSIR (Environmentek Integration Unit (RSA)).* One Fellow has been offered a placement with a team reviewing the trans-Kalahari highway project in Botswana and/or an assessment of the cumulative impacts of parks that span the Mozambique/RSA frontier.
- *SAIEA and the Cheetah Conservation Fund (Namibia).* Four Fellows completed an Environmental Assessment of the Cheetah Conservation Fund partial de-bushing project (Namibia). SAIEA oversaw the EA and provided a structured mentoring programme. The team of Fellows has completed the final EA report “Cheetah Conservation Fund: Habitat Restoration for the Namibian Cheetah.”³
- *Land O’Lakes (Uganda) and EAAIA (Kenya).* One Fellow prepared an Initial Environmental Evaluation for Land O’Lakes (Uganda) and is providing support to EAAIA (Kenya).
- *Centre for Environment and Development (CEAD), University of Natal, Pietermaritzburg (RSA).* The Fellow is engaged in a broad 6-month programme of training, teaching, research, and EIA. EIA experience is via Nature & Development Group of Africa (NDG-

³ For a detailed account of this placement see Kinyua, Mwakaji, Takawira, and Kambewa (2002) “Professional Development in Environmental Impact Assessment in Africa: Experience of CLEIAA Fellows in Namibia”, Proceedings of IAIA 2002.

Africa) and includes work on EIA for the Meretown Infill Housing Development. At CEAD the Fellow is conducting case study development, providing organisational support for Land Information Management research and field work; offering teaching and research assistance for Geomatics, GIS and other course modules; and receiving training in Protected Areas Management.

- One Fellow withdrew from the programme in order to meet the demands of a new job in EIA.

II. *Networking activities and linkages*

Fellows in the pilot PD programme engaged in a variety of networking activities and linkages.

- *EAAIA Launch Meeting (Nairobi, December 2001).*
All Fellows participated in the EAAIA launch meeting where they met one another and EIA practitioners from countries throughout sub-Saharan Africa.
- *IAIA Annual Conference (The Hague, June 2002).*
Six of the seven remaining Fellows attended the IAIA annual conference, and four presented a paper on their Fellowship-supported work in Namibia.
- *Linkage to Nodal Institutions.*
In the course of carrying out their Fellowships, Fellows have worked directly with nodal institutions, such as SAIEA and EAAIA, in co-ordinating logistics and placement activities—interactions which help establish relationships between Fellows and the nodal institutions.
- *Three-Year Membership in IAIA.*
The Fellows have received a three-year membership in IAIA and subscription to the IAIA journal to help sustain links with the international professional EIA community.

Participation in these meetings enables Fellows to build professional relationships both with peers, such as the other PD Fellows, and with more senior EIA professionals throughout the world, Africa, their nodal region and often their home country.

Degree of success (Fellow and host responses)

Host and Fellow final evaluation reports have been received for those Fellowships that are completed.

While acknowledging that there was room for improvement, SAIEA was very encouraged by the 2002 PD programme and is prepared to host Fellows on an annual basis (or even more frequently) in the future. SAIEA is also prepared to host more than one group at a time, and to identify suitable case studies that provide a “real” EA exercise.

Centre for Environment and Development (CEAD), University of Natal was pleased to have one of the fellows attached to the centre and worked as a member of the staff during. The Director of the Centre acknowledges that fact the fellow made a fine contribution to the centre during his attachment. The centre looks forward to further collaboration in future.

Fellows have responded very positively to the programme. They have also identified several areas for improvement, including finding placements that more closely match requested areas of specialisation and providing EIA training opportunities to fill knowledge gaps.