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THE WORLD RESOURCES INSTITUTE
CENTER FOR INTERNATIONAL ENVIRONMENT AND DEVELOPMENT

ENVIRONMENTAL PLANNING AND MANAGEMENT (EPM) PROJECT

Cooperative Agreement with the
United States Agency for International Development
LAC-5517-A-00-5077

FINAL PROGRAM REPORT
MARCH 1993-SEPTEMBER 1995

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WORLD RESOURCES INSTITUTE
CENTER FOR INTERNATIONAL DEVELOPMENT AND ENVIRONMENT

ENVIRONMENTAL PLANNING AND MANAGEMENT PROJECT
PROGRAM REPORT

MARCH 1993 - SEPTEMBER 1995

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I. INTRODUCTION

The period between March 1993 and September 1995 has been an especially rewarding one for the Center for International Development and Environment of the World Resources Institute. Our work with the Environmental Planning and Management (EPM) Project continues to go well in Africa, Asia and Latin America, and, since our last report, has expanded into and is working successfully in Eastern and Central Europe. We believe that we have made a significant contribution to sustainable development by strengthening the capacity of developing country public and private institutions to develop strategies, make plans and implement policies for effective environmental and natural resource management (ENRM).

A. THE CHALLENGE

Throughout the world, the goal of sustainable development has become a critical necessity. During this century, world population and economic production have increased rapidly, and -- when projected into the future -- threaten to undermine the very health of the planet. Unless population is stabilized and changes in resource use patterns are made, the peoples of the industrialized and developing world will face ever more severe social, economic, and environmental problems.

On a national and local scale, soil degradation, lack of sanitation and potable water, solid and hazardous waste, air and water pollution, and other ubiquitous problems affect billions of people around the world. On a global scale, the environmental problems resulting from our current patterns of economic production, industrialization, and misuse of natural resources are evident in the build-up of greenhouse gases in the atmosphere, the depletion of the stratospheric ozone layer, the increasing degradation of our oceans and coastal areas, and the seemingly relentless loss of biodiversity around the world. All of these problems transcend national boundaries, affecting the health and livelihood of all human beings.

All of these problems are rooted in social and economic pressures and practices at both national and local levels. Our excessive dependence on fossil fuels for industrial production and transportation produces the gases and oxidants that threaten us with climate change and increased acidification. Population pressures, poverty and the search for new agricultural land lead to high rates of deforestation that contribute directly to the worldwide destruction of biodiversity and accelerate the build-up of greenhouse gases.

In the developing world, particularly, interconnected social,

economic and environmental forces combine to produce constraints to future development. Rapidly expanding population, inequitable distribution of resources, accelerating urbanization, high rates of deforestation, unsustainable agricultural practices, marine and coastal resource degradation, and wasteful energy technologies all meet in a vicious cycle of poverty and environmental deterioration that is not easily broken.

For developing and industrialized countries alike, new patterns of development must be embraced that reconcile the imperatives of economic growth, social equity and environmental protection. Without new strategies, poverty and environmental degradation threaten to undermine the benefits that economic development can bring to the peoples of the world.

Recently, countries around the world have recognized the need for new approaches that can lead to more sustainable development. At Rio de Janeiro in 1992, the 178 governments gathered for the United Nations Conference on Environment and Sustainable Development (UNCED) achieved a remarkable consensus on the urgency of adopting paths to sustainable development. UNCED's formal products -- the treaties on climate change and biodiversity, the statement on forest principles, the Rio Declaration, and, most particularly, Agenda 21 -- constructed a broad framework for action to guide international donor agencies, national governments, and NGOs in the future. Since UNCED, the concept of sustainable development has become widely accepted and now the focus has shifted to the hard task of bringing it to life.

The path to sustainable development is immensely challenging. Taking it will require fundamental transformations in society, changes that will move us toward more stable populations; toward new technologies for economic production that are efficient and fully account for environmental costs; toward greater equity in the distribution of the social and economic benefits of development; towards more open and participatory societies; and toward more mutually beneficial relationships between the industrialized and developing countries. The policy choices and institutional changes required to implement such a profound agenda for change are sure to be difficult.

One of the most challenging obstacles to change, particularly in developing countries, is the institutional capacity of governmental and private organizations to develop and implement effective policies, strategies, and plans for sustainable development. Generally speaking, the capacity of these institutions to act as effective agents of change is low or, at best, quite uneven. The reasons vary from country to country, but may include:

- lack of effective political leadership and financial resources;
- lack of adequate enabling legislation;
- unclear, overlapping mandates and sectoral bureaucratic competition;
- inadequate understanding of technical issues and policy options;
- insufficient or inappropriate data and trend information;
- unclear and inaccessible planning and decision-making processes;
- lack of mechanisms for inter-agency coordination;
- inadequate experience and skill with planning, analysis, and priority setting, especially among NGOs; and,
- weak traditions and systems for consultation, participation, and coordination between governments and independent sector organizations.

These types of problems manifest themselves within individual institutions, among institutions, and at local as well as national and international levels of society.

Overcoming these obstacles and strengthening the capacity of the institutions to foster sustainable development is one of the highest priorities to emerge from the UNCED process. It is a fundamental objective of the UN Sustainable Development Commission; it is the overriding aim of UNDP's Capacity 21 Project; and it is a central concern of the multilateral and bilateral donors now helping developing countries address the imperatives set forth in Agenda 21 and the conventions on biodiversity, climate change, and desertification.

The US Agency for International Development (USAID) has enunciated a new strategy for sustainable development that also underscores the importance of strengthening the capacity of public and private institutions in developing countries. USAID's strategy rests on five main areas of action:

- encouraging broad-based economic growth;
- protecting the environment;
- protecting human health;
- building democracy; and
- providing humanitarian assistance.

For each of these five interrelated components of sustainable development, USAID sets forth operational approaches that underscore the high priority to be given to strengthening institutions and creating open, participatory decision-making processes.

The World Resources Institute, too, has a deep commitment to sustainable development. The strategy which WRI and its Center

for International Development and Environment has pursued through its EPM Project Cooperative Agreement with USAID has focused primarily on the institutional changes required to better integrate environment and development objectives into planning and implementation for sustainable development.

Through its capacity building, policy research and analysis, environmental information, and communications and outreach programs, WRI has explored both the policy and institutional reforms that must be achieved to bring about these changes. Further, the Center's past work with USAID through the current EPM Cooperative Agreement has given WRI a wealth of direct practical experience with capacity building in the developing world. This report reflects this combined experience with institutional change and policy reform.

B. USAID's ENVIRONMENTAL PLANNING AND MANAGEMENT PROJECT (EPM)

Recognizing the critical nature of these problems and the urgent need to design new strategies to address them, the United States Agency for International Development created the Environmental Planning and Management Project in 1982. Its fundamental purpose was to promote long-term sustainable development by helping public and private institutions in developing countries strengthen their capacity to develop plans and policies to improve environmental and natural resource management.

The EPM Project is implemented through a Cooperative Agreement (LAC-5517-A-00-5077-00) between AID's Bureau of Global Affairs, Field Support and Research and the World Resources Institute. WRI's Center for International Development and Environment is responsible for carrying out the activities of the project with the other AID bureaus and country missions in Asia, Africa, Latin America and Central and Eastern Europe. This report reviews the Center for International Development and Environment's accomplishments under the EPM Project for the period March 1993 - September 1995.

The project started in 1982 and was revised at the end of 1985 following a mid-term evaluation. Those revisions resulted in the current Cooperative Agreement and created the four major areas of emphasis that now frame the Center's activities. In March 1989, R&D/ENR made further refinements to the Project through the Project Paper Supplement which it prepared prior to extending the EPM Project Authorization Completion Date (PACD) to August 26, 1992. As a result of the Final Evaluation in Fall 1991, the date was further extended to August 1994 and later to September 30, 1995.

ELSIE WILL BE ADDING HER BIT TO THIS:

Funding for the EPM Cooperative Agreement reached a peak during this period ? . When the project started in 1982, it was authorized a funding level of $3.5 million. Following the 1985 revisions, the total authorization rose to $11.4 million, $5.5 million of which fell under the ceiling for core funding, while the ceiling for buy-ins from regional bureaus and missions was set at $5.9 million. With the extension of the project, funding authorization was raised to xxx.

Through September 1995, the Center spent a total of xxx EPM funds. Funding received by amendments for FY93 was xxxx; and funding received for FY94 was xxxx. Projected expenditures for the remainder of FY 1995 are xxx.

The FY93 and FY94 total expenditures by regions were: xxx for Africa, xxx for the Asia Pacific and Near East, and xxx for xxx.

C. PURPOSE OF REPORT

This report is the final program report for the EPM Cooperative Agreement, and emphasizes the period of March 1993 through September 1995. Its intended purpose is to provide an update on the current status of EPM, and in particular, to discuss its highlights and accomplishments since the last Program Report (FY1991 - FY1992).

The report will be structured in the following manner: First, it will briefly discuss WRI -- its goals and program approaches -- and continue with a description of the Center and, in particular, its relationships with other WRI programs. Second, it will outline the EPM project, emphasizing its goals, objectives, strategy framework and approach and the various program components. Third, it will report on, in greater detail, the four project components: ENR Management Strategies, Policy, Plans and Implementation; Sectoral Resource Policy and Planning; Environment and Natural Resources Information Management; and Special Projects. The objectives, approach and highlights of each project component will be discussed. The report will conclude with a brief description of EPM management and finance. Appendices will list the publications, workshops and presentations associated with EPM, and project descriptions.

II. WRI AND THE CENTER FOR INTERNATIONAL DEVELOPMENT AND ENVIRONMENT

A. WORLD RESOURCE INSTITUTE

The World Resources Institute was created in 1982 to help governments, the private sector, and environmental and development NGOs examine critical environmental issues and define policy options for a sustainable future. WRI's mission is to move human society to live in ways that protect the Earth's environment and its capacity to provide for the needs and aspirations of current and future generations.

A private, non-profit corporation, WRI conducts policy research, publicizes and encourages the adoption of new policies, and provides policy advice and technical support to developing countries through its Center for International Development and Environment. WRI's work is carried out by a 120-member interdisciplinary staff and a network of advisors, collaborators, international fellows, and cooperating institutions in more than 50 countries.

At present, WRI caries out research in six major areas, including:

- Biological Resources and Institutions
- Economics and Population
- Climate, Energy and Pollution
- Technology and the Environment
- Resources and Environmental Information
- Environmental Health

WRI's work in these areas is aimed at fostering a more thorough understanding of the fundamental transformations needed if society is to move successfully toward sustainable development. Over the past several years, WRI has worked on six important transformations or transitions needed to achieve sustainable development. These are summarized in WRI's 1995-2000 Strategic Plan (September 1994):

- a demographic transition to demographic stability before the world's population doubles again;
- a technological transformation away from today's resource-intensive, pollution-prone technologies to a new generation of environmentally benign ones;
- an economic transition to a world that relies on nature's "income" rather than subsidizing the depletion of renewable resource stocks;
- an institutional transition to new arrangements among governments, NGOs, corporations, and peoples for achieving environmental security;
- a social transition towards more equitable sharing of environmental and economic benefits among and within nations;

- and a transition in consciousness to a deeper understanding of global sustainability.

B. CENTER FOR INTERNATIONAL DEVELOPMENT AND ENVIRONMENT

The Center was created within WRI in 1988 to foster sustainable development within developing countries. [1] With a staff of 28, supported by consultants and collaborating institutions in other nations, the Center has carried out activities in over 50 countries in Asia, Africa, the Near East, Latin America, the Caribbean, and most recently in Eastern and Central Europe. The Center works closely with WRI's policy research programs, as well as conducting its own activities in four main areas that generally coincide with the aims of the EPM Project.

The Center fosters sustainable development by strengthening the capacity of developing country public and private institutions to develop strategies, make policy, and implement plans for effective environmental and natural resource management. Throughout the developing world, the Center provides advice, technical assistance, information, and other support to institutions concerned with resource conservation and sustainable economic development. It also seeks ways to ensure the broad participation of all stakeholders in policy development and implementation -- among them women, community groups and NGOs.

An important function of the Center is to inform and advance policy options developed throughout WRI. At the same time, the Center's work provides both data and specific experience to help guide policy research.

III. THE EPM PROJECT

Sustainable development depends on flexible and responsive institutions that are capable of integrating new and growing bodies of information and adopting to changing realities. Understanding this, the Center has remained flexible and responsive. Throughout the EPM project it has redefined project goals and objectives on the basis of lessons learned from the field.

A. GOALS AND OBJECTIVES

The Center's overall goal for EPM is to foster sustainable

The Center was created through a merger of WRI and the North American office of the London-based International Institute for Environment and Development.

development by helping countries develop and implement effective environment and natural resource management strategies, plans and policies. It is the Center's intention that as the result of this project the overall quality and impact of environment and natural resource planning and management will improve in those countries in which the Center and USAID carry out the proposed cooperative activities.

The fundamental objective of EPM is to strengthen the capacity of developing country institutions to develop and carry out national ENRM strategies, policies and plans. Accomplishing this requires working with key institutions to build their capacities to accomplish a number of related objectives:

- to define and articulate ENRM interests and goals;
- to monitor, analyze, and report on critical local, national, and global ENR issues that confront the country;
- to analyze policy and apply ENR management tools and methodologies; and
- to contribute to national, local, and international planning and policy-making processes.

The second objective of EPM is to document the knowledge gained from these institution-strengthening activities and to communicate and disseminate that knowledge to public and private organizations in developing countries, the international development assistance community, and concerned NGOs worldwide.

A third basic objective is to support and help improve how USAID, and also other multilateral and bilateral institutions, conduct development assistance by providing lessons learned from the Center's institution-building activities and policy studies.

Finally, the goals and objectives of the EPM Project are intended to directly address USAID's strategy for promoting sustainable development and supporting efforts to strengthen public policies and institutions to protect the environment. The cooperative nature of the proposed activities benefit USAID/G/ENV/ENR, regional bureaus, and missions by providing a framework for joint planning and action. Through the EPM Cooperative Agreement, the Center has contributed to USAID's post-UNCED work on the UN Commission on Sustainable Development and the conventions on climate change, biodiversity and desertification, as well as provide USAID with a very useful forum for consultation and review of critical issues and policy options for integrating its own programs for sustainable development. Facilitating this peer review with USAID and between USAID, NGOs, and other interested parties is a central priority of the EMP Project.

B. STRATEGIC FRAMEWORK

The Center's strategy for achieving these objectives is to work in partnership with selected institutions and USAID to carry out a combination of collaborative fieldwork, research, and analysis, and communication and dissemination activities designed to contribute directly to better understanding and strengthening the ENRM policy making and planning process and the involved institutions in developing countries. Under EPM, the Center works in selected countries and with key organizations in Africa, Asia, Latin America, and Eastern and Central Europe. WRI also works with regional organizations that address sustainable development issues in these countries.

EPM focuses primarily on national-level ENR planning processes. The Center directs it resources primarily to assisting selected countries to develop and implement strategies for sustainable development such as those broadly defined in Agenda 21, National Environmental Action Plans, and other types of multi-sectoral planning and policy making activities, including those called for by the conventions on climate change, biodiversity, and desertification. National strategies for sustainable development draw on experiences and needs at the provincial and local levels, as well as address issues of transboundary and global significance. The Center places particular emphasis on the implementation of these strategies and on considering the linkages between local/provincial institutions and national level policy-making and planning.

The project works principally with public and private national-level institutions that have influence on ENR plans and policies. These include national environmental ministries, sectoral ministries, special inter-ministerial planning commissions or secretariats, and national institutions that seek to coordinate policies and plans with provincial governments, regional commissions, municipal departments, and village councils. The non-governmental institutions with which EPM works include national NGOs and associations, civic organizations, universities and research centers, as well as grassroots organizations, private business associations, and women's and indigenous groups. To further EPM's objectives, linkages and communications are established and maintained with other international environment and development NGOs, international government organizations, donors, and others.

This strategy rests on a number of assumptions about the characteristics of good ENR planning and effective institutions. The assumptions that shape both the Center's work and how the Center works with USAID to determine the countries and collaborators, are described in detail below.

ENR Planning and Policy-Making Processes

Broadly speaking, developing and implementing policies, strategies, and plans is a continuous process of decision-making in which technical analysis and political acumen must be joined to understand interrelated issues, reconcile different or conflicting interests, and forge consensus on common courses of action. Within any country, the process takes place at various levels of government and involves a variety of public agencies and private groups. In the case of sustainable development, the process is by definition multi-sectoral and involves a multiplicity of interests and actors. As the Center's experience with EPM to date shows, there are a number of fundamental characteristics that an ENR planning/policy making process should have to be effective and widely accepted.

1. Environmental planning processes should be aimed directly at producing strategies for action. Environmental planning, no matter how well conceived, often suffers from the excesses of technocratic comprehensiveness that renders it useless to policy makers. While developing comprehensive national plans may help establish useful information for the future, this process should not divert attention away from taking action. Planning should focus on designing and forging consensus around programs for action.

2. The ENR planning process should produce policies and plans that fully integrate social, economic, and environmental factors, and thus, more directly address the aspirations and needs of people for development. Effective ENR policy may depend on the ENR components and impacts of fiscal and investment policies, energy and agricultural policies, as well as so-called environmental policies. One of the central obstacles to pursuing sustainable development is the failure to understand and account for the intersectoral influences that shape behavior of institutions and people/households. Broader, multi-sectoral approaches are needed, and the technical and institutional scope of the planning process should encourage this integration to occur. The environmental information and analytical studies that inform the process should cover all relevant sectors, and planners should have the methodological tools to formulate and integrate proposals.

3. The process should establish coordination mechanisms on a governmental, as well as a non-governmental, level to facilitate more effective communication and negotiation among sectoral interests and among local, provincial, and regional authorities.

4. The ENR process should be structured to ensure public participation and consultation so that private sector and community interests can be expressed freely and negotiated openly. Critical data, information, and planning documents should be made available to all concerned stakeholders. A

participatory process not only makes the planning exercise more transparent, it also ultimately deepens the public's sense of ownership of plans. It is also likely to lead to more effective policies and plans as critical perspectives, needs, and realities can be incorporated from the outset.

5. Finally, the ENR planning process should provide means for monitoring, assessment, evaluation and adjustment. ENR policies are not made and forgotten, but must be continually adjusted and revised based on experience (success and failure) and feedback. The implementation of plans should also be pragmatically designed and phased so that funding and follow-up action can occur in a timely manner. It may be a truism, but there is little point in doing grand plans that gather dust when more simple modest propositions might bring real action.

The Center is increasingly focused on overcoming barriers to implementation of policies and plans. Many national environmental planning exercises have not led to much real change. For this reason, a major strategic thrust of the Center's work in EPM focuses on what makes these plans (or more detailed elements of such plans) become reality.

Institutional Capabilities

Obviously, the capabilities of the institutions that participate in and influence the ENR policy-making and planning process have a great deal to do with how effective the process actually is. With this in mind, the Center has drawn from its EPM experience a number of conditions for institutional effectiveness. With some qualifications, they can be applied to governmental institutions as well as non-governmental organizations. Outlined below are the four principal capabilities that the Center addresses in its institution-strengthening activities.

To be effective in the ENR process, an institution obviously must have strong, committed leadership and adequate resources. But it also needs a number of functional capabilities if it is to gain the technical and political credibility to perform its role well. These have to do with the institution's internal processes and structure, as well as with its relationships with other agencies and groups involved in the process.

1. The institutions should have a clear understanding of its mission and interests for ENR policy and planning. While this may not mean that it has a formal written mission statement, it does mean that the institution is able, through its internal planning and decision-making process, to define and articulate its basic strategic objectives and identify and marshall its resources to address those aims. It should also be able to assess and respond to changing environment and development

conditions that might affect its mandate.

2. The institution should be able to understand and analyze the environment and natural resource issues on which it is working and which affect its interests. This means it should have the technical means to identify, compile, analyze, monitor, and use information and data on relevant issues and trends. It should also have the analytical tools and planning and management methodologies at its disposal to analyze policy and develop policy options, strategies and plans. Finally, it should have the technical means to monitor and assess the impact of its activities and programs to improve upon them in the future.

3. The institution should be able to communicate with the various other institutions and interest groups that might be affected by its actions or that are involved in ENR planning processes and policy-making. It should be able to apply methodologies for public consultation, coordination, consensus building, negotiation, and conflict resolution. This also means that it should be able to communicate its own purposes, interests, and accomplishments to these particular audiences, as well as the public at large.

4. The institution should have the trained personnel to carry out these functions and apply the appropriate tools and methodologies. There should also be regular opportunities for continuing education and training to develop staff skills and understanding of the issues, particularly in the areas of policy, economic, and legal analysis; participatory methods; communications and outreach; and information management.

Without a doubt, political leadership and funding are as vital to the health and effectiveness of an organization as a skilled administrative and management staff. But these must rest on a broader base of competence if the institution is to remain effective over time. The functional capabilities outlined above are key elements of that broader function.

Getting the internal structures and functions right is a necessary but not sufficient element in strengthening ENR institutions. In EPM, the Center explored the incentives surrounding ENR institutions, and addressed the following question: Is the framework of incentives, policies, and political pressures within which the institution operates conducive to that institution wielding power and fulfilling its mandate? If the framework does in fact enable the institution to further its objectives, many of the functional capabilities will take care of themselves. If not, EPM activities address these directly. The Center's work on environmental policy in general, and its expertise in participatory methods and legal incentives in particular, make a special contribution to this assessment of the

institutional context.

C. PROGRAM COMPONENTS

The area of Natural Resource Management Plans and Strategies concentrates on providing policy advice and technical support to both national and community level planning processes. At present, the project covers four main areas of activity:

1. Natural Resource Management Strategies, Policies, Plans and Implementation

Activities in this area cover environmental planning and policy development on a national, regional and community level, as well as institutional capacity building and the examination of institutional needs and experiences in planning and implementation. Policy advice and technical support to National Environmental Action Plans (NEAPs), community action plans, and cross-sectoral studies on policy in developing countries are included in this area.

2. Sectoral Resource Policy and Planning: Forestry and Land Use and Sustainable Agriculture

These areas cover policy research, planning, assessments, and community-based training aimed at developing and implementing sustainable practices in these sectoral areas. Projects deal with training in agro-ecological analysis, agricultural and forest policy, and in participatory methods and techniques.

3. Environment and Natural Resource Information Management

This activity aims to assist policy making institutions to compile, access, analyze and better use ENR information. It includes strengthening information management institutions, utilizing and developing statistical indicators for monitoring and assessing conditions and trends, compiling directories and guides to information sources, and developing information policies and strategies for international agencies, national governments, and NGOs.

4. Special Projects

Activities in this area are cross-cutting in nature and are not directly related to any specific sector or to national planning. This area includes international and local-level initiatives and activities such as donor coordination, gender analysis, and work under the Biodiversity Support Program (BSP).

D. STRATEGIC APPROACHES

The Center's strategic approach to strengthen institutions through EPM involves working directly with select institutions involved in ENRM to jointly carry out fieldwork, research and analysis, and communication/dissemination activities that are deliberately designed to increase the institution's or group of institutions' capacity to develop and implement ENR policies and plans. The strategy may be applied to regional as well as country-based institutions.

Conceptually, this strategy, when applied to a particular country, involves a six-step approach. First, working with USAID in a particular country, the Center works with a partner institution to conduct a broad assessment of institutional strengthening needs for ENR planning and policy making. Through this assessment, the Center is able to jointly identify the critical issues and institutional needs that EPM addresses through one or several of its four major program components. Having completed this step, the Center jointly devises a strategy that combines either field work, joint research activities, or information dissemination to accomplish specific objectives. As a next step, it jointly conducts periodic reviews to revise the strategy in response to changing needs and circumstances.

While this conceptual scheme varies in reality, the Center's work in Uganda and Chile, for example, illustrates this approach. In both cases, the Center worked with USAID to assess the state of environmental planning and policy-making, and then developed a specific strategy for addressing these processes by strengthening key institutions. Working with these institutions and the respective USAID country missions in a sustained fashion over time, the Center has designed and implemented a combination of activities that has addressed fundamental needs, as well as changing circumstances that have arisen in the course of ENR planning and policy making process.

The central feature of the strategy is to place the highest priority on working through collaborative partners with regional or country-level institutions. Whether with a government agency, an NGO or a policy research center, the Center establishes relationships that involve sharing responsibilities, skills, information and ideas.

Second, the Center has found that conventional, unilateral, one-way methods of delivering technical assistance or involving groups in research activities only rarely engage the receiving organization actively in learning by doing. They also keep the organization from having a sense of ownership of the new ideas, methods, tools or information that the relationship produces.

Experience has shown that when technical assistance amounts to assigning an expatriate consultant to a long-term post at a host government agency, too often that consultant takes on most work required and transfers little to counterparts except for a final project report at the end of the assignment. While long-term resident assistance can be found useful, particularly for major infrastructure projects, WRI believes that collaborative relationships in which the host-country institution takes on the lion's share of responsibility for applying new ideas or methods and the outside advisor provides guidance and support through periodic visits will ultimately have a more lasting impact on the capacity of the host-country institution. This approach requires developing relatively long-term, sustained relationships between two organizations. While the Center may take on some of the research and analysis work entirely in-house for some projects, the highest priority when working with other institutions is to develop collaborative relationships that can strengthen the partner institution over the long run.

Third, the Center's strategy emphasizes undertaking joint efforts based on the actual needs of the partner institutions or group of institutions. Through joint strategic planning exercises, participatory consultations and needs assessments, the Center seeks to help institutions identify their particular interests and needs, as well as to define their future roles and the courses of action needed to achieve their goals. These approaches are accompanied and substantiated by data gathering, problem analysis, and technical assessment of policy and program options that are carried out jointly by the parties involved in the planning process. Once again, this overall approach is designed to engage and empower the partner institutions to take action themselves.

A corollary to the Center's strong emphasis on strategic planning and consultation on institutional needs is the fundamental belief that open and participatory policy-making and planning processes are more likely to lead to effective policies and plans. Through such processes, the multiplicity of interests and concerns that may be affected by a policy or plan have the opportunity to influence its direction and form. Planners become aware of these interests and issues early on and can shape options to address them or mitigate any potentially undesirable effects of the plan on particular groups. In gaining access to the process, private groups and NGOs not only are able to express their concerns, but they also find opportunities to negotiate solutions that may make policies or plans more viable over the long term. To be effective actors within such processes, both government agencies and NGOs should be experienced with the techniques of participatory processes and methods for consultation, negotiation, and conflict resolution. EPM's role has been to help government organizations and NGOs understand, adapt and

apply these methods to specific contexts.

The fourth distinctive feature of the Center's strategy is to provide varied and flexible support to institutional partners. The Center works with partners to assess particular issues and needs, and then jointly define a strategy for action. More than likely, the strategy requires carrying out different types of actions at different times to reach objectives. The Center is able to bring to bear many of the types of support needed in a flexible and timely way.

The Center offers a portfolio of technical skills, methodologies, and ENR data and information services to support a variety of different policy-making and planning processes. For instance, the Center provides support with strategic planning and participatory consultation methodologies; help with EIA techniques, natural resource accounting, and options for "green fees"; collaboration on research on global issues or on local strategies for addressing deforestation, desertification or biodiversity loss; provide vital communications linkages and ENR data and mapping techniques; and offer publications, timely workshops and conferences, and extensive networking to other donors, foundations, private interests, and NGOs. This diversity of skills and tools permits the Center to provide the kind of varied, flexible, and timely support that has greatly increased the effectiveness of EPM's institutional strengthening strategy.

A fifth element of the Center's strategic approach is to use communications and outreach as a principal means of multiplying the impact of its activities. Because the Center is a relatively small organization trying to build the capacity of a large number of other institutions, it cannot have the maximum possible impact simply by applying a set of tools to individual institutions in a few countries. The Center strengthens institutions directly through application of tools and multiplies that impact many times over by documenting lessons learned, supporting workshops on participatory methodologies, undertaking research on institutional strengthening, and disseminating the results to other institutions and development assistance agencies.

Finally, the Center's approach rests on the hard-bought understanding that institutional strengthening takes time. While a one-time, short-term infusion of capital or technical advice can sometimes have lasting positive impact, most change requires longer term, sustained commitments of energy, talent, and funds. With this in mind, the Center's approach entails working closely with USAID to select opportunities for collaboration in which we can jointly maintain a commitment over an appropriate period of time and thus have an enduring impact on the practice of environment and natural resources policy-making and planning in each country in which EPM operates.

IV. ENR MANAGEMENT STRATEGIES, POLICY, PLANS AND IMPLEMENTATION

A. PRINCIPAL OBJECTIVES

The principal objective of this component -- ENR Management Strategies, Policy, Plans and Implementation -- is to strengthen the ability of developing country institutions to develop strategies, make policy, and implement plans. The Center's experience under EPM has shown that an effective institution strengthening program should be approached from a number of different perspectives and thus, a series of five secondary objectives have been identified:

- advising institutions on strategic planning and policy-making process;
- examining and assessing institutional experience and lessons learned;
- cooperatively analyzing critical environmental and natural resource management issues;
- developing key methodologies and tools for incorporating local interests and perspectives and for improving the planning and implementation process;
- supporting policy research centers and advisory groups concerned with these issues.

A major emphasis has been to address the implementation of ENR strategies and plans. Over the past ten years, the EPM Project has focused its support on environmental profiles, assessments, and planning processes. While the Center continues work on these planning processes, it is also focusing its activities on strengthening developing country capacities to implement plans. In particular, the Center has examined obstacles in carrying out ENR plans and policies, and develops recommendations to overcome these barriers.

B. APPROACH

The Center considers the seven activities outlined below to be approaches for implementing ENR plans and policies. Indeed, conducting comparative assessments, developing key methodologies and tools for improved planning and implementation, expanding methods to enhance participation, analyzing key ENR issues and supporting policy research centers and advisory groups, and developing methods for monitoring the impacts of environmental strategies all support the principal objective of strengthening a developing country institution's ability to carry out its planning or policy-making mandate.

1. Strengthen institutions through planning and policy making. Since March 1993 the Center has worked in more than 50 countries providing policy advice and technical support to governmental bodies and NGOs involved in developing and implementing environmental strategies and plans. Under EPM, WRI's Center has worked with those institutions in charge of Environmental Profiles and National Conservation Strategies in some 12 countries, and natural resource assessments and tropical forestry and biodiversity in seven countries. The Center assisted USAID in developing environmental strategies for both the Asia and Near East and Latin America and the Caribbean regions, and has worked on a regional agenda for sustainable development in Central America and in Eastern/Central Europe. Center staff have directly assisted in the development of National Environmental Action Plans in five African countries.

2. Develop processes and methodologies for effectively integrating community and other stakeholder interests into ENR planning and policy making. EPM has provided support to strengthen the capacity of local communities, indigenous groups, NGOs, and other stakeholders to analyze the environmental and natural conditions that affect them; to formulate, articulate, and negotiate politically-viable policy positions and plans that reflect their interests; and to participate effectively in planning and policy-making.

WRI considers participatory rural appraisal an important tool for data gathering, planning, and collaborative research, and has worked with local NGOs to adapt this methodology to meet their needs as they address natural resource management problems. In Africa, participatory methods were used to collect information on local resource use and to identify the most important elements of successful community based natural resource management for a series of From the Ground Up (FGU) case studies. Since the last EPM report, the findings from 23 of these case studies were published in Lessons from the Ground Up.

In Latin America, the adaptation of the PRA methodology has enabled collaborators in Ecuador to formulate and negotiate proposals for the country's TFAP, and local environmental NGOs in Mexico have transformed PRA into an urban community planning methodology. Further, through its ongoing collaboration with the Center, the Mexican NGO, Grupo de Estudios Ambientales (GEA), has developed the capacity to provide training in participatory planning techniques and has become an important resource to other groups and efforts, including the government's tropical forestry program.

The Center's work in Asia on tenure and natural resource management issues has involved collaborating with in-country institutions to conduct policy analysis and develop and test a

case study methodology for identifying and formulating strategies which provide forest-dependent people with short- and long-term legal incentives to promote better tropical forest management. Specifically, the project has highlighted strategies that would establish processes for ensuring that local stakeholders have tenurial security, or at least a right to participate in the official decision-making process concerning their local resource base.

In an effort to promote enhanced stakeholder participation in policy-making, it is also essential to work with governments to establish frameworks for effective independent sector involvement. Under the EPM Project, the Center has provided technical assistance in designing mechanisms for public participation (such as consultation processes and steering committees) and furthered negotiation and decision-making by facilitating strategic planning sessions and workshops. More specifically, the Center has provided strategic advice and technical assistance (in particular, in participatory methodologies) to the Mexican tropical forestry program (PROAFT) as it elaborates a national forestry plan.

In Africa, the Center has provided advice and helped facilitate grassroots, NGOs, and subnational government participation in the NEAP preparatory process with the World Bank, the Network for Environment and Sustainable Development in Africa, and USAID's Africa Bureau, and more specifically, in Uganda (focusing on local NRM experiences and local NRM impacts of policy options), Ghana (on assessment of village institutions), and Guinea (on NGOs as national coordinators). Based on such experiences, WRI has produced guidelines for strengthening public participation at the local, regional and national level and made these available to missions and bureaus.

3. Develop, apply and disseminate ENR planning and management tools and approaches. Experience has shown that once policies are established and institutions are in place, the difficult task of managing for sustainable development must truly begin. Policies and plans need to be implemented, assessed, and reshaped based on experience, events and new knowledge. What is frequently lacking in developing countries are personnel with the skills to deal with such difficult problems as: overcoming inappropriate economic incentives and agricultural subsidies; structuring and environmental planning process at the subnational level; assessing the role of gender in managing natural resources; using computer models to develop policy options; analyzing tenure and legal constraints to sustainable management; implementing natural resource accounting; and so on. While education systems in developing countries provide basic education, many graduates of technical schools and universities lack the analytical tools needed to meet the requirements of

these tasks.

In its work in the EPM project, the Center has collaborated with Southern and Northern colleagues to develop numerous management tools and approaches including PRA, NRA (natural resource accounting), IPT (integrated planning technologies, principally dynamic modelling), EIA (environmental impact assessment), tenure analysis, country environmental studies ("best practices"), and more recently, strategic planning facilitation.

4. Strengthen private policy research institutions in selected countries. There is a growing interest in addressing the policies that shape the way natural resource and ecosystems are used and managed, given recognition that these policies are often both the cause of and potential solution for environmental degradation. The interest is most evident among governments and the major donor agencies, but also increasingly among the voluntary and for-profit private sector. With the support and encouragement of donors, governments in Africa, Asia, Eastern and Central Europe and Latin America are reforming existing policy and developing new policy as needed to promote sound resource management. The increasing attention by governments and donors to environmental issues, coupled with on-going democratization and privatization, provide an opportunity for greater private-sector participation in policy making.

The assumptions underlying this demand for policy reform and greater attention to research and analysis of policies are that 1) public policy and legislation influence local-level decision-making and lead to changes in human behavior; and 2) wider participation in policy-making results in improved policy and more effective natural resource management. The available information suggests that the local-level environmental and natural resource management impacts of public policy vary with the policy and the culture. In general, national environmental and natural resource sectoral policies are not well implemented and supporting legislation not well enforced; as a result, they have limited impact on local decision-making, human behavior, and natural resource management. In contrast, subnational policies and by-laws more often involve greater participation of private groups and citizens and are thus generally more effectively implemented and enforced; accordingly, they have greater impact on local decision-making and behavior.

In many countries, the NGO community and the government often lack the necessary capacity to effectively reform policy and create opportunities for greater participation in policy-making. They need to strengthen their capacity to determine in what instances policy research can be effective, and to develop the collaborative arrangements with other private and public organizations needed to most effectively lead to change.

The Center has made an important contribution to this process, and has specifically strengthened policy analysis and research capacity of a few private institutions in selected developing countries. The goal has been to help these institutions conduct policy research and formulate environmental and sustainable development policy recommendations and options, as well as to develop the skills needed to communicate policy relevant information to policy makers and the public. Depending on circumstances and demand, the Center has assisted in strengthening their capacity to:

- plan legislation;
- analyze institutional arrangements;
- analyze and develop policy recommendations;
- develop supporting information systems and indicators;
- prepare and assess environmental impact assessments;
- integrate environmental concerns into economic policies;
- analyze regulatory and enforcement activities; and
- and assess environmental standards.

The Center has considerable experience working with policy research centers around the world -- ACTS in Kenya, Makerere University in Uganda, the Legal Rights and Natural Resource Center in the Philippines, Tata Energy Research Institute in India, the Center for Environmental Research and Planning (CIPMA) in Chile -- and this approach to institutional strengthening builds on this expertise. To select partners, the Center develops criteria, which include:

- identification of an existing or planned organization with a mandate for policy research;
- an expressed interest in working with WRI;
- the completion of a collaborative institutional needs assessment, and the matching of Center capabilities with their institutional needs.

5. Identify, analyze and research critical issues affecting environment and natural resource policy making and implementation. Government policy-makers are informed and public policy making is influenced in multiple ways. One effective means of informing policy-makers and influencing policy is policy research and analysis, coupled with an outreach strategy to disseminate the research findings. An institution's credibility, and therefore its influence and strength, is greatly enhanced if it is able to offer sound policy advice and analysis in a timely manner during debates and planning exercises.

Indeed, policy research and analysis are part of the policy-making process of a growing number of governments in the developing world, with governments requesting assistance from parastatal organizations, university departments, and NGOs in

many cases. However, although many NGOs and other private organizations want to influence policy, independent policy research is a principal tool of only a few local institutions.

Over the past several years, the Center has collaborated with developing country partners to analyze environmental and natural resources issues. For example, the Center has worked with institutions and professionals in several Asian countries to identify and examine existing legal and policy options which have the potential to promote improved management of tropical forests by local-level natural resource users, particularly within "state" or "public" lands. A synthesis report and seven abridged national-level case studies have been published as a result of this work.

6. Support advisory and consultative mechanisms for ENR planning and implementation. Most developing countries have embraced the concept of sustainable development. They now, however, face the difficult task of reinventing national and subnational institutions that can reform policies and remove obstacles to make this concept a reality. Developing countries are seeking advice, information, and practical support on how to make these changes. Along with a direct financial and project support from donors, these countries want to be able to call on experts for advice and guidance.

To meet this need, the Center has, in cooperation with USAID's Africa Bureau, established the Natural Resources Policy Consultative Group for Africa (PCG). Its four principal functions are:

- to serve as a discussion forum and advisory board for USAID, Africa policy makers and other practitioners and scholars;
- to support USAID missions in the field with technical assistance on policy issues and collaboration on research on policies and institutions;
- to peer review important policy studies, plans and reports and;
- to serve as a clearinghouse for policy information and ideas.

In addition to hosting meetings of the 15-member PCG, the Center, in collaboration with the Africa Bureau staff and PCG members, has provided suggestions on institutional arrangements for NEAP implementation in Uganda; examined institutional arrangements for the NEAP in Guinea; and, assessed the possible role of national and sub-national institutions in planing and implementation of the NEAP in Tanzania. The Center and the PCG have also undertaken a detailed examination of the institutional arrangements and requirements for sustainable development planning and implementation in Africa. This study has included

field work in eight countries and a major conference of countries sponsored by NESDA. The results are being used to strengthen the institutional, research, information, and outreach capacity of NESDA and Multi-Donor Secretariat and member countries.

7. Develop methods for monitoring and assessing the impact of environmental strategies and plans on policy-making and implementation. Governments need better information to assess programs and projects, and resource managers and conservationists want to know the impact of policies and programs on the natural resource base. At the same time, donors face the task of justifying public expenditures on sustainable development. All development institutions are being challenged by their constituents to be more transparent in how they make decisions, and they need better indicators of process, product and progress.

One of the most important and difficult tasks is to monitor and assess impacts. Fortunately, the task can be broken down into a number of elements and approaches. Three of these are important for the Center's work:

- tracking the strategic planning process;
- monitoring and assessing policy and institutional aspects;
- and monitoring and assessing impacts on the environment.

The Center has prepared papers on, and participated in, monitoring NEAP and related national strategic planning process in Uganda and Bolivia, and has reviewed efforts in a number of other countries. This experience shows that effective monitoring requires accurate and useful information, a timely flow of information, the capability to analyze the information, and mechanisms for getting the results of the analysis into policy-making and decision-making processes. With checklists and regular and timely reporting, the complex process of developing plans and carrying out strategies can be monitored and assessed by governments, NGO, and the international donor community.

The Center's project to strengthen EIA capacity in Asia is a good example of an effort to help improve in-country capacities for monitoring and assessing environmental strategies and plans. The project aims to identify and develop strategies for improving the planning and implementation of environmental impact assessments in specific Asian countries, as well as the region as a whole. As an outgrowth of this work, WRI's Center has played a role in helping to establish a national and regional network of EIA practitioners and policy makers.

C. HIGHLIGHTS

AFRICA

WRI and AID's Africa Bureau have a long-standing interest in supporting policies and institutions governing natural resource use in Africa. Over the years, one of the Center's principal focuses has been on assisting national planning exercises, and in particular strengthening National Environmental Action Plans (NEAP) and National Conservation Strategies (NCS). This work has focused on initiating plans, establishing guidelines, and improving the process, principally by helping to ensure the active participation of a broad range of stakeholders -- from governments to indigenous people. A second major prong to the Africa Program is supporting Community Based Natural Resource Management (CBNRM). The Program has been documenting effective community initiatives in sustainable development and has provided institutional guidance at a variety of levels on how to support these local level initiatives.

Carrying out a well-conceived NEAP is seen as an effective way of institutionalizing a permanent, participatory process of policy-making and planning for sustainable development that can embrace national as well as community-level interests and institutions. The purpose of the Center's NEAP work is to provide assistance to governments as they undertake sustainable development planning, through the development of NEAPs. Work has included facilitating the preparation of NEAPs in Guinea, Uganda and Ghana. More recently, the Center has assessed the effectiveness of national plans, such as Tanzania's Forestry Action Plan, and examined the capacity building requirements for effective implementation.

Much of the Center's NEAP efforts has focused on Uganda. Since 1991 the Center has provided assistance on the State of the Environment Report, advice on institutional arrangements, and guidance on decentralization. Support to the decentralization process has included analyzing various options for the government and resulted in a paper released in 1994 entitled <u>From Crisis Management to Strategic Planning for Sustainable Development in Uganda</u>. This piece provides process guidelines on sub-county and town planning. Many of the results and recommendations from the Center's work in Uganda have been integrated into the NEAP process -- and will eventually lead to a well implemented NEAP able to guide improved NRM and environmental protection in Uganda.

After many years of support to national planning exercises, the Africa Program has begun to shift its attention towards addressing implementation issues. <u>New Roots</u>, a multi-country study written by C. Dorm-Adzobu, formally a WRI Senior Associate and now coordinator of the Network for Environment and Sustainable Development in Africa (NESDA), complements the Center's work in facilitating national planning by looking at and

supporting implementation processes. In this study, the author evaluates the strengths and weaknesses of numerous strategic planning exercises, and recommends ways to improve environmental planning and implementation. The impact of this piece will be a greater understanding among policy makers' on the key role that institutions play in NRM, both in establishing effective plans and strategies and in implementing them.

Another major activity of the Africa Program has been in organizing and coordinating the activities of the Natural Resource Policy Consultative Group for Africa (PCG). The PCG was formed in 1991 to improve the quality of analysis available to Africa on those issues affecting the formulation and implementation of natural resource policies. It is a group of high-level experts on policy in Africa that assist USAID/Washington and USAID mission staff with reviewing policy and program documents and in providing direct support to ongoing efforts. In addition to its advisory role, it serves as a peer review and information exchange point.

Over the last several years, PCG members have been involved in numerous activities including support and guidance on the direction and scope of a January 1994 AID Policy Meeting in the Gambia, and in reviewing major project proposals such as the Tanzania Mission's Project for Environmental Resource Management. They have also published policy briefs, intended to inform policy makers in Africa and America on the environmental issues facing Africa, including "Links Between Environment and Agricultural in Africa" and "Global Environmental Agreements and African National Priorities." Through these and other efforts, the PCG has provided important support and insight to AID's Africa Bureau, various missions, and African governments.

Another foci of the Africa Program is the role of non-governmental institutions in support of CBNRM. This interest is reflected in the NGO Policy Project. The aim of this project is to work in collaboration with local NGOs to promote civil society participation in government policy and legislation reform decision-making processes. Various efforts have been undertaken with NGOs and government to identify the most effective ways for independent groups to become legitimate, valued sources of information and ideas to their respective governments.

In this capacity, the Center has worked with NGO consortiums, environmental law associations and industrial/environmental forums. Over the last two years, the Center has organized several major regional workshops: the first in Burkina Faso on the role of NGOs in policy; and the second on capacity building efforts of environmental lawyers in Uganda. The Center has also prepared four country-specific reports on NGOs in policy making including "NGOs, Environmental Awareness and Policy Advocacy in

Cameroon." The impacts of these and other efforts have been an increased interest on the part of NGOs and other private institutions in policy formulation and implementation and in acquiring the skills and tools needed to influence policy.

One of the Center's most successful community-level initiative has been the From the Ground Up (FGU) Program. Through its various case studies, the FGU Program is intended to highlight the important role that local people play in successful resource management -- since March 1993, the Program added two publications to its repertoire (from Uganda and Tanzania) and analyzed 23 case studies of ecologically sound rural development successes in ten African countries to tease out the common factors that make for success. The result of this labor is a synthesis report published in October 1995 and entitled Lessons From The Ground Up: African Development that Works.

Another Africa Program effort has been the Decentralization for Improved Natural Resource Management Project. This Project has concentrated in Uganda, Ghana and Tanzania. In Uganda the Center has focused on developing a strategy for decentralizing environmental responsibilities, and has helped to develop guidelines for local government environmental planning. More recently, WRI hosted a Sierra Leoneon district-level official for a one month internship. During his sojourn with the Center, Mr. Bayoh prepared a report on the changing roles of central and local government in his country, as well as the impact of environmental policy in natural resource management. A similar effort was also undertaken by a Tanzanian official on decentralization options for Tanzania. Through this project, the Center has helped to strengthen and better develop decentralization in several African countries through supportive policy or central government directives.

The Center has also been successful in supporting resource specific activities. Through the Forestry Management Project, the Center has helped to improve and foster long-term use and conservation of forest resources, especially in Uganda and Tanzania. Work has included the establishment of joint/co-management systems of forests in a few protected areas and common property regimes -- most recently in Mabira, Uganda. It has also involved clarifying the legal authority and responsibility for the management of certain protected areas by documenting the positions of the range of interested parties regarding the utilization of various resources and by developing a technique -- based on aerial photographs -- to quickly assess the ecological relevance of existing protected area boundaries. With the help of this project, forest/resource management through joint management systems have been improved, management tools have been better utilized, and community participation in the management of resources within the public protected estate has increased.

Understanding and supporting sound tenure systems has been a central focus of the Center. Through the Tanzanian Tenure Project, national and sub-national tenurial laws and policies that protect farmers' access to land, encourage sound land use, and contribute to socio-economic development have been developed. To undertake this work, WRI established a research agreement with the Land Tenure Study Group (LTSG), a local and independent institute in Dar es Salaam, to participate in the tenure policy reform process. A report was prepared and a presentation was made at the national tenure conference which highlighted some critical policy issues to those government officials involved in the land policy reformation.

The Africa Program also participates in various outreach and dissemination efforts in the United States in support of sustainable development in Africa. In particular, WRI has initiated debates and contributed to discussions that seek to educate and inform policy makers and development assistance agencies who are involved in African development issues. Recent publications such as Africa's Wealth, Woes, and Worth and a workshop on Capitol Hill have focused on highlighting Africa's opportunities, and the potential for achieving sustainable development to senior US policy makers.

ASIA

The Asia Program, launched in 1993, focuses on regional and national development planning and natural resources management. It seeks to support and provide methodologies, analytical tools, analyses, case studies and strategic planning approaches to help integrate NRM and environment into economic policy and decision making.

The Program traces its roots to the 1990 analytical framework designed by the Center for the Asia and Near East Bureau of USAID. "Toward an Environmental and Natural Resources Management Strategy for Asia-Near East Countries in the 1990s" outlines the resource conditions, trends and their economic significance, and lists opportunities for action and priorities for USAID. During this period, the Center also worked with USAID on a national environmental assessment in Bangladesh and contributed to NRM planning in the Philippines and Indonesia.

One of the first long term projects of the Asia Program has focused on strengthening the environmental impact assessment process. Over the last several years, the Program has been studying the effectiveness of environmental impact assessments in collaboration with several host country counterparts. The culmination of this effort has been a recent report summarizing the findings of case studies in Indonesia, the Philippines and

Sri Lanka. The report (June 1995) entitled Strengthening EIA Capacity in Asia: Environmental Impact Assessment in the Philippines, Indonesia, Sri Lanka analyzes national EIA capacities and suggests ways to make EIA an integral and effective part of development planning and environmental management. It is intended to help countries foresee the environmental repercussions of various development plans.

A second critical component of the Asia Program is its work on tenure. The Tenure Project has identified, analyzed, and developed legal and policy strategies for securing the tenurial rights and claims of forest-dependent communities that are managing their resources in a responsible and sustainable manner.

Through collaborative research projects with an array of host-country institutions, this project has: analyzed existing national laws and policies which establish, bolster, and/or undermine short and long-term local initiatives for promoting sustainable tropical forestry management; and identified national-level legal and policy strategies and options for closing off open-access areas in classified forest zones which have officially been labelled "public". It has also contributed to the development of host-country governmental and NGO institutional capacities to analyze and promote community-based NRM.

Another major activity was the production of seven case studies (from India, Nepal, the Philippines, Thailand, Sri Lanka, Indonesia, and Papua New Guinea) with host-country collaborators from Southeast Asia and the Pacific on the establishment of equitable relations between communities and nation states. This work culminated in a May 1994 NGO policy workshop entitled "Strategies for Effectively Promoting Community Natural Resource Management of Tropical Forest Resources: Lessons from Asia and Other Regions" and Balancing Acts: Community Based Forest Management and National Law in Asia and the Pacific. This book, which offers substantive and procedural recommendations for promoting sustainable, community-based forest management, is intended to help facilitate the establishment of more authentic partnerships to better govern forests, and in the long-term, benefit both national and local interests.

The Asia Program has also worked on several national level planning exercises in Asia. One of these projects has been to assist Bhutan's National Environmental Commission to draft a National Environmental Strategy (NES). Work to support and facilitate the NES in Bhutan has been underway since 1994. Since that time, the Asia Program has helped to facilitate the synthesis of 14 sectoral papers and assist in the preliminary drafting of the NES.

The Program has also worked on Indonesia's national environmental strategy. In April 1995, the Center and the Indonesian Foundation for Sustainable Development completed an Indonesian Environmental Threats Assessment and Strategic Action Plan for USAID/Indonesia entitled "Strengthening Local Community-NGO-Private-Sector-Government Partnerships for the Environmental Challenges Ahead." This document assisted USAID/Indonesia in developing its Country Program Strategy.

One of the principal foci of the Asia Program is the Environmental Policy Support Initiative (EPSI) for Montane Mainland Southeast Asia. This regionally-focused project was designed to foster the sustainable development of the upland areas of Mainland Southeast Asia by strengthening the capacity of policy making institutions to integrate environmental and social factors into their decision-making processes. Refined over a period of two years, EPSI involves work through partnerships with policy support institutions in several countries as well as regional bodies. This initiative is being implemented through a partnership composed of Chiang Mai University, Thailand Development Research Institute, and WRI.

There are two main features to EPSI's partnership approach. First, it works directly with environmental policy support institutions in the project focal countries to strengthen their capacity to shape development policy. Secondly, the EPSI partnership helps build the basis for regional cooperation on issues relating to the environment, natural resources and development.

The Project is composed of four major activities: the establishment of a regional framework for EPSI, the strengthening of environmental policy support institutions, the preparation of a regional report, and the development of a regional conference on the project findings. Work on the establishment of a regional framework is well underway. Preliminary work was completed during several reconnaissance visits to the region over 1994-95, which included among other activities, discussions with CMU and TDRI to define the partnership.

The recent focus of EPSI has been the organization and convening of the Regional Symposium entitled "Montane Mainland Southeast Asia in Transition" which was held in Chiang Mai in late 1995. As the launching activity for EPSI, this symposium reviewed the main issues and trends and the major projects underway in the region, and identified potential sources of collaboration for both country based and regional work. Thematic topics covered include: shifting agricultural practices; indigenous management and maintenance of biodiversity; national and regional policy development frameworks; and the prospects for future collaboration.

LATIN AMERICA AND THE CARIBBEAN

Through the support of EPM, the Latin America Program (LAC) continues to fill an important niche in the environmental policy process in Latin America. The Program's success is due to its two-pronged approach strategy. The first addresses various thematic issues (institutional strengthening, participatory methods and economic and productive processes) while simultaneously assessing ways to address the growing and evolving set of emerging trends. The second works on building in-country capacity through close collaboration with host-country organizations. Like other Center programs, the LAC Program works regionally, nationally and locally and strives to link these tiers.

One of the LAC Program's most successful regional efforts has been its support of the Central American Commission on Environment and Development (CCAD). Formed in 1989 by five Central American Presidents, the CCAD supports the creation and strengthening of national environmental institutions responsible for formulating environmental policy. Since the last EPM report, the LAC Program has worked to strengthen the policy making capacity in all seven CCAD countries.

This has been accomplished through a four-stage approach: first, a series of self-diagnostic workshops for environmental policy leaders were held in each country. Through this process it was determined that training was required in four critical areas -- policy analysis, facilitation, consultation and negotiation. Second, a regional workshop was convened to verify the needs identified by country representatives. Third, the Center worked with the National Institute for Dispute Resolution to develop training methods to address those issues identified in the workshops. Lastly, the LAC Program trained policy makers on these issues. Through the training process, the Center continued to modify, adopt and test it training methods.

In addition to producing a set of documents on the methodologies tested, refined and adapted to the socioeconomic conditions and needs particular to Central America, this work has impacted on team building, decision-making and in analyzing plans and strategies in the participant countries.

The Center has also worked in Bolivia on the Country Environmental Planning (CEP) Project. The purpose of this project has been to strengthen the capacity of the Government of Bolivia to negotiate policies and strategies for sustainable development with domestic stakeholders and regional counterparts. One principal highlight has been support to the Ministry of Sustainable Development and Environment on the environmental management trends for specific industries, including: oil and gas

exploration, mining, manufacturing, agriculture and forestry. Through this project, three "megatrends" seminars were held for business leaders, government officials and NGO representatives from Latin America and the United States to discuss cutting edge environmental protection and mitigation measures, and to analyze the role of NGOs and government in promoting improved environmental management within each sector. These seminars helped develop a sustainable development agenda for each sector and have generated useful inputs and ideas into the Hemispheric Summit on Sustainable Development being hosted in Bolivia in 1996.

More specifically, these seminars helped to lay the groundwork for the establishment of important rules and regulations. For example, the sustainable industries seminar provided an opportunity for business leaders, NGOs and government officials to discuss environmental issues openly, and illustrated how regulatory issues could be addressed in a non-adversarial manner.

Coupled with the Center's work on the Megatrends Seminars has been the LAC Program's support to the Bolivian government in preparation for the Hemispheric Conference scheduled for 1996 and hosted by the Ministry of Sustainable Development and Environment. With the assistance of the LAC Program, the Bolivian government has made significant headway in assessing the key issues and options to be covered by the Conference -- and in working towards finalizing the agenda.

In Chile, the LAC Program has concentrated on strengthening the capacity of government agencies and civil society groups to develop an informed, coherent and effective environmental policy structure. At the national level, the Center provided technical assistance to the National Commission of the Environment (CONAMA) in setting priorities among environmental problems, coordinating policy making with line ministries, and adapting important policy tools (such as environmental impact assessments -- EIAs) for public sector environmental management. Numerous studies were produced which have assisted in laying the groundwork for the design of Chile's National Environmental Law, including: National State of the Environment Report, Manual on Environmental Impact Assessment Methodologies, EIA Handbook for the Ministry of Housing and Urban Planning, National Biodiversity Strategy, and Use of Economic Instruments in Chile's Environmental Policy. At the regional level, the Center has supported the regional environmental commissions (COREMAs) in the identification and analysis of local environmental problems. In cooperation with the CONAMA, the COREMAs conducted regional workshops to characterize their natural resource base and identify policy priorities. This effort resulted in the compilation and production of the report, Regional Environmental Problems.

The LAC Program has also worked with several private and parastatal institutions to strengthen the technical capacity of civil society groups to participate in environmental policy making. For example, the LAC Program assisted in the establishment of an NGO consortium (consisting of CED and Participa and Casa La Paz) to develop a "how-to" manual on incorporating citizen participation in Chile's National EIA System. The manual -- which details various conflict resolution, negotiation and consultation methodologies and applies them to the system of EIAs -- is being used to train local officials, grassroots groups, and NGOs on how to organize and channel the participation of their constituencies and communities in the EIA process.

In Ecuador, the LAC Program provided technical assistance to the Environmental Advisory Commission (CAAM) in the elaboration of the country EAP. Throughout 1994, the Center advised CAAM in its elaboration of the EAP, including training for CAAM staff on EAP and the consultation process. The main products from this endeavor have been the completion of the EAP for Ecuador and a series of workshops which have helped to build consensus around various environmental policies and institutional reforms. The EAP was highlighted in the Second Ecuadorian Congress on the Environment and has served as a main discussion point between NGOs and government. The Center also oversaw the design of an EIA system in Ecuador and ensured that representatives from the private sector -- especially NGOs -- were involved.

The LAC Program has a strong focus on participatory methodologies and the role of local people in planning exercises. A participatory rural appraisal handbook (entitled El Proceso de Evaluación Rural Participativa) and the Andean Commission's Planning Handbook are a culmination of these efforts. Specifically geared towards the role of NGOs, "Environmental Challenges in Latin America: Building Organizational Capacities" analyzes obstacles confronting NGOs and recommends steps that NGOs can take to better influence policy-making and implementation.

The "Participatory Methods in Latin America" workshop, which took place in Isla de Mujeres, Mexico in August 1995, was sponsored by the Center and became an important forum for individuals working on the development and application of participatory methodologies. Several important conclusions were reached during the workshop -- including the need to understand the opportunities and limitations of participatory policy-making processes in Latin American.

Many of the lessons learned from the LAC Program can be found in Policy Hits the Ground: Participation and Equity in Environmental Policy Making. Published in September 1995, this report provides

operational concepts, methodological guidelines, and real-world examples of promoting "stakeholder" participation in environmental planning in the developing world. It is intended help guide the participation of stakeholders into policy dialogue and policy making.

CENTRAL AND EASTERN EUROPE

The overall strategy of the Central and Eastern European Program is to strengthen environmental and resource management through NGO and local government capacity building and an increase in participatory decision making. The key objective of the program's EAP work has been to assist -- through a participatory process -- in the implementation and design of environmental policies at the local and regional level. Work has concentrated in Slovakia and Bulgaria.

The Program began supporting the EAP process in 1994. Since then it has worked with local and regional governments to identify opportunities to address local problems through the mobilization of human, financial and institutional resources, and through available national and local level information. At this sub-national level, work on the EAP process has included setting environmental and health priorities and identifying low cost solutions -- such as institutional and regional regulatory reform. Institutional and regulatory reform has been used not only as a low cost approach, but as a means to improve environmental management while promoting relations between national, local and regional government and stakeholder participation in decision making.

In Slovakia, the Central and Eastern European Program has worked with the Upper Nitra's government to conceptualize and set up a regional environmental authority. The purpose of this authority (established in July 1995) is to represent stakeholders, to share and coordinate decisions among regional and local government offices, to provide assistance in enforcement and to help in the development of a regional financing mechanism.

In Bulgaria, the Center has worked with two city governments (Kurdzhali and Stara Zagora) to implement the national plan locally. This has involved working with the public and other stakeholders in identifying the city's major problems -- such as air pollution -- and the process of institutionally addressing such issues. For example, through support from the Center, Bulgaria's local government decided that a conversion from coal to gas was necessary to help minimize air pollution. Then, the Center provided support and guidance in setting up a semi-private utility company to assist in making this conversion. By working with local government, the Program has assisted them in

establishing a public relations office, and in developing and implementing a public relations plan.

V. SECTORAL NATURAL RESOURCE PLANNING AND MANAGEMENT

One the Center's main concerns is the sustainable use and management of land. While this concern is generally reflected in the objectives of the Center's work with national and multi-sectoral strategies, it is specifically underscored in the focus of our program on Sectoral Natural Resources Planning and Management. Here the Center concentrates on issues in agriculture, forestry and biodiversity by bringing to bear participatory methods of analysis and consensus building to help public agencies, NGOs and local communities define environmentally sound policies and plans for future action.

SUSTAINABLE AGRICULTURE

The goal of the Sustainable Agriculture Program is to promote sustainable forms of agriculture and land use, through the development of plans and policies that are environmentally sound, equitable, and economically productive. It meets its goal through the following strategies: a) it helps to improve the understanding of critical policy issues in the field such as the linkages between macro-economic policies and local-level realities; b) it encourages the implementation of improved agricultural policies that address sustainability and social soundness; and c) it helps to strengthen institutional capacities.

Through case studies on innovative partnerships the Center's Sustainable Agriculture Program has highlighted efforts to overcome problems associated with pesticides and to develop alternatives to chemical intensive agriculture, such as Integrated Pest Management (IPM). Work on the Partnerships for Safe and Sustainable Agriculture Project included case studies focused on developing alternatives or reducing pesticides. The cases include projects in Peru, Nicaragua, Philippines, Bangladesh, Kenya, Senegal, and in the United States (California and Iowa). Since early 1995, collaborator groups in each country have been undertaking field-based analysis, using participatory methods that the Center encourages and helps to facilitate. The findings show how groups are working together to successfully implement sustainable practices.

The intended impacts from this new and innovative project are several fold: first, there has been an increased capacity on the part of partner institutions to assess their weaknesses, to work with participatory methods, and to multiply their effectiveness

and outreach ability; and second, there is an increased understanding and awareness of NGOs, policy makers, researchers, farmers and others of the issues and the lessons learned. The partners are learning mechanisms to help ensure that farmers' needs are met.

The Center is also collaborating with several institutions on the Alternatives to Slash and Burn Project. The goals of the project are to reduce the rate of tropical reclamation of degraded lands, and to alleviate poverty of farmers in these areas. The Center's specific activities have been to help in the development of participatory research approaches and in educating policy makers and others on policy and socioeconomic dimensions affecting shifting cultivators, particularly the social factors and dynamics of land use change in the field. Research is currently being undertaken in Cameroon, Brazil and Indonesia.

Thus far, the Center has participated in planning meetings and site characterization exercises, written an annotated bibliography and a draft report entitled "Diversity and Dynamics of Shifting Cultivation." Through its PRA contribution, the Center will increase the capacity on the part of field teams to do effective research, and in particular, to ensure that farmers are more directly involved in the analysis, planning and follow-up. Another impact will be an increased awareness of the socioeconomic and policy changes in addressing dilemmas of shifting cultivation.

The Non-Traditional AgroExport Project addresses the impacts of new agricultural export strategies, particularly the growth of non-traditional agroexports (NTAE) in developing countries. The chief objectives of this project are to identify the environmental and socioeconomic impacts of NTAEs, to assess the equity and sustainability of this sector, and to identify policy implications about ways to overcome problems and to support sustainable and equitable opportunities for change.

The principal product of the project has been an important study entitled Bitter-Sweet Harvests for Global Supermarkets: Challenges in Latin America's Agricultural Export Boom. The book analyzes key characteristics and challenges in diversifying agricultural exports in developing countries and considers labor impacts, such as increasing jobs for women and environmental impacts such as pesticide contamination. The book argues for comprehensive changes in agroexport-diversification policies and practices at all levels to avoid or minimize adverse affects of current strategies and to work towards sustainable and equitable development. The intended impacts of the Project are: to increase the awareness of policy makers on the need to consider social and environmental impacts in environmental policy; and to increase the flow of information to producers and NGOs on the

problems and prospects of NTAEs.

FORESTRY AND LAND USE

The purpose of the Forestry and Land Use Program is to support the Center's Regional Programs in the area of forest policy research, analysis, and planning, particularly in Africa and Asia. The project also monitors and seeks to influence important international forest policy. This information is conveyed to the regional programs so that emerging issues and concepts can be applied in their projects.

Since the last EPM Program Report, the Forestry and Land Use Program has undertaken a variety of successful activities. For example, the Program continues to play an active role in the Forest Stewardship Council (FSC), particularly in developing programs to support national stakeholder consultations to develop sustainable forestry standards and the FSC's accreditation program for timber certifying organizations. The FSC established the first international framework for the independent certification of wood products. The Forestry and Land Use Program has also been involved in the international debate over criteria and indicators for the sustainable management of temperate and boreal forests, and assisted in the creation of the Intergovernmental Panel on Forests under the UN Commission on Sustainable Development.

In Latin America, the Program supports the Central American Commission on Environment and Development's (CCAD) Council on Forests by providing advisory services to its regional forestry program and through the implementation of the Central American Convention on Forest Ecosystems and Plantations. Specific activities have included pilot programs to test guidelines and operational codes for the management of timber concessions in Nicaragua and Guatemala, and the simplification of national codes for management plans regarding broadleaf and coniferous forests. Several of the CCAD member countries have since revised their forest codes to incorporate these guidelines and models.

The Center understands that despite recent and increasing attention on the sustainability of forests, most of the analyses and guidelines for sustainable forestry are difficult to apply in the field. Bearing this in mind, the Forestry and Land Use Program has developed a project in Mexico which has developed and tested national standards for sustainable forestry and designed a methodology for monitoring their application in specific forest management units and concessions.

Through a set of seven case studies, the Center and its local partner, the Mexican Civil Council for Sustainable Forestry, are

working towards the certification of individual production sites and the identification of "best practices." The Center believes that this project will have ramifications in other countries which will be developing timber certification programs as a means to comply with the ITTO's "Target 2000" deadline for bringing all timber production under sustainable management.

WRI has long addressed global climate change issues. As part of this effort, the Center (in collaboration with the Biodiversity Support Program, the Natural Resources Policy Consultative Group, and other institutions) has helped selected countries to meet their commitments as signators of the Framework for the Climate Change Convention. It has assisted several countries evaluate their adaptation options and explored ways to incorporate these options into national sustainable development plans.

Since the last Project Report, the Center has refined its workplan, which has focused on a series of Global Climate Change case studies. In March 1995, the Malawi Country Studies Team and the Center (with funding from the Biodiversity Support Program) explored ways to incorporate GCC adaptation options into Malawi's national sustainable development strategies and environmental management plans. Additional work has included support to a Côte d'Ivoirian NGO to publish a newsletter on vulnerability and adaptation activities in Africa. Thus far, impact of this on-going effort has been a set of well prepared GCC adaptation strategies from Africa.

With partner institutions in Mexico and Central America, the Center has researched the potential of forestry and land use projects to offset carbon emissions. It has also conducted outreach to disseminate WRI's computer-based land use and carbon sequestration (LUCS) model as a tool to design and evaluate such projects. LUCS is a tool for managers and planners to assess the underlying forces driving resource use management by systematically evaluating the basic dynamics of population trends and land use impacts, as well as the effectiveness of different project interventions to influence these land use trends.

Over the course of this period, the Center has published a report on refinements to the LUCS model based on a set of six case studies from around the world, with a focus on cost-benefit and project spill-over analysis. It has also trained local Mexican institutions on the use of the LUCS model. As a result of these efforts, capacity has been developed among partner institutions to: 1) effectively analyze land use trends affecting project sites; 2) design land use projects in terms of carbon sequestration benefits; 3) inform public debates over joint implementation.

Through this program, regional coordination on forestry issues

has increased (particularly in Africa and Asia) and there has been an increased capacity of partner organizations to conduct research and analysis on salient policy issues, such as certification and concessions arrangements. For example, the Forest Stewardship Council is regularly called upon to help member countries review and draft legislation and regulations governing the management of forests of public lands. Also, emerging themes such as timber certification and carbon sequestration has been introduced into the Forestry Advisor's Group agenda.

VI. ENVIRONMENTAL NATURAL RESOURCE INFORMATION MANAGEMENT

Government and private institutions in developing countries are struggling to improve their access to -- and ability to generate and use -- environmental information. As sustainable development planning efforts are expanded and authority to make decisions is extended to new institutions at national, local, and regional levels, decision-makers need better information to make policies, develop strategies, design and implement programs and projects, and assess progress.

The Natural Resource Information Management (NRIM) Program helps policy-makers and analysts to compile, assess, analyze, and make better use of information on natural resources and the environment. The Program is structured to strategically address three principal themes: institutional development; indicators, statistics and digital data; and information access.

Institutional Development

Some of the Program's most important institutional development work has occurred under the auspices of the Natural Resource Information Consultative Group (NRICG). Established in 1992, the NRICG is a group of specialists, drawn from universities, research centers, government agencies, and the private sector, and charged with advising USAID's Africa Bureau, USAID Missions, and USAID supported projects and institutions in Sub-Saharan Africa on the use of GIS, remote sensing, and other information technologies for improved environmental planning and management.

The NRICG helps users locate and access environmental information, hosts meetings, undertakes special studies, and provides peer review, and other advisory services. Since May 1994, NRICG members have been active in Botswana (GIS education and training), Côte d'Ivoire (institutional analysis and data base support), Ghana (advice on environmental monitoring, evaluation and mitigation), Madagascar (improving access to biodiversity data and maps), Malawi (planning and environmental monitoring), Mali (GIS planning), Niger (airborn videography use

in developing natural resource indicators), and Uganda (advice on indicators and environmental reporting). The NRICG helped to organize the AFRICAGIS'95 Conference in Abidjan (March 1995) and the SADC/ELMS GIS Workshop in Gabarone (June 1995).

In May 1995, because of reduced financing and a growing emphasis on the use of information for decision making, the NRICG was merged with the Natural Resource Policy Consultative Group (PCG) to form an Information Sub-Group (ISG) chaired by Jim Graham, former Mission Director in Tunisia and Rwanda. As mentioned, the PCG seeks to improve the quality of analysis available to Missions, the Africa Bureau, African governments, and development practitioners on issues affecting the formulation, implementation, and reform of natural resource policies. The availability of reliable information on environmental conditions and trends supports these activities.

Another major initiative of the Program is the Environmental Information Planning Service (EIPS). It has been designed to strengthen the capacity of governmental and non-governmental organizations in developing countries to assess their environmental and natural resource information needs and to help them improve the collection, analysis and reporting of this information for policy makers.

Recent efforts under EIPS include supporting the Ecological Analysis Group (Bariloche, Argentina) to develop indicators of sustainable land use and make this information available throughout the region. In Niger, the Program carried out a marketing assessment of the data products and information services available from the AGHRYMET Regional Center (ARC). In Uganda, the Program assisted the National Environmental Information Center (NEIC) in the preparation of a National State of Environment Report and on the development and use of district profiles. In Ghana, the Program has begun advising the Environmental Protection Agency (EPA) on the preparation of a national state of environmental report, on the use of GIS to track environmental impact assessment and monitoring data, and on the use of low cost electronic networking to increase access to environmental information.

Indicators, Statistics and Digital Data

The second principal concern of the Program is the development of statistics, indicators and digital data for use in policy-making. To address this concern, the Program has prepared a set of internationally-comparable digital base maps at a scale of 1:1,000,000 for all countries in Africa. These African Data Samplers (ADS) provide essential biophysical and socioeconomic information of interest to many users. Targeted institutions include national environmental information centers, planning

organizations, research institutions, universities, regional organizations such as NESDA and AGRHYMET, and international donor organizations such as USAID, WHO, FAO, and UNITAR.

As a result of this project, regional GIS applications have been improved. The ADS was used as the input for the WHO's Rapid Epidemiological Mapping and Onchocerciasis Project to estimate the affected population, to conduct preliminary analyses, and to train staff from the Ministries of Health and NGOs involved in onchocerciasis control. Other regional applications have included FAO's SADC famine risk mapping, USAID's Famine Early Warning Systems Project, the World Bank's "Post-UNCED Strategy Process Toward Environmentally Sustainable Development in Sub-Saharan Africa", and support Brown University's Greater Horn of Africa Internet site.

The ADS also provides country institutions with an interim planning and presentation tool and has catalyzed the development of national digital maps. This has been demonstrated by Côte d'Ivoire's CNTIG which use the ADS and other data to routinely brief senior ministers on development planning and impacts.

Another important Program initiative is the Indicators for Sustainable Development Project. This project is intended to assist USAID and developing countries in producing country-level natural resource and environmental quality indicators that can be integrated within existing development databases and used for policy planning and reporting activities. Between March 1993 and September 1995, this project has developed a natural resource indicator database for Africa -- 60 tables, 53 countries, 7 regions -- covering agriculture, soil, land suitability, water and marine coastal resources, forestry and rangelands, biodiversity, and energy resources.

The project also assisted GASE in Argentina to publish their report "Environmental Indicators for Latin America and the Caribbean: Toward Land Use Sustainability" and completed the WRI Global Environmental Indicator Workshop synthesis paper and the Africa Indicators Report. Through this project, USAID, other development agencies, and developing country analysts gain access to up-to-date indicators for their planning and program assessments.

Information Access

A third challenge met by the Program has been to provide policy makers with access to information through guides, directories and electronic communications. AFRICALINK aims to support this goal. Managed by the Africa Bureau's Office of Productive Sector Growth and Environment, AFRICALINK is an electronic telecommunications initiative in Africa aimed at supporting the expansion of low

cost electronic communications to improve networking and information sharing among hundreds of collaborating institutions. The Program advises USAID on opportunities to promote electronic networking that is financially sustainable, and to develop Internet-compatible environmental information databases that can be accessed locally by users in Africa.

In 1995, at the request of USAID, the Program carried out an assessment of the opportunities to connect over 100 collaborating institutions in Africa to the Internet. This assessment documented the feasibility of immediately connecting these institutions at modest cost by building incrementally on the existing technical capacity in Africa, relying principally on private sector initiatives.

As a result of the Program's efforts, databases have been developed and installed in select sites in Africa; local users have had regular access to important environmental information; coordination between organizations that support electronic communications in Africa have improved; and there has been a greater exchange of electronic information between African organizations.

The "World Directory of Country Environmental Studies" is another NRIM Program effort. This fully annotated bibliography of major national environmental and natural resource profiles, assessments, and strategies provides critical information to governments, donors, information specialists and others. The 1993 Directory was distributed and marketed throughout the world and more than 400 diskettes were sold. The 1993 Directory is available via the Internet from USAID's gopher. The draft 1995 Directory was completed in September and includes bibliographic information on biodiversity, climate change, environmental strategies, assessments and state of environment reports, and reports submitted to the Commission on Sustainable Development. The impacts of the study include improved access to developing and developed country studies and increased participation of developing countries in country assessments. As a result of the Directory, there is also less duplication of effort by donors and better informed environmental decision-making at the national and international levels.

VII. SPECIAL PROJECTS

The Center also undertakes a variety of activities that cut across regional and sectoral boundaries. These "special projects" include the Center's work with the Biodiversity Support Program, its gender activities, work on Partnership for the Americas, and its efforts in donor coordination.

BIODIVERSITY SUPPORT PROGRAM

In 1988, in an effort to address the very real threats posed by the loss of biodiversity, USAID established the Biodiversity Support Program (BSP). A consortium of the World Wildlife Fund, the Nature Conservancy, and WRI, BSP works to conserve biodiversity in developing countries by supporting innovative, on-the-ground initiatives that integrate conservation with social and economic development.

Over the course of the past two years, BSP has worked in collaboration with Center staff on a variety of activities in support of BSP's mandate. For example, in 1993, the Center worked with BSP on a Conservation Needs Assessment (CNA) for Papua New Guinea, and specifically on the legal and social aspects that affect conservation initiatives. Center staff worked with local groups and NGOs and provided key insights into how legal and social constraints and opportunities help or hinder conservation activities.

The Center has also worked with BSP on the recent evaluation of the BOSCOSA Forest Project in Costa Rica. The evaluation of this project (which included two months in the field and a month of desk-top study) analytically tested a set of hypotheses and looked at a number of issues including the role of locals in forest management and the legal constraints to successful management. This review has since been considered a model project assessment and has been used to help guide future evaluation efforts.

BSP has also conducted research on setting geographic priorities for biodiversity conservation. This effort took place during 1994 and the first quarter of 1995 and reviewed a set of existing approaches and made recommendations to the donor community, scientists and policy makers on how international biodiversity priorities can and should support local and national initiatives. The product of this work is being published in December 1995 in a book entitled Biodiversity in the Balance: Approaches to Setting Geographic Conservation Priorities. Advance drafts have been used by GEF, the World Bank, and other donors to develop priority-setting strategies.

Other collaborative activities are ongoing. For example, Center staff continue to work with BSP's Biodiversity Conservation Network on an initiative that is providing lessons learned on if and how enterprise based approaches can support biodiversity. With the help of the Center, grants have been awarded throughout Asia and the Pacific to NGOs, private businesses and others that support conservation through economic development. To further support this effort, the Center has helped to develop social and

other indicators to monitor and assess local impacts and to assess how these entrepreneurial initiatives are supporting biodiversity. The lessons learned from this work will help governments, NGOs and development agencies better understand the criteria behind building enterprise successful initiatives that support biodiversity.

GENDER

The Center understands that gender issues and the full participation of women are critical to environmental management and sustainable development. Since the last EPM Report, the Center has made a concerted effort to integrate gender considerations into all of its programs. For example, the Center edited (in conjunction with the African Center for Technology Studies) a book (Towards Common Ground: Gender and Natural Resource Management in Africa) based on five case studies. It identifies critical lessons learned and makes policy recommendations on the integration of women into environmental policy and planning.

The Center has also provided support and capacity building to the Regional Gender Consultative Group in Central American Forestry, and has contributed to regional workshops for planning and policy activities. Products from this activity include proceedings from a workshop and published guidelines for the integration of gender into forest policy activities ("Lineamientos para los Talleres Nacionales Integración de la Mujer en los Planes y Proyectos de Desarrollo Forestal"). Additional efforts regarding Latin America include a May 1994 publication entitled "Engendering Central American Forestry Management: The Integration of Women in Forest Policy Initiatives."

The Center also researched and developed a set of participatory methods and recommendations on women workers and environmental health conditions in agroexport production in Ecuador and Guatemala. Part of the findings were reported in a recent publication on non-traditional agricultural exports entitled Bittersweet Harvests for Global Supermarkets: Challenges in Latin America's Agricultural Export Boom. In addition, the Center has compiled an annotated bibliography on the integration of gender into NRM policies and programs. This work (entitled Integrating Gender into Natural Resource Management: An Annotated Bibliography for Development Policy, Projects and Planning) has proven to be a useful guide to Center staff, as well as others working in the field of environmental management and sustainable development.

The studies, activities and publications on gender issues provides policy makers, Center staff and others with constructive

ways to build and understand the institutional capacities for integrating women into projects and policies. This effort bridges the gap between the important role that men and women play in sustainable development and environmental management and encourages policy makers, Center staff and others to integrate gender concerns into their efforts.

PARTNERSHIP FOR THE AMERICAS

Section 3 of Agenda 21, The United Nations Programme of Action (signed at Rio as the primary international statement of the principles of sustainable development) is devoted to "strengthening the role of major groups." To contribute to the preparation of the 1994 Summit of the Americas (which was the largest gathering of heads of state of the Americas since the Earth Summit in 1992), USAID led a working group to examine new environmental partnerships. This work, coordinated in conjunction with WRI, resulted in a report entitled New Partnerships in the Americas: The Spirit of Rio. This important study is based on numerous consultations among key individuals and groups throughout the hemisphere. The study team asked respondents to describe the development of "new partnerships", assess the conditions necessary to their emergence, and identify ways in which governments can foster these efforts and fully use their products.

The study of environmentally focused partnerships (published in 1994) has three objectives. The first is to contribute ideas and information to the Summit discussion, shining a light on development processes in the region that leaders might review for application to their countries. The second objective is to help define actions that will reinforce the effectiveness of partnerships in the future. The third objective is to inform and augment various information sharing arrangements across borders and sectors. A data base has been recently been released which methodically cross-references and highlights the organization, objectives, constituents, and issues of these partnerships, thus providing fresh insight into this emerging trend.

DONOR COORDINATION

The question of coordination has been on the table since the early days of modern development, some thirty years ago. Nonetheless, little progress has been made at the international or national level, to understand and overcome the major institutional, political, technical and often very real human obstacles that make coordination so difficult.

Bearing that in mind, a Center study entitled "Country-level

Donor Coordination in Support of Sustainable Development" was written (under the auspices of USAID, SIDA and UNDP) to explore some of the critical obstacles to donor coordination at the country level. The primary aim of the study was to examine donor coordination for sustainable development and to suggest ways to improve the coordination process.

As a result of the Center's work in six case study countries (Indonesia, Bangladesh, Mali, Tanzania, Bolivia and Nicaragua) the study was able to draw several conclusions including:

- the attitude of recipient countries (rather than donors) may be the most critical determinant in fostering or discouraging a coordination climate; and
- after political will, the factor that most influences success or failure of coordination are incentives -- or lack thereof.

The study also listed several recommendations intended to directly affect future coordination efforts between USAID, SIDA, UNDP and other agencies, including the following:

- donor agencies need to allow more time (and funding) for the project planning and design process;
- donors need to reaffirm their commitment to strengthen the capacity of host country institutions to plan for and manage the development process, particularly in response to the concept of sustainable development; and
- donors must rethink their organizational incentive structure to increase and make more explicit the incentives associated with coordination/cooperation.

VIII. EPM MANAGEMENT AND FINANCE

A. MANAGEMENT AND STAFFING

AID's Bureau of Global Affairs, Field Support and Research and the Center work closely on EPM Project Management activities. This section reviews the basic management responsibilities of USAID/G/ENV/ENR and the Center and concludes with a look at the Center's relationships to USAID/G/ENV/ENR and various AID missions.

Organization and Staffing

Within the organizational structure of the World Resources Institute, the Center is regarded as a major program. Since the merger that created it in 1988, the Center's administrative and financial integration into WRI has been completed.

The Center is organized into three overall management functions. Overall leadership and direction is provided by the Center's Director; the two Deputy Directors are responsible for Center-wide program integration; and the fundamental responsibility of program planning and implementation lies with the Regional and Thematic Directors. Thematic Directors in the areas of Information, Sustainable Agriculture, and Forestry, work closely with the Regional Directors on project development. The organizational chart lists the current staff of the Center and the EPM Project.

Center Director

The Director for the Center for International Development and Environment, Thomas Fox, is responsible for the Center's program and budget, including the EPM Cooperative Agreement. Mr. Fox reports directly to WRI's Vice President for Program, Walter Reid, and is responsible for coordinating the Center's activities with those of other WRI programs.

EPM Project Director

Over the course of March 1993-September 1995, the designated director of the EPM Cooperative Agreement was Walter Arensberg, one of the Deputy Directors of the Center. Reporting to the Center's Director, Mr. Arensberg was responsible for developing and implementing the EPM Annual Plan; developing, monitoring and managing project funds; reporting to, and maintaining regular coordination and communication with USAID. In this capacity of EPM Director, Mr. Arensberg was the initial point of contact between WRI and USAID/G/ENV/ENR and other USAID bureaus and overseas missions. (He has since left WRI).

Administration, Grants, Management and Accounting

The administration and financial management of the EPM Cooperative Agreement is a top priority for the Center. To ensure that all Federal/OMB requirements have been fulfilled, WRI's Government Grants/Contracts Administrator, Elsie Velez Whited, works closely with the EPM Director, the Regional Directors, WRI's Controller, the Senior Vice President for Administration, and the Secretary-Treasurer.

Regional Directors

The Center's Regional Directors are primarily responsible for planning, coordinating, and implementing EPM project activities within geographic regions. It is expected that a Regional Director is experienced in a substantive field of environmental planning and management, as well as in the language, social, political, and economic dynamics of a particular region. The

Regional Directors are responsible for coordinating the development of annual plans and budgets for all activities occurring within their geographic regions, coordinating all project activities, monitoring budget expenditures, and maintaining liaison with USAID regional bureaus and missions, other donors and NGOs. In some cases, Regional Directors are also responsible for the development of thematic programs.

Thematic Directors

Thematic Directors are responsible for defining and developing substantive thematic program areas. While they do have some management responsibilities, their primary concern has been with the subject areas covered in the Center's activities. These subject area specialists are knowledgeable in the state of the art of their subjects, develop new projects plans and strategies, undertake policy and research, and make technical contributions to activities with partners in developing countries. Coordination among Regional Directors is critical in the development and implementation of programs under EPM.

B. FINANCIAL REPORT

Through September 1995, the Center spent a total of $20,463,061 of EPM funds (see attached SF269 Financial Status report. The attached chart and table presents visually the distribution of these funds between core and add-ons and charts an increase in volume annually. The approximate cumulative percentage distribution between core and add-ons was 55 percent and 45 percent respectively.

All of the required final financial reports have been submitted to the appropriate offices of USAID. WRI will be submitting the FY95 A-133 audit report as soon as the auditors have completed this process (report is expected by mid-January 1996). In addition, there are subgrant A-133 audits which are underway and will be submitted once the process is complete.

Center for International Development and Environment

Administration

Thomas Fox, Director
Priscilla Tucker, Executive Assistant

Dan Tunstall, Deputy Director
Amy Tohill-Stull, Program Assistant

Program Themes

SUSTAINABLE AGRICULTURE
Ann Thrupp, Senior Associate
Consuelo Holguin, Program Assistant

FORESTRY AND LAND USE
Bruce Cabarle, Senior Associate
Paige Brown, Research Analyst

NATURAL RESOURCE INFORMATION
Dan Tunstall, Deputy Director
Jake Brunner, Associate
Norbert Henninger, Associate
Sara Moola, Research Analyst

Environment and Natural Resources Management

AFRICA
Peter Veit, Regional Director
Christine Elias, Senior Associate
Deanna Madvin, Research Analyst
Cynthia Chamberlain, Program Assistant

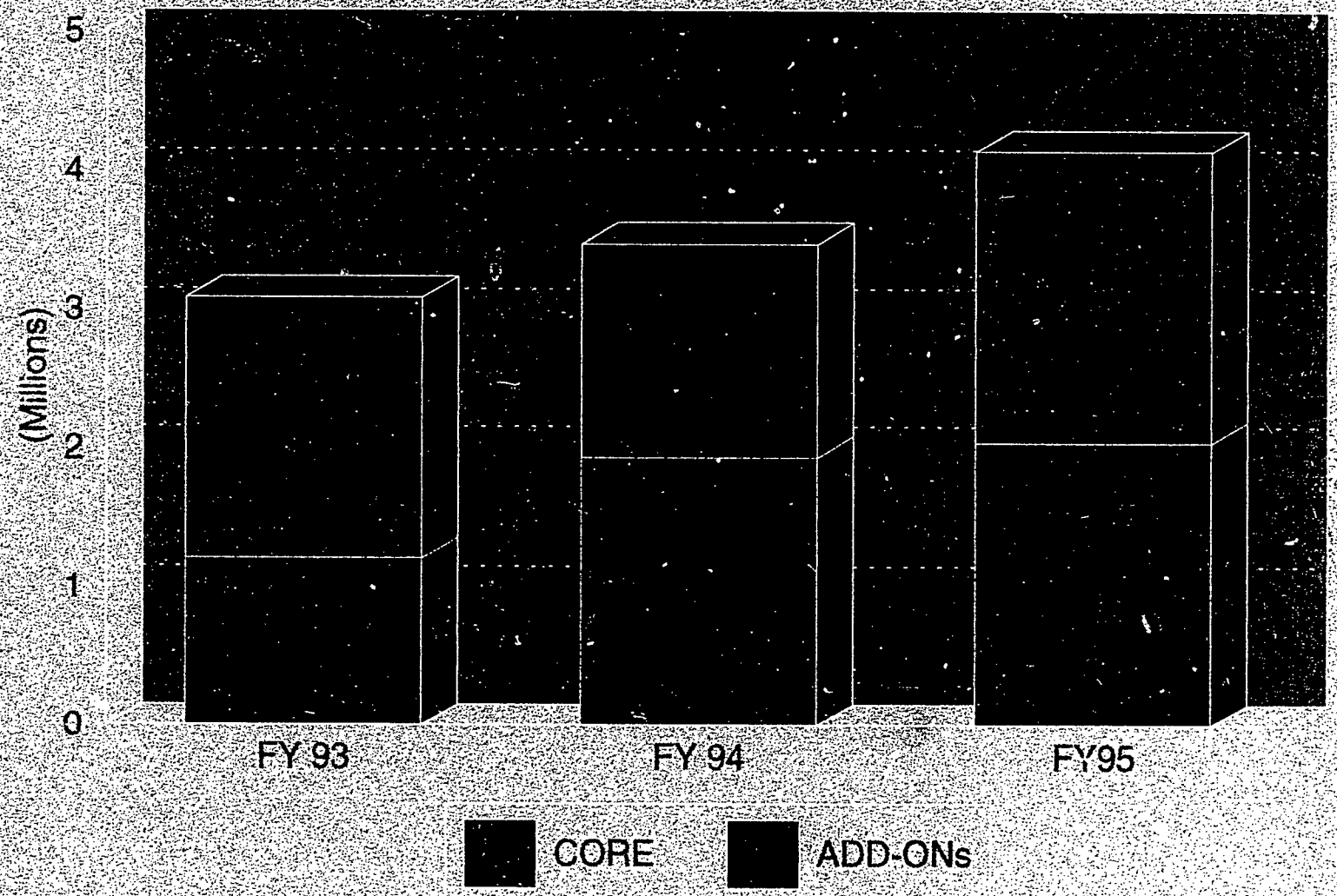
CENTRAL & EASTERN EUROPE
Elena Petkova, Regional Director
Jeff Citrin, Research Assistant

ASIA/NEAR EAST
Kirk Talbott, Regional Director
Owen Lynch, Senior Associate
Mieke van der Wansem, Associate
Audrey Im, Program Assistant

LATIN AMERICA & THE CARIBBEAN
Aaron Zazueta, Regional Director
Elsa Chang, Associate
Crescencia Maurer, Associate
Maura Paternoster, Program Assistant
Vacancy, Program Assistant

WORLD RESOURCES INSTITUTE

EPM FUNDING DISTRIBUTION



FINANCIAL STATUS REPORT

1. FEDERAL AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH REPORT IS SUBMITTED: U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

2. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER: LAC-5517-A-00-5077-00

3. Recipient Organization
World Resources Institute
1709 New York Avenue, N.W.
Washington, D.C. 20006

4. EMPLOYER IDENTIFICATION NUMBER: 52-1257058

5. RECIPIENT'S ACCOUNT NUMBER:

6. FINAL REPORT: YES

7. BASIS: Accrual

8. PROJECT GRANT PERIOD: FROM: 7/26/85 TO: 9/30/95

9. PERIOD COVERED BY REPORT: FROM: 7/1/95 TO: 9/30/95

10. STATUS OF FUNDS

PROGRAMS/FUNCTIONS/ACTIVTIES PIO/T Nos.	Multiple FY85-94	936-5517-369252	936-5517-4692448	936-5517-4692449	936-5517-4692447	513-598-0616.20-3-40001	936-5517-3-30087	596-0150-3-30040	617-0124-00 3-3000	612-0235-3-20036	513-5988-0616-3-30001	936-5517-5692098	398-0249-3-50002	641-0110-3 50020	Cumulative
a. Net outlays previously reported	15,388,877	1,400,000	539,579	326,094	254,980	36,479	238,182	275,121	131,558	20,079	290,910	31,126	80,000	1,883	19,014,868
b. Total outlays this report period	0	0	538,614	163,906	144,186	283,883	31,585	18,638	18,992	5,627	59,090	115,135	0	68,537	1,448,193
c. <Less> Program income credtis	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
d. Net outlays this report period	0	0	538,614	163,906	144,186	283,883	31,585	18,638	18,992	5,627	59,090	115,135	0	68,537	1,448,193
e. Net outlays to date	15,388,877	1,400,000	1,078,193	490,000	399,166	320,362	269,767	293,759	150,550	25,706	350,000	146,261	80,000	70,420	20,463,061
f. <Less> Non-federal share of outlays	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
g. Total Federal share of outlays	15,388,877	1,400,000	1,078,193	490,000	399,166	320,362	269,767	293,759	150,550	25,706	350,000	146,261	80,000	70,420	20,463,061
h. Total unliquidated obligations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
i. <Less> Non-federal share of unliquidated obligations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
j. Total Federal share of outlays and unliquidated obligations	15,388,877	1,400,000	1,078,193	490,000	399,166	320,362	269,767	293,759	150,550	25,706	350,000	146,261	80,000	70,420	20,463,061
k. Total cumulative amount of Federal funds authorized	15,388,877	1,400,000	1,078,193	490,000	400,000	350,000	274,539	295,010	150,550	30,000	350,000	150,000	80,000	72,244	20,509,413
l. Unobligated balance of Federal funds	0	0	0	0	834	29,638	4,772	1,251	0	4,294	0	3,739	0	1,824	46,352

11. INDIRECT EXPENSE

a. TYPE OF RATE: PROVISIONAL

B. CBR 29.5%, 10%
RATE PD 20%, 16%

b. BASE | d. TOTAL AMOUNT | e. FEDERAL SHARE

12. REMARKS.
Attach any explanations deemed necessary or information sponsoring agency in compliance with governing legislation.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL
Marjorie Beane
Marjorie Beane, Secretary/Treasurer

DATE REPORT SUBMITTED: 14-Dec-95

13. CERTIFICATION
I certify to the best of my knowledge and belief this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.

TELEPHONE (202) 638-6300

[WRI/EVW] 14-Dec-95

STANDARD FORM 269

APPENDICES

A. PUBLICATIONS/REPORTS (1993 - 1995)

International/Global

United States Agency for International Development and WRI, New Partnership in the Americas: The Spirit of Rio, 1995.

Faeth, Paul; Court, Cheryl and Livernash, Robert, Evaluating the Carbon Sequestration Benefits of Sustainable Forestry Projects in Developing Countries, 1994.

Reid, Walter; McNeely, Jeffrey, et al., Biodiversity Indicators for Policy Makers, WRI in cooperation with the World Conservation Union, 1993.

Johnson, Nels and Cabarle, Bruce, Surviving the Cut: Natural Forest Management in the Humid Tropics, 1993.

Linares, Carlos, "Urban Environmental Challenges: New Directions for Technical Assistance to Cities in Developing Countries," 1994.

Lynch, Owen J. "Whither the People? Demographic, Tenurial and Agricultural Aspects of the Tropical Forestry Action Plan," 1990.

Meyer, Carrie, "Environmental and Natural Resource Accounting: Where to Begin," 1993.

WRI and the Environmental Protection Agency,"Land Use and Carbon Sequestration Workshop: Final Report," 1995

Tunstall, Dan; Henninger, Norbert and Hammond, Allen, "Workshop on Global Environmental Indicators: Synthesis Report and Background Papers (December 1992)," 1994.

Abramovitz, Janet, "Trends in Biodiversity Investments," 1994.

Linares, Carlos; Seligman, Daniel and Tunstall, Daniel, "Developing Urban Environmental Indicators in the Third World," 1993.

Oksanen, Tapani; Herring, Matt and Cabarle, Bruce, " Study on Coordination in Sustainable Forestry Development," 1993.

Merrill, Julie, "Integrating Gender into Natural Resource

Management: An Annotated Bibliography for Development Policy, Projects and Planning," 1993.

Africa

WRI, World Conservation Monitoring Center, and PADCO, Inc., Africa Data Sampler: A Geo-Referenced Database for all African Countries, 1995.

Sigot, Aseneath; Thrupp, Ann and Green, Jennifer, Towards Common Ground: Gender and Natural Resource Management in Africa, published by ACTS Press, 1995.

Dorm-Adzobu, Clement, New Roots: Institutionalizing Environmental Mechanisms in Africa, 1995.

Veit, Peter; Mascarenhas, Adolfo; and Ampadu-Agyei, Okyeame, Lessons from the Ground Up: African Development that Works, 1995.

WRI's Center for International Development and Environment, Indigenous Knowledge in Resource Management: Irrigation in Msanzi, Tanzania, published by ACTS Press, 1994.

Biodiversity Support Program, Central Africa: Global Change and Development, 1993.

Herrick, Allison, "Global Environmental Agreements and African National Priorities: Issues for Discussion and Possible Action," Natural Resources Policy Consultative Group, 1995.

Reardon, Thomas and Shaikh, Asif, "Links Between Environment and Agriculture in Africa: Implications for Economic Growth and Policy," Natural Resources Policy Consultative Group, 1995.

Veit, Peter; Nagpal, Tanvi and Fox, Thomas, "Africa's Wealth, Woes and Worth," 1995.

Green, Jennifer and Thrupp, Lori Ann, "Priorities to Gain Equal Ground: Gender and Natural Resources in Africa," 1995.

Talbott, Kirk, "Central Africa's Forests: The Second Greatest Forest System on Earth," 1993.

Talbott, Kirk, "Elusive Success: Institutional Priorities and the Role of Coordination (A Case Study of the Madagascar National Environmental Action Plan)," 1993.

Brunner, Jake and Spirandelli, Daniele, "AFRICAGIS '95: Inventory of GIS Applications in Africa," 1995.

Brunner, Jake; Arimi, Ari and Dalsted, Kevin, "The Use of Aerial Video for Land Use/Land Cover Characterization and Natural Resource Management Impact Assessments in Niger," 1995.

Brunner, Jake; Deichmann, Uwe; Henninger, Norbert; and Ninnin, Benoit, "West Africa Long-Term Perspective Study," 1995.

Diong, Ibrahima Cheikh, "The Role of Non-Governmental Organizations in Policy Reform in Senegal," 1995.

Burman, Erica, "Expanding Non-Governmental Organization Participation in African Environmental Policy Reform: Botswana," 1995.

Tunstall, Daniel; Henninger, Norbert, and Nielsen, Daniel, "Natural Resource and Environmental Indicator Data Tables for Africa," 1995.

South African Development Community, "The Third SADC Regional Workshop on Environmental Information Systems: Synthesis Report and Country Presentations (Gaborone, Botswana, June 20-23, 1995)," 1995.

WRI, UNSO, Sahel and Sahara Observatory, UN Institute for Training and Research, "Proceedings of the AFRICAGIS '95 Conference (Abidjan, Cote d'Ivoire)," 1995.

Brunner, Jake, "AFRICLINK: Final Report and Recommendations," 1995.

Land Tenure Study Group (University of Dar es Salaam), "Land Policy in Tanzania: Issues for Policy Recommendations," prepared for the National Conference on Land Policy Organized by the Ministry of Lands, Housing, and Urban Development, Arusha, Dar es Salaam, January 16-19, 1995.

Hitchcock, Laura and Shauri, Vincent, "Community Forest Management in High Canopy Forests in Tanzania: Legal and Policy Issues and Recommendations," 1995.

Hitchcock, Laura, "Legal Issues in Community Forest Management in Lushoto District: Case Studies and Recommendations," 1995.

Fondation des Amis de la Nature, "The Role of NGOs in the Reform of Natural Resources Management Policy in Burkina Faso," 1994.

Ampadu-Agyei, Okyeame, "Non-Traditional Agricultural Exports and Natural Resource Management in Ghana: Practices and Prospects," 1994.

Turyatunga, Frank, "An Information System for Sustainable

Environmental Management: A Ugandan Example," 1994.

Deichmann, Uwe, "A Medium Resolution Population Database for Africa," 1994.

Veit, Peter, "From Crisis Management to Strategic Planning for Sustainable Development in Uganda: Sub-County/Town Planning Procedure and Process Guidelines," 1994.

Miller, Roland, "Madagascar Biodiversity Database: An Assessment," 1994.

Comité National de Télédétection et d'Information Géographique, "Tableau de Bord de la Côte d'Ivoire," 1994.

Williams, Paula; O'Kting'ati, Aku and Gilruth, Peter,"Project Evaluation: Review of Tanzanian-Finnish Support to the Implementation of the Forestry Action Plan, 1991-1994," 1994.

Williams, Paula; O'Kting'ati, Aku and Gilruth, Peter, "Building Capacity to Manage Forest Resources: Tanzania Forestry Action Plan: Prospective on Implementation and Future Strategies," 1994.

International Fund for Agricultural Development, "Land Degradation and Poverty in Africa," 1994.

Swartzenbruber, Fred and Njovens, Bernard, "Participation des ONG Africaines à la Réforme des Politiques en Matière de Ressources Naturelles," 1993.

Nkambwe, Musisi, "Geographical Information Systems in Botswana: Introducing a New Technology for Environmental Management," 1993.

Gyamfi-Aidoo, Jacob, "A Network Approach to Environmental Information Management in Ghana," 1993.

Brunner, Jake and Tunstall, Dan,"ARGHYMET's 1993-1994 Transition Phase: A Concept Paper," 1993.

Veit, Peter,"Decentralizing Natural Resource Management: Some Issues Regarding Sub-District Environmental Planning and Implementation in Uganda," 1993.

Swartzenbruber, Fred and Njovens, Bernard, "NGOs, Environmental Awareness, and Policy Advocacy in Cameroon," 1993.

Asia and the Pacific

Lynch, Owen J. and Talbott, Kirk, Balancing Acts: Community Based Forest Management and National Law in Asia and the Pacific, 1995.

van der Wansem, Mieke, and Smith, David, Strengthening EIA Capacity in Asia: Environmental Impact Assessment in the Philippines, Indonesia and Sri Lanka, 1995.

Talbott, Kirk and Khadha, Shantam, "Handing it Over: An Analysis of the Legal and Policy Framework of Community Forestry in Nepal," 1994.

WRI and the Legal Rights and Natural Resources Center - Kasama Sa Kalikasan, Proceedings from the NGO Policy Workshop on Strategies for Effectively Promoting Community Based Management of Tropical Forest Resources, (Baguio, Philippines, May 19-23, 1994), 1995.

Henninger, Norbert, Tunstall, Dan and Zoeller, David, "Information for Environmental Impact Assessment: A Background Paper Prepared for the EIA Regional Workshop, 1993.

Lynch, Owen J. Securing Community-Based Tenurial Rights in the Tropical Forests of Asia: An Overview of Current and Prospective Strategies, 1992.

Lynch, Owen J. and Alcorn, Janis, "Empowering Local Forest Managers: Toward More Effective Recognition of the Rights, Contributions and Capacities of People Occupying "Public" Forest Reserves (i.e, Pah Sa-nguan) in the Kingdom of Thailand, 1994 (Thai translation published 1992).

Latin America and the Caribbean

Zazueta, Aaron, Policy Hits the Ground: Participation and Equity in Environmental Policy-Making, 1995.

Zazueta, Aaron, Lineamientos para Foros de Consulta Sobre Politicas de Desarrollo Sostenible, 1995.

Thrupp, Lori Ann with Bergeron, Gilles and Waters, Williams, Bitter-Sweet Harvests for Global Supermarkets: Challenges in Latin America's Agricultural Export Boom, 1995.

Winograd, Manuel, Environmental Indicators for Latin America and the Caribbean: Toward Land-Use Sustainability, published by WRI, Inter-American Institute for Cooperation and Agriculture, and the Organization of American States, 1995.

WRI and US Agency for International Development, Green Guidance for Latin America and the Caribbean, 1993.

WRI and Grupo Studios Ambientales, El Proceso de Evaluación Rural Participativa, 1993.

Thrupp, Lori Ann, "Challenges to Latin America's Recent Agroexport Boom: Sustainability and Equity of NonTraditional Export Policies in Ecuador," 1994.

Thrupp, Lori Ann and Marge, Arleen, "Engendering Central American Forestry Management: The Integration of Women in Forest Policy Initiatives," 1994.

Zazueta, Aaron, "Environmental Challenges in Latin America: Building Organizational Capacities," 1993.

WRI and the Center for Social and Ecological Studies, "Restoration of the Lake Basin in Mexico and the Regional Social Participatory Process: The Case of ORCA," 1995.

Centro de Educación Ambiental y Acción Ecológica, et al., "Medio Ambiente y Autogestión Urbana: Procesos Particpativos en Problemas Ambientales-Taller de Experiencias," 1994.

WRI and Nutrición de Centroamérica y Panamá, "Sostenibilidad de la Producción Agrìcola No-Tradicional de Exportación por Pequeños Productores en Guatemala: Informe del Seminario-Taller Desarollado," (Antigua, Guatemala, 20-22 de Septiembre de 1993), 1994.

Waters, Williams, editor, "Desafiós en la Agroexportación No Tradicional: Impactos Ambientales y Sociales," 1993.

Valarezo, Galo Ramon, "Manual de Planeamiento Andino Comunitario," 1993.

Davila, Veronica and Mayorga, Arleen, "Lineamientos para los Talleres Nacionales Integración de la Mujer en los Planes y Proyectos de Desarrollo Forestal," 1993.

Quirós, Ramon and Payarez, Ernesto Florez, "Situación Actual de las Organizaciones no Gubernamentales y Anàlisis de Mecanismos de Articulación en el Plan de Acción Forestal Tropical de Panamá," 1993.

Central and Eastern Europe

Petkova, Elena, "Bulgaria: The Start of a Local Planning Process," 1995.

Petkova, Elena, "Project Preparation Capacity in Bulgaria," 1995.

B. WORKSHOPS/MEETINGS/PRESENTATIONS (1993 - 1995)

International

Sponsored and attended "OAS Seminar on Natural Resource and Environmental Accounts for Development Policy," April 13-14, 1993.

Forestry Advisors Group, semi-annual meeting, to discuss the role and management of the FA Group, UN Headquarters, New York, May 1993.

Presented at the post-UNCED forestry issues meeting, convened by the Fernbank Museum of Natural History and the Carter Center in Atlanta, May 1993.

Hosted sixth meeting of INTRAISE International Advisory Committee, July 26-27, 1993.

Participated in meetings on national plans and strategies for sustainable development, Ottawa, Canada, October 1993.

Forest Stewardship's Founding Assembly, "An Agenda for Cooperation," where Bruce Cabarle elected to serve three year term on FSC Board of Directors, Toronto, Canada, October 1993.

Attended informal consultation at the UN on supporting national forest programs in developing countries, May 4, 1994.

Presented at the "Agriculture-Environment Interface: Crises and Opportunities" Conference, at the Rayburn House Office Building, sponsored by Overseas Development Council, December 1994.

Participated in InterAction's Executive Committee meeting to define InterAction's advocacy position in the current debate about future of foreign assistance and USAID, March 13, 1995.

Chaired quarterly meeting of the Advisory Committee on Voluntary Foreign Aid (ACVFA) which featured the first public airing of USAID's New Partnership Initiative, April 1995.

Forestry Stewardship Council co-sponsored a Commission for Sustainable Development roundtable with Earth Summit Watch, UN, New York, April 1995.

Africa

Natural Resource Policy Consultative Group for Africa meeting, to discuss proposed approach for the PCG in NEAP and AID/Africa activities under the Development Fund for Africa, April 1993.

Presented paper on small scale technology for dry-land management, Desertification Convention Meeting, Nairobi, May 1993.

Presented lecture on NEAPs and environmental problems in Africa, USAID Africa Bureau Senior Management Workshop ("Sustainable Development: Environment and Population"), May 1993.

Attended the NGO Conference on Desertification, Mali, August 1993.

Presented at the International Conference on Village-Based Development, Fort Collins, CO, September 1993.

Hosted "Gender and Natural Resource Management Workshop" in conjunction with ACTS, Nairobi, October 14-16, 1993.

Policy Consultative Group for Africa meeting, to discuss PCG involvement in AID Natural Resource Management Conference (January 1994) and PCG efforts to support the GEF, October 1993.

Participated in an InterAction panel discussion on African NGO Advocacy and participation in public policy reform, Washington, DC, October 1993.

Presented Center experience on integrating local-level Africans into the NEAP process in Tanzania, Uganda, and Guinea, World Bank, December 1993.

Presented findings on NGO Policy Work in Uganda and Cameroon, State Department, December 1993.

Presented at and hosted the "AID Natural Resource Management Conference", for ADOs and Environmental Officers, The Gambia, January 1994.

Participated in White House Meeting on Africa, sustainable development working group, June 26-27, 1994.

Policy Consultative Group Meeting, to discuss future activities in participation, global/national resource management, and environmental economics, June 1994.

Co-sponsored workshop on environmental degradation and poverty in Africa with the International Fund for Agricultural Development (IFAD), US Capital, May 4, 1994.

Presented to Secretary of State and Special Assistant of the Office of the Deputy Secretary, on issues of security, conflict and peace in Africa, November 1994.

Hosted workshop to discuss "reengineered" Agency for the design, implementation, and evaluation of NRM projects, at request of Africa Bureau, Office of Productive Sector Growth and Environment, January 1995.

Participated in workshop on the role of NGOs in policy making in Burkina Faso, Ouagadougou, Burkina Faso, January 1995.

Funded writing and presentation of a paper by the University of Dar es Salaam's Land Tenure Study Group, land tenure issues in Tanazania, Arusha, Tanzania, January 1995.

Policy Consultative Group members and Center staff participated in Network for Environment and Sustainable Development (NESDA) regional conference on institutional reform for improved natural resource management, Addis Ababa, Ethiopia, March 1995.

Participated in Panel Debate, "Home Grown Solutions to Reporting on Environmental Issues," hosted by NGO Agenda, Dar es Salaam, Tanzania, May 1995.

Participated in a climate change conference on adaptation assessments, St. Petersburg, Russia, May 1995.

Policy Consultative Group for Africa presented paper on linkages between economic growth, agricultural productivity and environmental management, USAID's Agriculture and Natural Resources Development Officers Conference, Annapolis, MD, July 1995.

Participated in World Bank colloquium on environmentally sustainable development for Africa, Norway, August 1995.

Co-hosted workshop on joint management of natural resources with Institute of Resource Assessment, University of Dar es Salaam, Tanga, Tanzania, August 1995.

Participated in regional workshop on role of law in natural resource management, Jinga, Uganda, August 1995.

Asia

Chaired session and presented overview of national law and community-based forest management in Asia and the Pacific, International Association for the Study of Common Property,

Manila, Philippines, June 1993.

Presented paper on tenure and community based conservation, Liz Claiborne/Art Ortenberg Workshop, Airlie, Virginia, October 1993.

Accompanied WRI president Jonathan Lash to the Philippines to further explore and develop collaborative policy research opportunities. While in Manila, met with officials of USAID and the Department of Environment and Natural Resources. Discussions with various NGOs were also held to explore possible research topics and to identify prospective collaborators. A field trip to the controversial Mt. Apo Geothermal project in Mindanao was made. Lash also delivered an address to a special meeting, hosted by the chairman of the National Economic Planning and Development Agency, of the Philippine Council on Sustainable Development, November 1993.

Organized, co-sponsored and participated in Regional Workshop on "Strengthening of Environmental Impact Assessment Capacity in Asia," Serpong, Indonesia, December 1993.

Organized two regional workshops for case study team leaders on EIA practices and problems, Jakarta, Indonesia, January 1994.

Organized and co-sponsored "NGO Policy Workshop on Effective Strategies for Promoting Community-Based Forest Management" with Manila-based Legal Rights and Natural Resources Center-Kasama sa Kalikasan, Baguio, Philippines, May 1994.

Presented paper at an FAO sponsored conference "Regional Expert Consultation on Non-Wood Forest Products: Social, Economic and Cultural Dimensions", discussed community based tenure rights, Bangkok, December 1994.

Prepared an environmental assessment, strategy and action plan for USAID/Indonesia and, as part of the process, organized seven focus groups, with over two hundred mostly Indonesian participants, that discussed sectoral issues concerning agriculture, marine and aquatic resources, biodiversity, forests, urban infrastructure, energy, and clean industrial production, February 1995.

Co-sponsored with Thailand Development Research Institute (TDRI) a Regional Dialogue on Biodiversity and Natural Resources Management in Mainland Southeast Asian Economies, delivered opening lectures ("Implementing the Convention on Biological Diversity: Legal and Policy Strategies for Linking with Local Communities"), Kunming, China, February 1995.

Presented keynote address at Conference on the Environment, NGOs, and Indigenous People in the 21st Century, Duke University,

Durham, North Carolina, April 1995.

Presented a paper titled "Securing a Sustainable Balance: Community-Based Property Rights and National Law in Asia and the Pacific," University of Wisconsin Land Tenure Center, Madison, WI, April 1995.

WRI elected to and participates in the board of trustees of the Foundation for the Philippine Environment, a USAID-endowed Philippine grant-making institution, September 1995.

In collaboration with Pelangi, an Indonesian NGO, prepared a report titled "Promoting Community-Based Natural Resource Management: Options for USAID/Indonesia," September 1995.

Panel discussion on "Natural Resource Rights, Environmental Rights, and Income Distribution," Yale Law School's Policy Science Institute, October 1995.

Supported by the Center, Environmental Policy Support Initiative workshop to prioritize regional environmental issues and initiate collaboration between colleagues for EPSI, Chiang Mai, Thailand, Fall 1995.

Latin America

Coordinated and Co-sponsored the "Amazon Initiative Conference," intended to further define and operational framework for the Amazonian Peoples and the US Environmentalist Alliance, May 11-12, 1993.

Presented at AID's Latin America and Caribbean Bureau, for Agricultural Development Officers and Environmental Officers, Annapolis, MD, September 27-29, 1993.

Facilitated the National Capacity Building Workshop in Honduras, which focused on policy analysis and formulation, negotiation and conflict resolution, and participatory methodologies, December 1994.

Presented paper ("Incorporating Peoples' Perspectives into Policy Making and Implementation") at the World Bank Agriculture and Poverty Reduction Symposium ("Conservation and People"), January 5-6, 1995.

Participated in the First Plenary Meeting of the Central American Alliance for Sustainable Development on Natural Resources, Biodiversity, and Environmental Legislation, Panama City, Panama, February 7-10, 1995.

Attended the first meeting to plan and coordinate the 1996 Summit of the Americas, (which will be held in Santa Cruz, Bolivia), Santa Cruz, Bolivia, February 20-21, 1995.

Facilitated national capacity building workshop, Panamanian National Institute of Natural Resources, Panama, March 6-10, 1995.

Met with Bolivian President Gonzalo Sanchez de Lozanda to discuss 1996 Presidential Hemispheric Summit, La Paz, Bolivia, June 30, 1995.

Invited to make key note address, University of Chile's National Seminar on Sustainable Development, Santiago, Chile, June 5-7, 1995.

Participated in CONAMA's Environmental Economics Unit workshop, "Development and Implementation of Economic Instruments for Environmental Management in Chile," Chile, July 5-7, 1995.

Participated in Ford Foundation meeting and invited to share experience with work in Central America to help inform decision-making process that Ford establishes for their proposed initiative in the region, September 1995.

Participated in "Private Investment as a Mechanism for Sustainable Forest Development in the Americas," co-hosted by Central American Council for Forests and Protected Areas and the Amazonian Cooperative Treaty, San Pedro Sula, Honduras, September 21-22, 1995.

NRIM

Participated in Regional Economic Development Services Office/West Africa annual meeting, Abidjan, Côte d'Ivoire, October 1993.

Participated in the first North American Workshop on Environmental Information, Mexico City, Mexico, October 1993.

Natural Resource Information Consultative Group, hosted by WRI, September 14-15, 1993; June 27-28, 1994.

Attended AFRICAGIS'95 conference, "Geographic Information Systems in Support of Sustainable Development in Africa," Abidjan, Cote d'Ivoire, March 1995.

Attended SADC Regional Workshop on Environmental Information Systems, assisted in development of strategy to build network of

EIS activities among SADC member states, Gabarone, Botswana, June 20-23, 1995.

Central and Eastern Europe

Hosted delegation of NGO and government officials from Russia, USAID funded training program on effective environmental NGO operations, July 1995.

C. PROJECT DESCRIPTIONS

Project Descriptions

Date: May, 1994

A. Program Name: Center Administration

B. Project Name and Code: EPM General (T100/U100)

C. Project Manager: Tom Fox

D. Project Description:

1. **Purpose/Objective:** This "project" covers the management and general administrative functions of the Center. The T project code covers AID-related EPM management, and the U is general Center.

2. **Current Status:** Ongoing

3. **Duration:** Indefinite

4. **FY95 Activities:** Manage and administer and fundraise

5. **Description of Outputs (Process and Products):** Sustainable development worldwide, and a happy Center here at 1709 NY Ave.

6. **Coordination:** Yes

7. **Anticipated Impact:** Yes

E. Staffing Requirements: Tom Fox - 33%; Priscilla Tucker - 33%; Walter Arensberg - 50%; Program Assistant - 50%; Walt Reid - 20%; Michael Pope - 20%.

F. Budget Considerations: Funding for this part of the Center's budget comes both from USAID's Cooperative Agreement and from general support fundraising.

PROJECT DESCRIPTION

Date: August 12, 1994

A. Program Name: EPM/NRMSA Coordination

B. Project Name and Code: NRMSA T-200

C. Project Manager: Walter Arensberg

D. Project Description:

1. Purpose/Objective: This project provides funds for the general coordination of the Center's activitiies in environmental policy and planning assistance under the EPM Cooperative Agreement. Aside for support for management and administrative staff, the project also establishes a small fund for exploration of new project ventures under the NRMSA program.

2. Current Status: on-going

3. Duration: indefinite

4. FY 95 Activities: NRMSA coordination and strategic planning, budget review, fundraising and financial adminstration, liaison with USAID.

5. Description of Outputs (Process and Products): Coherent, well managed, fully funded and productive program.

6. Coordination: Considerable coordination within Center and will Policy Rsearch Programs on Economics, and BRI.

7. Anticipated Impact: Improvements in the definition and management of NRMSA programs and project: methods for evaluating capacity building activities; steady program funding.

E. Staffing Requirements: Walter Arensberg- 11%; Karen Berger- 16%

F. Budget Considerations: Funding for this part of the budget is entirely covered by the USAID EPM Cooperative Agreement.

A. PROGRAM NAME: ENR Strategies and Plans

B. PROJECT NAME & CODE: Sustainable Development Policy-making and Implementation (T203)

C. PROJECT MANAGER: Walter Arensberg (provisional)

D. PROJECT DESCRIPTION:

1. Purpose/Objectives

The fundamental objective of the Sustainable Development Policy-making and Implementation Project is to identify effective institutional approaches to developing and implementing policies, plans and programs for sustainable development in developing countries. For purposes of this project, these decision-making processes will be defined as those that achieve effective, multi-sectoral coordination and integration of economic, social and environmental factors in the processes. With this in mind, the project will explore several critical questions:

1. What is the existing capacity of developing country governments to formulate and implement sustainable development poloicies, plans and programs?

2. What is the existing capacity of the non-governmental sector to engage in decision-making processes for sustainable development?

3. How effective have current planning and strategy exercises (NEAPs etc.) been in establishing the institutional mechanisms and processes for the type of coordinated and integrated decision-making required for sustainable development planning?

4. What are feasible approaches to strengthening the capacity of these institutions to engage in sustainable development policy-making and implementation ?

5. What role can the donor community play in improving the capacity to engage in sustainable development policy-making, planning and implementation.?

Through a series of comparative assessments of experience in countries where WRI has worked on NEAPs, Environmental Strategies and other policymaking and planning exercises, the project will examine the main obstacles to sustainable development policy-making, planning and implementation, and analyse institutional options for improving the process. The results of the study will provide guidance to donors, NGOs and developing country governments on alternative institutional, legislative and policy approaches to foster improves planning and policymaking in developing countries.

2. Current Status

Although this project is new, it is designed to draw directly on WRI and the Center's past experience and to capitalize on efforts that are now underway. In Africa, WRI (through Dorm-Adzobu), NESDA and the Policy Consultative Group have started a nine country analysis of institutional experience with NEAPs; our work in Latin America with CONAMA (Chile), the CCAD countries, Ecuador, and Bolivia directly relates to institutional options; and some of our Asia work on tenure and EIA bears and aspects of the institutional issue. In addition, the BRI Program's work on Biodiversity Action Plannning fits directly into the project's objectives. Rather than start additional work in other countries, the aim here will be to bring these several efforts together and extract lessons from our own experience.

The project also responds directly to our recent proposal to AID for the EPIC Project and to the purposes of the small grant we received from the Swedish International Development Agency (SIDA). One of the major activities we propose in the EPIC Project (Section 4.1.1 B) calls for WRI to develop comparative analyses of country experiences with ENR policy-making and planning for sustainable development; and the SIDA grant is for WRI to generate ideas for reducing the duplication and overlap of donor-driven environmental planning requirements in order to achieve more effective use of existing capacity at the country level. The UNDP has similar interests with regard to the Strategies for Sustainable Development the seek to promote under AGENDA 21. Our efforts on behalf of UNDP and SIDA will be integrated into this overall project.

3. Duration of the Project

The <u>Sustainable Development Policy-making and Implementation Project</u> is is a 12 month project, most of which will be completed during FY 95. It is expected that the final Workshop and Report might occur in the late Fall of 1995.

Revised

4. Major Activities and Tasks (fy94-95)

The project will be divided into three major phases of activity: Preliminary Review and Analysis; Field Investigations, and; final Workshop and Report.

a. The primary objectives of the first phase of work will be to extract from our own experience and from a review the state of the art the lessons we have learned to date about institutional approaches to decision-making for sustainable development. Once we have prepared a detailed work plan for the study, we will begin work on two lines of research and analysis: 1) a review of other work that is underway on sustainable development decision-making and institutional capacity building (IIED/IUCN Guidelines, OECD/Canada/ Germany Capacity Building, World Bank NEAP Review, UNDP Capacity 21 and CSD guidance), and 2) a critical review of

our own experience with NEAPs and other environmental strategies in Latin America, Asia, and Africa. The review of in-house experience will be conducted through a series of structured brainstorming sessions, as well as analysis of written material. These two lines of work will come together in a Preliminary Report that reviews the state of the art, examines promising institutional options, and sets forth the ideas and issues to be explored through further field work in selected countries. The Preliminary Report will be reviewed by an Advisory Committee formed for the project.

b. Through Field Work we will work with local partners in selected countries to deepen our analysis of experience in those countries. In Africa much of this is now underway with our PCG/NESDA project. We will have to initiate work in Latin America and Asia. The field work is designed primarily to examine issues related to cases with which we have had direct previous experience. There is a possibility,however,that a new case might be explred if it appeared especially promising . The field work will serve to document further the institutional processes that contain lessons learned for the future.

c. During the final phase of the project WRI will prepare a Final Report and convene an International Workshop . The Final Report will develop and analyse alternative institutional approaches to decision-making for sustainable development . Strategies for strengthening country capacity will be derived from the study's findings. A draft of the final report will be used as background material for the Workshop and the results of Workshop will be integrated into the Final Report.

5. Description of Products

The Sustainable Development Policy-making and Implementation Project will produce three formal products: A Preliminary Report on the State of the Art: the International Workshop and the Final Report. The field studies may also produce some interesting case material that could be published separately.

6. Support/Coordination with other WRI/Center Activities

This project will require close coordination within the Center of activities now underway in Africa, Latin America and Asia. In addition, it should be integrated with the BRI's Biodiversity Action Planning project, and be able to draw on technical input from CEP and Economics and Population on matters related to Environment and Natural Resources policy incentives and regulations. The in-house WRI Advisory Group shoudld reflect these requirements.

7. Anticipated Impact

In developing the Detailed Work Plan, attention will be paid to developing ways of determining the impact of this project. We should be conscious of the influence the study process might have

within the countries under examination as well as consider the broader impact that the project might have as a result of the internatinal workshop and the final report. The immediate audience for the project is developing country government officials, NGOs , and donors engaged in environment and capacity building assistance

E. STAFFING REQUIREMENTS

The project will reqire explicit committments of time from the following in-house staff: Arensberg (30%), Tunstall (10%), Zazueta (10%), Chang(10%), Veit (10%), Dorm-Adzobu(20%), Talbott (10%), Lynch (10%), van der Wansem (10%), Sizer (10%). In addition, full-time Research Assistant/Program Assistant will be required to help with project coordination , research, and report writing. Field work will be funded through sub-grants to local collaborators.

F. BUDGET CONSIDERATIONS

The funds for this activity will be drawn primarily from EPM or EPIC core funds for FY95. Much of the Funding for the A Africa studies is in place, and funds exist from SIDA for that portiion of the study that would involve examining donor requirments. Preliminary budget estimated: $300-350,000.

A. Program Name: Gender in Sustainable Development

B. Project Name and Code: Gender and Natu[illegible]esource Management Policy (focus on Africa, [illegible] /0205

C. Project Manager/contacts: Ann Thrupp with Peter Veit

D. Project Description:

1. Purpose/objectives:

The incorporation of gender issues and the full participation of women are crucial to sustainable development and environmental management. Important opportunities can be realized by addressing the distinct roles, responsibilities, and interactions of men and women in the use of natural resources. The Center's activities in this area have the following broad goals:

- to improve the understanding and incorporation of gender relations in resource management;
- to support participation, equity, and empowerment of women in sustainable development (at all levels), including building capacities for women's integration in policy processes.

Gender issues are being integrated into a range of Center Projects.

One of the main projects seeks to improve understanding of gender concerns in sustainable development and natural resource management policy in Africa. The project focus will be on the elucidation of "lessons learned" from local-level case studies on natural resource management. Based on these findings, constructive policy recommendations will be made and disseminated to government officials and other policy makers. This project will be based largely on experiences with collaborators in developing countries and will tie these grassroots experiences to wider policies.

Central objectives of this project are to identify key constraints and opportunities that men and women face in natural resource management and to elucidate policy implications, especially to include gender considerations in natural resource management and policy-making. In so doing, initiatives from local levels become linked with the national decision-making processes. (An additional intention is to strengthen the capacities of local women in analyzing and addressing their own conditions.)

2. Status

This project was based on revisitations of case studies in Africa that are part of WRI's program called "From the Ground Up." These studies were first undertaken about 4 years ago, and then revisited by African collaborators in 1993. These studies which outlined womens' participation in soil conservation and resource management projects and community organizations, and illuminated other specific male/female roles and labor in these activities. These case studies include: Mofindor in Sierra Leone, Katheka in Kenya, Malshegu Sacred Groves in Ghana, Mobisquads in Ghana and Msanzi in Tanzania. After completing the case studies. The drafts were reviewed in a workshop in late 1993 in Nairobi, cosponsored by

the African Center for Technology Studies (ACTS) and WRI. Participants included case study authors and other experts in gender. The cases were edited and they are incorporated along with workshop findings into a publication on Gender and Natural Resource Management in Africa. Plans were begun for dissemination.

3. Duration: Through FY95

4. FY94 Activities and tasks:

The final publication will be printed and distributed in countries where the cases were written, mainly targetting policymakers and the development community. The findings will be released through open presentations or workshops, organized by local groups in collaboration with ACTS. Short articles will also be written to disemminate more information on the findings.

Followup on key issues will also be undertaken where possible. For example, work may be focused on gender in resource tenure questions in Tanzania or other African countries. This work will be integrated into the Africa program activities. (See tenure description under Africa program.)

Additional analysis and initiatives will be undertaken in other projects of the Center to fully integrate gender considerations into a range of activities. The project coordinator will offer assistance in reviewing draft proposals and concept papers, suggesting how to address gender concerns.

5. Description of processes and products:
As mentioned above, the main processes included field work revisitations (using participatory approaches) by African case study authors, a workshop in Nariobi on gender and natural resource management, completion of final cases, preparation of the publication, and printing. The final product is a publication coedited by WRI and ACTS. Other spin-off publications on gender issues in this area will also be completed and distributed.

6. Required collaboration with other WRI programs
This required direct collaboration and participation with the FGU program (PV), as well as the Africa associate (JG) and a gender coordinator (AT).

7. Anticipated impact:
It is hoped that the findings of these studies and the publication will be useful for policy makers and programs dealing with natural resource management. The recommendations will contribute to gender equity, better integration of women into policies for sustainable development, and overall societal benefits.

E. Staffing requirements:
Ann Thrupp, coordination, 10%

F. Budget/Revenu: Total budget $23,926; from EPM/USAID

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PROJECT DESCRIPTION
Date: ~~August 17, 1994~~
November 1, 1994

A. Program Name: Special Project - WRI Center for International Development and Environment

B. Project Name and Code: New Partnerships Initiative (NPI) for Sustainable Development in the Americas (T207)

C. Project Manager: William Visser.(Staff) Patricia Ardila, Susan Lieberman, Mary Malouf

D. Project Description:

1. Purpose/Objectives: To assist US/AID in the preparation of a document with the aforementioned title which will be distributed at the Summit of the Americas in Miami during the second week of December 1994. The document's objective is to celebrate successful partnerships between sectors (public and private), institutions (educational, advocacy, health etc.), across geographical divides (North-South,multi-lateral) and at varying jurisdictional levels (central, state and provincial), that have been instrumental in solving environmental and development problems in the region.

2. Current Status: Following initial preparatory in-house meetings and consultations with US/AID, staff selection and procedural actions were undertaken. A work-plan was devised with a time-line and a strategy to achieve established targets. Presently, we are at the first stage of project promotion and information gathering and are using a wide array of sources, including WRI's extensive hemispheric network. A data bank based on Paradox software will be installed to arrange the information in all possible combinations facilitating selection and write-up. The document will highlight the innovative characteristics of these partnerships, the issues and combinations of issues they address, and emphasize the variety of countries and regions where this is taking place. Participation, equity, governance and poverty alleviation are sustainable development attributes that will need to be examined in each selected case in order to determine innovation and success.

3. Duration: fy 94 (end September) - fy 95 (end November 94), total 4 months.

4. fy 94 activities. Promotion, network establishment, data gathering and pre-selection.

5. fy 95 activities. The two stages encompassed in ~~the~~ this 2 month period are a) case selection, graphic design, drafting, iterations, preparations for production. b) production process (in-house WRI), release (US/AID) and Summit.

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6. Output (Process and products): A NPI paper is planned to celebrate and highlight successful partnerships during the Summit. It will summarize lessons learned from these projects and similar activities in the Americas. Ideally, this paper will set the stage for a second phase of this same process that aims at raising and leveraging funds to encourage the expansion of similar ventures in the future. Whether or not this occurs depends on the reception given to the paper during and following the Summit. In the long run, these types of partnerships are seen as potential executing agencies for development, cooperation and poverty alleviation programs.

7. Coordination: With the rest of WRI, US/AID, Earth Council, and Partners for the Americas and the Business Council for Sustainable Development. Washington based IFI's and UNDP will be consulted.

8. Anticipated Impact: better position to assess the cooperative potential of working with the civil society in their countries to achieve their development and environmental plans.

E. Staffing requirements: William Visser 2 1/2 m/m(100%); Patricia Ardila 2 m/m (75%); Susan Lieberman 1.5 m/m(75%); Mary Maluf 2.5m/m (100%)

F. Budget considerations:

see next page

Number T208
Date 8/11

A. **Project Name:** Asia and the Pacific

B. **Project Name:** ~~General Asia Program Work~~ NRMSA Asia

C. **Project Manager:** Kirk Talbott

D. **Project Description:**

1. **Purpose/Objective:** To coordinate all the activities of the Asia Program such as the exploration of possible future work opportunities in the region, including outreach for EIA and tenure project follow-up. As well, to manage regional level projects and prepare project descriptions, budgets, monthly reports, and donor financial reports.

2. **Current Status:**

3. **Duration of the Project:** The project will continue throughout FY95.

4. **FY 95 Activities and Tasks:**

5. **Description of products:**

6. **Support with other WRI/Center activities:** The Asia Program makes an effort to coordinate its work with other Asia-related activities at WRI. As well, when requested, Asia staff will lend its expertise and experience to other WRI projects and activities (e.g. Africa tenure)

7. **Anticipated Impacts:**

E. **Staffing Requirements:** Kirk Talbott (30%), Mieke van der Wansem (50%), Catherine Veninga (50%)

F. **Budget Considerations:** Walter Hirschberg 1528

Project Description
Date: 08/09/94

A. Program Name: Natural Resources Management Strategies Assessment\LAC

B. Project Name and Code: NRMSA/LAC (T209)

C. Project Manager: Aarón Zazueta

D. Project Description:

1. Purpose/Objectives: The purpose of this project is to ensure that region-wide and management costs for the Center's activities in LAC are properly covered. Similarly, this project provides resources to be able to respond to worthwhile opportunities, to explore new collaborations in the region and explore ways in which we can work better with our network of collaborators in Latin America.

2. Current Status: This is an ongoing program to facilitate administration of LAC\Center activities.

3. Duration: FY95 - ongoing.

4. FY 1995 Tasks: Activities in this project include:

Cultivation of AID relations with missions and Central offices.

One regional meeting to begin a project with our current partners in Latin America. This activity will be managed by one of our collaborators, thus reducing administrative and logistical burdens for WRI.

Zazueta will continue to participate in the USMAB/TED subdirectorate.

5. Description of Outputs (Process and Products): One workshop with regional coordinators on ways to advance capacities in LAC on one key issue related to our work.

Center participation in DC-based working groups regarding environmental and development issues in LAC.

Development of a better network in the LAC regional program to identify opportunities for WRI activities in the region.

6. Coordination: The regional director for the Center's LAC program will need to be in close communication with other people in WRI working in LAC, but there is no need to allocate time from other staff to this project.

7. Anticipated Impact: We anticipate that the funds under this account will allow us to address opportunities and better deal with contingencies.

E. Staffing Requirements:

Walter Arensberg	15%
Aaron Zazueta	~~25%~~ 30%
LAC Associate	15%
Elsa Chang	~~75%~~ 50%
Olinda Ramos	10%
Maura Palamaster	25%

F. Budget Considerations: $138,458

G. Revenue Considerations: Funded with AID core funds.

1.

Project Descriptions

Date: 10 August 1994

A. Program Name: Africa Program

B. Project Name and Code: NRMSA (~~T207~~) T210

C. Project Manager: Peter Veit

D. Project Description:

1. Purpose/Objectives: The purpose of this project is three-fold:

* Coordinate the Africa Program
* Africa Program participation in regional activities
* Investment in Africa Program development - planning and scoping missions

2. Current Status: The Africa Program has recently completed strategic planning for program/project development, with a focus on FY95 activities. New activities have been identified and finished projects have been concluded. In FY95 the new projects will be further development and initiated.

3. Duration: On-going.

4. FY 95 Activities: On-going coordination of the Africa Program. Approved positions will be filled. Several planning/scoping missions are proposed, possibly in Central Africa (forestry), southern Africa (NGO Policy), and East Africa (tenure).

5. Description of Outputs (Processes and Products): Well-developed projects that address critical environment/development issues in Africa.

6. Coordination within WRI: Work with the other regional programs to ensure coordination and information sharing.

7. Anticipated Impact: A well-organized and coordinated Africa Program.

E. Staffing Requirements: Peter Veit - 40%; Research Assistant - 60 ~~50%~~; Elizabeth Schandelmeier - 25%.

F. Budget Considerations: Fully supported by WRI's cooperative agreement (EPM) with USAID.

Tom Fox 33%
Priscilla Tucker 33%
Bruce Cassle 15%
Associate (U702) 25%

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Project Description
Date: 10/24/94

A. Program Name: Natural Resource Information Management

B. Project Name and Code: Environmental Information Centers (T301)

C. Project Manager: Dan Tunstall, Norbert Henninger, Jake Brunner

D. Project Description:

1. **Purpose/Objectives:** To strengthen capacity in LDC governmental and non-governmental institutions, to assess their environmental and natural resource information needs and help them develop ways to improve data compilation, analysis, and reporting of environmental information to policy makers.

2. **Current Status:** In LAC, we have supported the work of Manuel Winograd and the Ecological Systems Analysis Group (GASE), Bariloche, Argentina to develop indicators of sustainable land use and make this information available throughout the region. We've advised the staff of Central American Commission on Environment and Development (CCAD) on developing an environmental information program. We've continued to work with Instituto Cuanto in Peru, advising on their environmental monitoring and auditing project. We've updated and expanded the natural resource indicator data base for LAC used in Green Guidance. In Asia, we have prepared a paper on information needs for EIAs and have provided advice to Asian governments and NGOs on developing information to support EIA projects and to expand opportunities for making information more accessible to the public.

3. **Duration:** fy 91 - fy 95

4. **FY 95 Activities:** Proposed activities for fy 95 include: expanding work with the CCAD in Central America; working with the Asia program's forest and natural resource assessment project in mainland Southeast Asia; and supporting the information center activities associated with the Central and Eastern European national environmental planning process. As part of this work, we want to pay increasing attention to the role of environmental reporting as a way to strengthen information center capacity.

5. **Description of Outputs (Process and Products):** Material for an Issues in Development paper will be compiled from these projects and other similar activities in Africa. We would also like to develop a Guide to Environmental Reporting based on our work in countries, regional experiences, and lessons learned from

developing and using the Directory of Country Environmental Studies.

6. **Coordination:** With the rest of the Center, depending on countries supported, and with World Bank, UN Development Programme, IDRC, and other international and regional organizations.

7. **Anticipated Impact:** Institutions should be better able to meet information needs of decision makers and public. The exact impact will depend on whether we are working to improve data collection, analysis, and/or reporting.

E. **Staffing Requirements:** Dan Tunstall (~~20%~~ 15%); Norbert Henninger (25%); Amy Tohill-Stull (25%); Sean Gordon (25%)

F. **Budget Considerations:** $95,133

G. **Revenue Considerations:** Fully funded from EPM core.

Project Description
Date: 10/24/94

A. Program Name: Natural Resource Information Management

B. Project Name and Code: Natural Resource and Environmental Indicators (T302 and U302)

C. Project Manager: Dan Tunstall, Norbert Henninger

D. Project Description:

1. **Purpose/Objective:** To assist USAID and developing countries in producing country-level natural resource indicators that can be integrated within existing development databases and used for policy planning and reporting activities.

2. **Current Status:** For Africa, we developed a natural resource indicator database (60 tables, 53 countries, and 7 regions) covering agriculture, soils, land suitability, water, marine and coastal resources, forestry and rangelands, biodiversity, and energy resources.

We conducted research on resource sustainability identifying potential norms and standards. This work was summarized in a draft, "The Threshold and Rule-of-Thumb Approach to Operationalizing Indicators of Resource Sustainability".

We assisted GASE in Argentina in producing their report, "Environmental Indicators for Latin America and the Caribbean: Toward Land Use Sustainability"; assisted the GEF on a paper on "Environmental Modifiers for Global Governance: New Indicators for New Challenges"; and assisted NESDA in planning and conducting a workshop on indicators of sustainable development. Our Quito, Ecuador case study on urban environmental indicators was distributed as a Center Discussion Paper.

We provided the World Resource Report Data Diskette to USAID and the Center for Development Information and Evaluation for use on the USAID networks, worldwide.

3. **Duration:** fy 92 - fy 95

4. **FY 95 Tasks:** We will complete the African Indicator Report, and explore how this database can be used, updated, and improved by regional organizations in Africa. Recommendations from the Banjul indicator meeting will be pursued in collaboration with NESDA, the African Development Bank, and the Economic Commission for Africa.

We will prepare a draft paper on the value and use of an Environmental Security Index, how it might be developed, and include calculations for sample countries. This could be a valuable addition to UNDP's Human Development Index and REIP's macro-environmental indicators.

We will complete our report on Indicators of Resource Sustainability, which will provide guidance to policy analysts on choosing standards (benchmarks, thresholds) and targets for developing indicators at local, national, and global levels.

We will consider updating the Fred Weber Catalogue of Natural Resource Indicators, which has been distributed widely. We would like to explore its usefulness in a country and regional context in Africa.

Further support for developing natural resource indicators in other regions will depend on demand. For example, the World Bank is interested in co-hosting a workshop on the findings and implications of the Winograd report for LAC with the Bank and regional organizations. The Central and Eastern European country action planning process could be strengthened through the development of a set of environmental indicators at national and subnational levels.

We will use the Country Data Samplers to develop subnational indicators. This is a new opportunity and would be explored working with one or a few African countries that are using CDS, perhaps later in the year.

Funding is also provided by FAO (U302) to provide advisory services on sustainable agriculture and rural development indicators.

Finally, we expect to complete and distribute the WRI global environmental indicator sythesis paper.

5. **Description of Outputs (Process and Products):** Research papers on specific issues; Data tables (hardcopy and diskette); Maps (hardcopy and diskette); and WRR 94-95 diskette. We hope to prepare, in collaboration with African colleagues, a regional or continental indicator report.

6. **Coordination:** This project is closely coordinated with USAID, REIP, the World Bank, EPA, FAO, WCMC, NESDA, and increasingly with other donors and NGOs. We also believe these efforts should be more closely coordinated with ENRIC and USAID's Economic and Social Data Service.

7. **Anticipated Impact:** USAID and developing country analysts will have up-to-date indicators for their planning and program assessments. More natural resource indicators will be used in reports. The development and research part of this work should result in new indicators that can help developing countries guide policies and strategies.

E. Staffing Requirements: Dan Tunstall (10%); Norbert Henninger (50%); Amy Tohill-Stull (20%); McCann (70%)

F. Budget Considerations: Total: $139,995 (T302: $132,339; U302: $7,656)

G. Revenue Considerations: T302 is fully funded by EPM core; U302 is fully funded by FAO.

Project Description
Date: 10/24/94

A. Program Name: Natural Resource Information Management

B. Project Name and Code: Country Data Samplers for Africa (new project, T303 and U303)

C. Project Manager: Norbert Henninger, Dan Tunstall, Jake Brunner

D. Project Description:

1. **Purpose/Objectives:** At the request of a number of African countries and USAID staff, the NRIM program is preparing a set of comparable digital base maps at a scale of 1:1,000,000 for all countries in Africa. These computerized maps will provide essential biophysical and socioeconomic information for use by planners and decisionmakers.

2. **Current Status:** In collaboration with PADCO, Inc. and the World Conservation Monitoring Centre, 20 Country Data Samplers are in preparation. The CDS are based on the Digital Chart of the World, which contains data on drainage, topography, and infrastructure. Additional data on protected areas, forests, mangroves, and wetlands and subnational administrative boundaries with corresponding demographic statistics are being incorporated. CDS will be made available to country analysts and donors, will be used in GIS training programs, will be distributed by African regional organizations and sold through WRI.

3. **Duration:** fy 94 - fy 95

4. **FY 95 Tasks:** In fy 95 we hope to complete the 53 CDS for Africa and undertake a substantial effort at outreach and demonstration. We will also want to expand into other regions (depending on demand and funding), and initiate a serious dialogue with countries and information sources on their use of the data and ways to improve and upgrade the CDS. We will also work through our institution strengthen activities to help countries use the CDS.

There are at least three areas in which we will want to explore new developments:

One of the most important reasons for WRI/Center/NRIM to be involved in the Country Data Sampler project is to advocate the development and use of environmental information for policy analysis. To expand and build the CDS concept it is essential that new data layers be brought into the product. This is time consuming and expensive, but doable. Our task will be to work with the data providers -- WCMC, UNEP, FAO, WHO, and other organizations -- to encourage them to develop these internationally comparable, subnational data layers. We also plan on working in West Africa with regional and national organizations to upgrade their base maps at national and subnational levels.

We expect to meet with FAO early in the year to explore opportunities.

Building a Super Country Data Sampler. Integrating maps, data, text, images, and bibliographic sources in a way that allows policy analysts

greater access to information, greater analysis, and easier means of displaying results.

Exploring the integration of a City and Country Data Sampler. The CDS is based on maps at a scale of 1:1,000,000 which is adequate for viewing and broad planning and analysis. For cities, the data need to be at a scale of 1:25,000 or larger. For selected countries (e.g., Indonesia, Côte d'Ivoire) we should be able to combine a Country and City Data Sampler, so the user can move quickly from one scale to another.

This same concept can be used in integrating project-level and country-level information. Depending on demand and interest, we will explore opportunities to integrate data from different scales within the same sampler. This will help project managers put their information in the context of an administrative or ecosystem region.

5. **Description of Outputs (Process and Products):** See above.

6. **Coordination:** This project is being coordinated with PADCO,Inc., WCMC, ESRI, USAID Africa Bureau and Global Bureau, USAID REDSO/WCA, UNITAR, UNSO, and other organizations.

7. **Anticipated Impact:** Increase the availability and use of national-level maps in decision-making; upgrade use of environmental information in the NEAP process; and improve regional access to environmental information.

E. Staffing Requirements: Norbert Henninger (20%); Amy Tohill-Stull (10%); Dan Tunstall (20%); Jake Brunner (5%); consultants (4 months)

F. Budget Considerations: Total: $180,318 (T303: $93,016; U303: $87,302)

G. Revenue Considerations: T303 is fully funded from EPM core; U303 is not funded. Proposals have been sent to UNDP/UNSO, UNITAR, WHO, USAID/Africa, CIDA, DANIDA, and others.

Project Description
Date: 10/24/94

A. Program Name: Natural Resource Information Management

B. Project Name and Code: Directory of Country Environmental Studies (T304) and INTERAISE (U304)

C. Project Manager: Dan Tunstall, Sean Gordon

D. Project Description:

1. **Purpose/Objectives:** To provide policy analysts with a fully annotated bibliography of major national environmental and natural resource profiles, assessments, and strategies.

2. **Current Status:** The 1993 Directory has been distributed and marketed to donors and developing countries worldwide. More than 250 copies of the diskette have been sold. We are now planning the 1995 edition.

3. **Duration:** fy 89 - fy 95

4. **FY 95 Tasks:** The main task in 95 will be the compilation, production, and distribution of the 1995 Directory of Country Environmental Studies. This edition will include national environmental studies from the developed as well as developing countries. Increased attention will be paid to biodiversity, climate change, urban environmental profiles, and national strategies of sustainable development. We might also be able to include national reports submitted to the Commission on Sustainable Development.

We will also upgrade our use of the Internet as a source of information about country-level environmental conditions and assessments, and we expect to use the Internet and CIESIN (Consortium for International Earth Science Information Network) as a vehicle for the distribution of NRIM information.

Under U304 (INTERAISE) and depending on funding WRI and IUCN will co-host workshops in Central America and Southern Africa with the goal of developing national and regional directories and guides. These efforts will help strengthen information dissemination capacities in these two regions.

With IIED WRI will also work with the 20 organizations that have agreed to join the INTERAISE network. This activity will help make WRI/NRIM information more widely available and upgrade our knowledge of their information sources.

Depending on funding, we will support the development of the Guide to Environmental Impact Assessments, being developed principally by IIED.

5. **Description of Outputs (Process and Products)**: See above.

6. **Coordination:** In addition to USAID, project being coordinated with the OECD/DAC, IIED, and IUCN. The INTERAISE project, which provides the coordination with IIED and IUCN is also supported by the Dutch, Danes, Germans, Swiss, and Australians.

7. **Anticipated Impact:** Improved access to developing and developed country studies, increased participation of LDCs in country assessments.

E. Staffing Requirements: Dan Tunstall (15%); Amy Tohill-Stull (25%); Sean Gordon (75%)

F. Budget Considerations: Total: $126,897 (T304: $126,897; U304: $0)

G. Revenue Considerations: T304 is fully funded by EPM core; U304 (INTERAISE) may have some carryover money. Additional funds will be added from IIED (Dutch, Germans) upon completion of the Directory.

Project Description
Date: 10/24/94

A. **Program Name:** Natural Resource Information Management

B. **Project Name and Code:** North American Data Base (U306)

C. **Project Manager:** Dan Tunstall

D. **Project Descriptions:**

1. **Purpose/Objectives:** To promote and coordinate environmental information planning between Canada, Mexico, and the United States in the pursuit of sustainable use of natural resources and environmental protection of the North American region. Specific objectives include sharing information and methodologies, standardizing monitoring of natural resources, and planning for the preparation of a synthesis environment report for North America.

2. **Current Status:** In October, 1993, WRI participated in the workshop on North American Environmental Information which has led to the creation of a North American EIS Steering Committee and numerous spinoff activities. WRI prepared the background paper on state of environment reporting for the United States and synthesized the reports of the three countries. Proceedings from the conference are ready for distribution in Spanish, English, and French. WRI has been invited to participate in the planning of the environmental data and monitoring subcommittee in fy 95.

3. **Duration:** fy 94 - fy 95

4. **FY 95 Tasks:** NRIM staff will assist in the development of the environmental data and monitoring subcommittee. Tasks will include planning meetings of the group, helping to establish priorities, undertaking case studies, and developing sample databases and reports.

5. **Product Descriptions:** See above.

6. **Coordination:** The project is being coordinated with the U.S. EPA, Environment Canada, and the National Institute of Ecology from SEDESOL, Mexico. This activity is now linked to the Environment Commission established under the auspices of the NAFTA agreement.

7. **Anticipated Impact:** Improved access and coordination of environmental information between Canada, Mexico, and the U.S. and the North America region.

E. Staffing Requirements: Dan Tunstall (10%); Norbert Henninger (5%)

F. Budget Considerations: $22,211

G. Revenue Considerations: Fully funded by EPA.

A. Program Name: Sustainable Agriculture

B. Project Name and Code: Sustainable Agriculture Policy - T-400

C. Project Manager/contacts: Ann Thrupp

D. Project Description:

1. Purpose/objectives:
The overall goal is to contribute to initiatives and policies of sustainable agriculture, meaning agriculture that is socially equitable, environmentally sounds, and economically productive. The objectives are to contribute to analysis of critical issues in this field, work towards capacity-building, promote participatory approaches, and to ensure integration of environmental and social considerations in agricultural development processes.

2. Status
Activities have been undertaken and are ongoing to address sustainability in agricultural development. The work includes collaboration with other groups, policy dialogue, writing papers, giving talks, and exchanging information on agriculture.

3. Duration: Through FY95

4. FY94 Activities and tasks:
The activities will include networking, collaborating with other groups, exchanging information, giving talks on research findings and collaborating in projects. Examples include:
a) Participation in meetings of the Interamerican Group on Sustainable Agriculture, sponsored by the Earth Council and IICA (Interamerican Institute for Cooperation on Agriculture).
b) Collaboration with Organization of Tropical Studies on documentation on participatory methods.
c) Participation in the Ecological Economics Meeting, in a session on Sustainable Rural Development and Poverty issues.
d) Participation in other related meetings that concern policy issues on agriculture and natural resources.

5. Description of processes and products:
These activities will involve fruitful collaborative interactions, and results of these activities will include papers, workshop reports, and possibly articles on the subjects. The impacts will contribute towards education and policy ideas for promoting sustainable agricultural development.

6. Anticipated impacts: These activities will be very helpful to illuminate and build linkage between macro policy issues with local-level environmental and social conditions in agriculture, and to dissimenate results and ideas on sustainable agriculture, and to build networks and contacts that are useful for policy research.

E. Staffing requirements: Ann Thrupp, ~~20~~ 25 %, Olinda Ramos ~~50~~ 70 %
F. Budget/Revenue: Total budget $34,010; from EPM/USAID.

A. Program Name: Sustainable Agriculture & Latin America

B. Project Name and Code: Agroexport (NTAE) Outreach - T401
(i.e., Sustainability and Equity of Nontraditional Agroexports)

C. Project manager: Ann Thrupp

D. Project Description:

1. Purpose/objectives:

This project, undertaken from 1992 through 1994, addresses the impacts of new agrricultural export strategies, particularly the growth of non-traditional agroexports (NTAEs) in developing countries. These diverse exports are being strongly promoted by donors and development agencies, especially USAID, and are growing rapidly in Latin America and Africa. They have increased foreign exchange earnings for agribusinesses and have generated employment, especially for rural women. But they also have significant costs that raise questions about the sustainability and equity of this sector. The objectives of the project were to identify the environmental and socioeconomic impacts of NTAEs, to assess the equity and sustainability of this sector, and to identify policy implications about ways to overcome problems and to support sustainable and equitable opportunities for change. The broader project goal is to contribute to the development of sustainable forms of agriculture (meaning environmentally-sound, equitable, and economically productive) and alleviation of poverty. The project's supplementary aims include working towards promotion of participatory approaches and institutional capacity-building for sustainable development. The project focused on cases of Ecuador and Guatemala in Latin America, and also entailed a comparative case in Ghana, Africa.

2. Current status (on-going):

Activities were undertaken in Ecuador and Guatemala to develop the research and participatory workshops for addressing environmental and socio-economic impacts of non-traditional agroexport (NTAE) crops. The project involved collaboration with non-government agencies, NTAE promotion agencies, university researchers, government agricultural research and policy institutions, and donors. Research was completed on the social, economic and environmental impacts at the local level, and interviews were undertaken of representatives of several relevant institutions. Background literature on NTAEs was collected. Special attention was given to the impacts of pesticide use in NTAEs, and the impacts on women workers in this sector. Four multisectoral workshops were held, involving different interest groups, to identify some of the main problems and to suggest policy alternatives, and other needed changes. Attempts have been made to develop ways to mitigate or prevent negative impacts, and to integrate sustainability and equity concerns into agricultural development strategies. A report on the Ecuadorian case was prepared and published as a Center bulletin, and distributed to interested readers. Proceedings from workshops were published in

Guatemala and Ecuador. An additional detailed study/report was completed on Integrated Pest Management in Guatemala. A draft research report on NTAEs was completed in May 1994. Preparations for publishing and distribution are being completed.

3. Duration: FY92-95

4. FY94-95 activities and tasks (follow-up):

The NTAE research report will be published and distributed. The release of the publication will be timed to reach effective audiences during opportune international meetings. Followup distribution and outreach talks will be undertaken to call attention to the policy recommendations. Special emphasis will be put on the issues concerning rationalizing pesticide use, promoting integrated pest management, and developing organic markets for small farmers. Short "spin-off" articles will be written and published, working with WRI publications staff.

Some additional activities will be done (with support of a research assistant) to spread further information on diverse organic marketing opportunities for small-scale producers in Latin America, and how to form effective market linkages.

Advising and paper reviews will be undertaken on the Ghana NTAE study, collaborating with Peter Veit and Ghanian authors.

5. Description of processes and products:

- Interinstitutional workshops were held in 1993-94 to enable participatory dialogue on the impacts of NTAEs.
- Field research was undertaken using surveys, interviews, and analysis of data, involving cooperation of different institutions.
- Proceedings of regional and national workshops were published;
- Center bulletin was completed documenting the preliminary findings and policy issues and implications in Ecaudor.
- WRI Research Report completed on the sustainability and equity of NTAEs, mainly focused on Latin America.
- Three or four short "spin-off" articles published on NTAEs.

6. Required support/coordination with other WRI programs

Coordination with publications staff and policy affairs for outreach; Coordination with Africa manager (Peter Veit) for reviewing Ghana work.

E. Staffing requirements: Ann Thrupp 10%, Olinda Ramos 10%

F: Budget/Revenue considerations:
Total budget $70,024; from EPM/USAID

A. **Program:** Sustainable Agriculture

B. **Project Name and Code:** Alternatives to Slash and Burn (ASB) (Shifting Cultivation and its Alternatives) - U401

C. **Project Manager:** Ann Thrupp

D. **Project Description:**

1. Purposes and Objectives:

This project on shifting cultivation and its alternatives entails collaboration with the International Center for Research on Agroforestry (ICRAF) and other international and national research centers to address dilemmas related to deforestation and agricultural land use changes in the tropics. The broad goals of this project are to reduce the rate of tropical deforestation driven by unsustainable forms of "slash and burn" agriculture, to advance the reclamation of degraded lands, and to alleviate poverty of farmers in these areas. The project has three main objectives: 1) to develop and test alternative technologies for small-scale famrers: 2) to link socioeconomic policies with environmentally sound strategies that provide incentives for adoption of the alternatives and 3) to design economically viable approaches with socially sound conservation methods. WRI is contributing on policy and socioeconomic aspects. The purposes of our work are: to help develop participatory approaches of research and development in the project; and to provide a background understanding of policy and socieconomic dimensions affecting shifting cultivators.

The project is being coordinated at an international level and is addressing a global ubiqitous issue. Three field sites, in Cameroon, Brazil, and Indonesia, are also being used as focal points for the first stage of the research. WRI will collaborate with other institutions to undertake this research effort.

2. Current Status:

Initial project planning was undertaken 1992 and 1993, and the proposals were developed, meetings held to finalize the plans. WRI staff participated in site characterization exercises in Indonesia and Brazil, and assisted in advising and developing the social science research agenda. The funding was approved in late 1993, but not released until 1994. Stage I activities are ongoing. In mid 1993, WRI produced an annotated bibliography on this subject, which will be used for the preparation of the policy paper. Background research and field activities are being done for this paper, and partipatory workshops were undertaken in August 1994.

3. Duration of Project: 1993-1995

4. FY94 Activities/Tasks

WRI's activities for the First Stage are three-fold: a) to continue assisting in advising, planning, and developing the social science research agenda for the project; b) to complete the assistance on facilitating participatory workshops for field teams;

and c) to produce a background study and paper on policy and socioeconomic issues affecting shifting cultivators' resource use practices. Consultants will assist in these activities. During Stage II, late 1995, WRI may possibly organize and facilitate an international workshop on social dimensions of shifting cultivation with leading experts and policy-makers from different parts of the world. However in this is contingent on acquisition of more funds from ICRAF and donors; and this is presently uncertain.

5. Products:

The annotated bibliography on social and policy dimensions of shifting cultivation was produced in 1993; it is useful for understanding these important dimensions and for producing the paper. The policy paper and participatory workshops will also be useful for future stages of research. Methodological materials from the workshops may be produced as well. The proceedings will also be compiled in a report and probably published.

6. Support and coordination with other WRI Activities

This involves coordination and input from the Center (OL, PV and KT), Biological Resources (NS), and Economics and Institutions (PF) to work on WRI's components and to offer advice.

7. Anticipated Impact

It is expected that this project will eventually help lead to land use changes that can reduce unsustainable land use and encourage policies and methods for sustainable forms of agriculture. WRI's contribution in the ASB project should help to elevate the importance of socioeconomic and policy changes in addressing dilemmas of shifting cultivation and development of alternatives in ths area. This should eventually help meet project goals of curbing deforestation while improving livelihoods. (Indicators for determining impact are being developed by the research teams but it is too early to predict these impacts.)

E. Staffing Requirements:

Sustainable Agriculture coordination (LT) 5%

A. Program Name: Sustainable Agriculture

B. Project Name and Code: Partnerships for Safe and Sustainable Agriculture: Innovative Strategies to Control Pests & Pesticides T402/U402

C. Project manager: Ann Thrupp

D. Project Description:

1. Purpose/objectives:

A critical challenge globally is integrating environmental and social sustainability into agricultural development. This is vital to overcome pervasive problems of hunger, inequities, and resource degradation. Yet, effective responses have often been impeded by lack of institutional collaboration, or conflicts between different groups or policies of agricultural research and development. Urgently needed are constructive *linkages* between agricultural R&D agencies, grassroots activist groups, and farmers in this field.

This challenge is well-illustrated in the efforts to manage pesticides and pests in agriculture. The heavy dependency on agrochemicals has provoked residue pollution, pest resistance, and health hazards that disproportionately harm workers and can undermine productivity. In some regions, however, farmworkers, farmer associations, NGOs, and government agencies are undertaking attempts to overcome these risks and high costs. Some of these groups have formed collaborative efforts or partnerships. These initiatives have varying degrees of success; but few studies have analyzed such efforts and how they can be more effective.

The Center's Sustainable Agriculture Program will address this challenge through applied research and capacity-building on innovative alliances to overcome problems associated with pesticides and to development integrated pest management. This project will identify institutional mechanisms and research approaches to prevent such problems and to instead promote sustainable and safe agriculture. It will focus on selected case studies in the North and South (especially the U.S. and Latin America and Asia). The main purposes of the project are to:

- Identify key problems and factors that led to the development of innovative programs and partnerships to reduce pesticides, and to assess the problems, and links to environmental injustice;
- Identify existing collaborative initiatives to address the adverse impacts, such as IPM and pesticide reduction programs, explaining their motivations, methods, and mechanisms of inter-institutional collaboration, and their policy environment;
- Evaluate the impacts, strengths, and weaknesses of these efforts for meeting goals of sustainability, productivity and equity;
- Identify lessons learned and implications for actions/policies, and support allied efforts between different groups (such as labor groups, farmers, NGOs, state) for reforms, to improve institutional capacities for sustainable safe agriculture.

The project will elucidate several selected cases that are developing alternatives or reduce pesticides, focusing on examples in which different groups are working collaboratively. The project

will include cases from both the North and the South. Examples are in Peru, (ie, the International Potato Center and NGOs in the region), Malaysia (with the Pesticide Action Network and women's groups involved in pesticide applications), Bangladesh (local farmer groups collaborating with FAO), and in California (a program on IPM involving an NGO, government, and farmer associations), and in Kenya (the International Centre for Insect Physiology.)

2. Current Status:

This project is in its planning stage, and it builds on previous experiences of the Sustainable Agriculture program. This also serves as followup to the non-traditional export crop project, since because pesticide problems were identified as a priority. Initial concept paper and a draft Bulletin have been prepared.

3. Duration of Project: 1994 - 1997

4. FY94 Activities and Tasks

This project will consist of research and applied work aimed towards developing actions and policy changes. The selection of cases and the substance of the study will be decided through consultations with people working in this field. Linkages with environmental justice groups and environmental health groups will be formed. Participatory research will be undertaken with local groups. In 1995-96, capacity-building activities would be begun to assist groups or governments to promote constructive changes.

5. Description of products:

The project products would include a draft report on the case studies, short article, and consultative workshops in this field. In the second year, a major research report will be produced. Followup products might include generic guidelines to address these problems, strengthen regulatory, instititonal, and NGO capacities.

6. Coordination with other WRI Activities

Input will be sought from WRI staff in economics and technology program and the Committee for Agricultural Sustainability.

7. Anticipated Impact

The intended audience includes policy decision-makers (North and South), research analysts, farmers and farmworker groups, NGOs, students, and agribusinesses, and interested consumers. It will be useful for decision-making and program development for governments, NGOs, farmers, workers dealing with environmental injustices and pesticide. The lessons derived from these strategies will be particularly helpful for decision-makers. This subject is attracting interest to the public in recent years as well.

E. Staffing Requirements

Ann Thrupp (50%), Kristin Schaefer, [illegible]

F. Budget Considerations

Total budget $103,825. Largely from EPM/USAID. Also, $12,000 will be from FAO, and additional funds will be raised for U.S. cases.

Project Description
Date: 08/09/94

A. Program Name: NGO Support

B. Project Name and Code: NGO Support (T500/U500)

C. Project Manager: Aaron Zazueta

D. Project Description:

1. Purpose/Objectives: The goal of the Participatory Methods and NGO Program, previously the NGO Support Program, is to promote and enhance the participation of all relevant sectors in environmental and natural resources policymaking and implementation. The program works closely with other Center projects seeking to develop methods to:

--One, strengthen independent sector organizations' (NGO's, grassroots groups, policy research organizations that represent the poor, women, indigenous and other non-mainstream voices) capacities to improve natural resource and environmental management, and to formulate and negotiate policy options that respond to their interests and needs.

--Two, promote political will and capacity of governments (at the local, regional, and national level) to develop the conditions and fora in which independent sector organizations could participate in policy dialogue.

The program helps its partner organizations build their skills and experience through long-term relations, the joint production of quality outputs, and an ongoing participation in policy fora. The project places particular emphasis on:

-the development of institutional capacity for training and development and adaptation of participatory methods that meet the specific needs of countries, and

-the realization of participatory decisionmaking processes that can be documented and published to provide "how-to" tools, flexible guidelines, and illustrative examples that others can use as aids in participatory decisionmaking processes. Gender considerations are integrated as an important aspect of activities, tools and guidelines that the program develops.

2. Current Status: The program in the past has focused on developing capacity for participatory planing in Mexico (GEA, FOFORO, PROAFT), Ecuador (COMUNIDEC), Bolivia (LIDEMA and PAB), and Central America (CCAD, OTS). In addition, the program has organized and facilitated international meetings to facilitate international cooperation in strengthening institutional capacities to address Latin America's environmental policy issues (PAHO, MOTT Foundation and CCAD-MAB). In Mexico and Ecuador, our

collaborators, GEA and COMUNIDEC, are capable of training other groups in participatory local planning methods and now play an important role in training and the development of new participatory methods. For example. in Mexico, GEA, with WRI's technical support, has been responsible for organizing and carrying on all aspects of PROAFT's consultation process. In Ecuador, COMUNIDEC is now developing a variety of issue-specific analytical and planning tools for grassroots groups. Under this program, Aaron Zazueta has published a bulletin on NGO capacity-building and is finishing a major research report on participatory policymaking that draws on the Center's work in Latin America. Zazueta is writing several handbooks on different types of workshops for policy matters.

3. Duration: 1990 - Present

4. FY95 Tasks: The project will have two sets of activities. Both sets of activities seek to build on the Center's accomplishments and partnerships established with developing and developed country collaborators.

Issue--specific working groups. The first set of activities will consist of the sponsoring of working groups to build on the accomplishments of our previous collaborations. These working groups will function as a network of WRI collaborators to provide technical assistance in our field programs (they will function as our consultants) and participate in the development of new methods, handbooks and reports. For example, we have begun discussions with GEA to form an international working group on participatory methods for environment and natural resource management. With Guillermo Espinoza from Chile and Carlos Fonseca from Colombia, we are setting up a second working group on methods for EIA capacity-building. Additionally, we will continue to help the working group in Mexico document participatory methods to incorporate environmental issues in urban planning. Working groups will be issue-specific, formed by organizations experienced at producing outputs that can be published in the form of handbooks or reports for a large audience.

We will carry out these activities in ways that reduce WRI staff time commitments. From our experience with the Mexico Urban Issues working group and our work with CCAD, we have found out that our collaborators can play an important role in managing project logistics and administration. This approach will help relieve the burden on WRI staff time.

WRI's role will be to contribute to the intellectual formulation of products, to work with our current collaborators to identify additional partners with experience on the identified issues or with interest in financing our southern partners, and to fund some of the costs of activities.

Development of handbooks and reports on policy dialogue:

The program will continue to provide technical support to other WRI projects on participatory methods and workshop planning and will continue to produce handbooks on workshops and reports on special issues. The project participants hope to produce three policy workshop handbooks in FY95 and one white paper or bulletin on issues in development. Some of this work will continue to take place through collaborations with other Center staff and developing country partners.

5. Description of Outputs (Process and Products):

-One workshop with international participants for Participatory Planning Methods NRM. This will be organized by GEA.

-One workshop on methods for EIA, managed by Guillermo Espinoza.

-One handbook on the policy consultation process.

6. Coordination: Much of the activities of the project take place in coordination with other Center and Policy Research programs, particularly in support to those operating in LAC. Other Center staff (Thrupp, Cabarle and Chang) are currently playing an important role in planning and working groups activities and most likely will be part of one of these working groups.

7. Anticipated Impact: As mentioned earlier, this year the project is incorporating some changes that draw on the lessons from our most successful partnerships in LAC. By facilitating problem oriented networking and exchanges we will promote horizontal exchanges that will lead to stronger partner organizations. WRI will be a winner because in this process we will learn from the experience of our collaborators. Similarly, WRI will have a group of close associates on which we will be able to draw as consultants. This will allow us to expand our outreach in technical assistance without increasing WRI staff. In effect, these working groups will be multipliers of the type of work that WRI caries out in LAC building capacities to carry out participatory planning for sustainable development with governments, NGOs and grassroots groups.

E. Staffing Requirements:

Tom Fox 11%

Priscilla Tucker 11%

Aarón Zazueta 20%
Maura Paternoster 20% 35%
Other Center staff will incorporate their time in other projects.

F. Budget Considerations: T500 $ 57,119
U500 $118,855

G. Revenue Considerations: No carry over. $50,000 was allocated from the Dutch grant. We calculate that we need an additional $65,000.

Project Descriptions

Date: 24 October 1994

A. Program Name: Africa Program

B. Project Name and Code: From the Ground Up (T550)

C. Project Manager: Peter Veit

D. Project Description:

1. Purpose/Objectives: The purpose of the project is to analyze effective community-based initiatives in natural resource management -- to identify the root causes and key relationships that frame sustainable development at the local-level. Case studies of community efforts are conducted, and analytical reports are prepared, some are published. The project will culminate in a FGU synthesis ("lessons learned") report to be published by WRI, and a series of outreach efforts.

2. Current Status: Twenty-four case studies have been conducted in 10 African nations. Six case study reports have been published. A draft synthesis report has been prepared and internally reviewed.

3. Duration: There activities were initiated in FY 1988 and will be completed in FY 1995.

4. FY 95 Activities: Edit the FGU synthesis report for external review, rewrite as necessary to incorporate the external comments, and publish the WRI book. Develop outreach strategy and disseminate.

5. Description of Outputs (Processes and Products): A WRI publication and set of outreach activities.

6. Coordination within WRI: It will be necessary to coordinate with WRI's Publications and Policy Affairs programs regarding the publication and outreach of the FGU book.

7. Anticipated Impact: The goal of the project is to improve environmental management through more common and effective local-level natural resource management. The findings of this project will identify the core elements of effective community resource management and present policy options for governments and donors in Africa.

E. Staffing Requirements: ~~Peter Veit -- 10%.~~ no time allocated.

F. Budget Considerations: These activities will be funded by the EPM cooperative agreement.

G. Revenue Considerations: These activities are totally funded.

Project Descriptions

Date: 20 October 1994

A. Program Name: Africa Program

B. Project Name and Code: Tanzania Tenure (U551/T551)

C. Project Manager: Peter Veit

D. Project Description:

1. Purpose/Objectives: The objective of this project is to positively impact natural resource management in Africa, primarily of forests, by supporting the development of national and sub-national tenurial laws and policies that protect farmers' access to land, encourage sound land use, and contribute to socioeconomic development. The project's principal activities are currently implemented in Tanzania.

2. Current Status: WRI has established a research agreement with a member of the Land Tenure Study Group (LTSG) to support this organization's involvement in the policy reform process.

3. Duration: The two-year project commenced at the beginning of FY 94. The project activities will be completed in FY 1995.

4. FY 95 Activities: WRI will continue to support the participation of the Land Tenure Study Group (LTSG) in the tenure policy reform process. WRI will also support LTSG to conduct field work that will lead to a better understanding of community-based forest management. This research will be helpful to those in the field who are trying to improve forest management. LTSG proposed research is a two-pronged effort focusing on one or two high canopy forest "islands" in the Usambara Mountains. Initial research involves a survey of the forest islands in the Usambaras to review forest management systems and select an appropriate study site. The second research component involves collecting baseline information about legal/customary tenure, on-going forest management practices, local use of forest, ecological surveys, etc. LTSG will facilitate dialogue between the various stakeholders (i.e., local government, communities, private sector, etc.) to prepare a detailed management plan for the forest island, including clearly defining stakeholders. Finally, LTSG will write-up the project's results and lessons learned.

In addition, WRI is seeking GTZ approval to initiate a contract with Ms. Laura Hitchcock, an Environmental Attorney who has spent significant time working in the Ministry of the Environment in Tanzania. WRI anticipates that, in November 1994, Ms. Hitchcock will review existing policy and legislation regarding the issue of co-management of high canopy forests in Tanzania.

Ms. Hitchcock will also develop a set of recommendations of how to best proceed with this effort of examining new and innovative management systems for natural high-canopy forests in that country. In addition, she will develop a set of recommendations for the government of Tanzania, on how it can best move ahead with appropriate policies and legislation for co-management of natural high-canopy forest. WRI anticipates that these activities will be complete by February, 1995.

These outputs will be helpful to Dr. Anna Tibaijuka during her fellowship at WRI. Beginning in the last quarter of 1994, Dr. Tibaijuka will work on the redraft of Tanzania's land tenure policy. With technical assistance from WRI, she will also work to organize a workshop on land tenure (see below) and formulate a research agenda for future land tenure. research in Tanzania.

Finally, WRI envisions organizing an East African workshop to bring together tenure experts from Tanzania, Uganda, and Kenya to discuss land law reform. This workshop will be organized in collaboration with IIED and FTPP.

5. **Description of Outputs (Processes and Products)**: LTSG's participation in the development of a new tenurial policy will have multiple products. As discussed above, LTSG will prepare, in collaboration with the various stakeholders, a detailed management plan for the selected forest island research site. Several assessments will be prepared in advance of the management plan to provide a foundation of data and information. Several workshops will be held with the various stakeholders to provide a forum for the development of the management plan. At the conclusion of this initiative, LTSG will summarize the project results and lessons learned from the dialogue and design of the management plan.

In addition, at least two cases from different areas, focusing on local and national relations insofar as property rights will be prepared. WRI has begun to identify these sites, including the a community in Lushoto District of Tanzania, and the Naimina Enkiyio Forest in the Loita Hills of Kenya. All the case studies will be summarized and conclusions drawn about local participation in the forest management process. A detailed report on policy and legislation in Tanzania, including recommendations for WRI and the government of Tanzania, will be prepared by an environmental attorney. Dr. Ann Tibaijuka will complete a research agenda for future land tenure research in Tanzania. Plus, one workshop in East Africa will be faciliated and workshop proceedings published and distributed.

6. **Coordination within WRI**: These project activities already involve expertise from several other areas of the Center, notably Owen Lynch and Kirk Talbott, for their knowledge on tenure and community-based forest management issues. Owen Lynch will be dedicating two months of his staff time to this project's activities in FY 95.

7. **Anticipated Impact**: WRI has an important opportunity to have a significant positive impact on the policymaking process currently happening in Tanzania. A new tenure policy is currently being developed by the government of Tanzania, and the LTSG is well-positioned to provide critical input. In addition to Tanzania, many African governments are currently revising their tenurial policies and legislation. This research in Tanzania, combined

with the findings emerging from the East African regional workshop, will be disseminated at an important juncture in the policy reform process for much of the continent.

E. Staffing Requirements: Peter Veit - 10%; Owen Lynch - 15%; Deanna Madvin - 20%; Elizabeth Schandelmeier - 10%.

F. Budget Considerations: All of the project activities have already been approved and funded by GTZ. The regional workshop will require additional funds which will be supplied by the co-sponsors, WRI, IIED and the Forest, Trees and People program.

G. Revenue Considerations:

Direct Costs - $90,678.00
Revenue Received - 39,071.73
To be Funded - 51,606.27

Project Descriptions

Date: 20 October 1994

A. Program Name: Africa Program

B. Project Name and Code: NTAE Ghana (U552)

C. Project Manager: Peter Veit

D. Project Description:

1. **Purpose/Objectives:** The purpose of the project is to analyze the environmental and local-level socioeconomic impacts of public policy, legislation, and programs in support of the production and export of non-traditional agricultural export crops (NTAE) in Ghana. The first objective of the project is to better understand the relationships between public policy which promotes NTAEs, local-level resource management and socioeconomic development. The second objective is to inform public policymakers and development assistance organizations in Ghana about the effects and impacts of the NTAE policy on rural development and resource management.

2. **Current Status:** The first component of the project activities was to conduct an historical analysis and review of (traditional and non-traditional) agricultural export production in Ghana, beginning in the late-1800s to the present. Detailed information has been collected on the specific goals, objectives,a nd activities in pursuit of the current NTAE strategy in Ghana, including NTAE-related policy, legislation, institutions, and programs that promote the production and marketing of NTAEs. A draft report from this first component has been completed, reviewed by WRI, and is being finalized.

The second component of the study will be to examine some of the preliminary national-level results of Ghana's NTAE strategy and to analyze some of the local-level environmental and socioeconomic impacts. The fieldwork to conduct this analysis is currently underway and a draft report which includes this second component is expected in mid-summer 1994. The draft will be finalized by the fall of 1994. Since nearly all of the project's research activities will be completed by the end of FY 1994, the focus of activities for FY 95 will be on outreach efforts for disseminating the report's findings.

3. **Duration:** These activities were begun in FY 1993 and will be completed in FY 1995.

4. **FY 95 Activities:** WRI, in collaboration with the Africa Eco-Farmers (the Ghanian NGO leading the initiative), will develop an outreach program to disseminate the research findings. First, one or two regional workshops will be organized to present the findings to representatives from NGOs, donors, research

institutions, and local, regional and national government. Second, a formal summary report will also be produced and distributed to policymakers and interested parties. This summary report will include research results and workshop findings. Third, WRI will work with Green Forum and other environmental journalists in Ghana on NTAE activities.

5. **Description of Outputs (Processes and Products):** The regional workshop(s) will be organized for late 1994 - early 1995. A formal summary report will be prepared and distributed in Africa and elsewhere (not a formal WRI publication). Through WRI's work with the Green Forum, press releases, written articles, and radio broadcasts will be produced.

6. **Coordination within WRI:** Specifically, it would be necessary to coordinate with WRI's Policy Affairs and Publications programs regarding appropriate outreach strategies. Also, Peter Veit will continue to coordinate and share information with Lori Ann Thrupp, project manager of the ongoing NTAE project in Ecuador.

7. **Anticipated Impact:** The goal of the project is to improve NTAE strategy. The findings from the research will illuminate policy adjustments and program actions which could help promote sound resource management and socioeconomic development at the local level.

E. Staffing Requirements: Peter Veit - 5%.

F. Budget Considerations: Printing, distribution and outreach activities are to be funded.

G. Revenue Considerations:

Carry-over from U550 (International Foundation) - $10,000

Project Descriptions

Date: 20 October 1994

A. Program Name: Africa Program

B. Project Name and Code: NGO Policy (U560/T560)

C. Project Manager: Peter Veit

D. Project Description:

1. Purpose/Objectives: This "new" project is actually the bringing together of some activities the Center undertook in FY 93 and 94, plus several new initiatives. The goal of this project is to improve environmental and natural resource management in Africa through increased public participation in public policy and legislative dialogue and reform. To accomplish this goal, WRI proposes two principle objectives. First, this project seeks to increase NGO understanding of the environmental policy and legislative formulation processes at both the national and provincial government levels in Africa. Second, this project aims to stimulate demand among policy makers for NGO contributions to policy dialogue and reform efforts. The assumption is that NGO involvement in policy reform will increase the likelihood that public policy is environmentally sound, and that the policy will be effectively implemented.

There is growing interest in addressing the public policies that shape the way natural resources are used and managed. The focus on policy reform has been further facilitated by the increasing recognition by African governments of the need for changes in governance, and by their increasing receptiveness to greater participation in policy-making -- as evident by an on-going, parallel emphasis on pluralism, democratic processes, and decentralization by African governments. This political shift, equally supported by donor agencies and international private voluntary organizations (PVOs) in the name of "good governance," has resulted in an expanding NGO sector.

But interest in modifying the policy environment is not unique to the donor community. The rapidly expanding independent and commercial private sector, university departments and institutes, and other NGOs in Africa -- both national and international -- have also shown an interest in natural resources policy dialogue and reform. However, while most NGOs have extensive experience in grassroots projects implementation, they often have minimal experience in working with national policy makers to inform and influence public policy and legislation processes. Furthermore, the relatively few successes of African NGOs in influencing public policy have rarely been analyzed or documented.

While NGOs focusing on natural resources have extensive experience working at the local level to design and implement community actions, they often have little knowledge or experience working with policy and legislative processes. For the most part, these NGOs are young institutions, unclear about their role in policy reform. In the relatively rare instances

when NGOs attempt to impact policy, many depend on grassroots organizing of public support, up-scaling successful small-scale demonstration projects, mobilizing international publicity, and establishing alliances with international pressure groups (which frequently have more credibility and access to government officials than local independent groups). The use of policy research and the popular media (television, radio, newspapers) by local NGOs to influence policy makers holds considerable potential, however, and is becoming more common.

The purpose of this project is to improve environmental and natural resource management in Africa through increased public participation in public policy and legislative dialogue and reform. This project is based on the premise that the participation of Africa's NGO sector in policy making is essential for sustainable development. It assumes that participatory policy making results in policy and legislation which better addresses the priorities and needs of Africa's citizens -- primarily rural residents -- and that these needs include wise management and use of local natural resources and ecosystems.

Specific activities include:

- identifying opportunities for and constraints to further expanding participation in environmental policy reform in sub-Saharan Africa;

- better understanding how the NGO sector has participated in and contributed to environmental policy reform;

- developing the analytical, research and communication capacity of African NGOs to more effectively participate in policy and legislative reform activities;

- identifying tools that have been effective in positively influencing policy reform; and

- identifying the means that will encourage policy makers to invite the NGO sector to participate in policy dialogue and reform efforts; and

- disseminating the results of all of this work in an accessible form to a wide audience of African NGOs, policy makers, and international donors.

Following the completion of the research, analysis, and report preparation in each focal country, a national conference will be convened to bring together a wide audience of African NGO staff, business leaders, government officials, donor agency representatives, and popular media personalities. The research findings and recommendations will be presented, discussed, and debated. A synthesis report will then be prepared for each country effort bringing together the various studies and the discussions at the national conference. A briefing paper may be prepared on each country effort and a major WRI publication will be written summarizing the findings from all the focal countries. Other means for distributing specific results to relevant audiences will also be explored.

2. Current Status: WRI consultants J. Fred Schwartzendruber and Bernard Njovens completed a paper entitled, "NGOs, Environmental Awareness and Policy Advocacy in Cameroon." The paper assessed the effectiveness of PVOs and NGOs in influencing environmental policy in Cameroon and identified the constraints and opportunities for PVO/NGO participation in policy advocacy.

In March WRI consultant Jennifer Green visited Burkina Faso to assess NGO interest in natural resource policy reform and identify a potential collaborator for follow-on activities. Also in March, Peter Veit spoke on African NGOs and natural resources policy reform in Africa at the Institute of African Affairs Annual Conference on Policy Affairs. A paper entitled "African NGOs and Policy Reform in Africa: Interest, Obstacles and Opportunities for Environmental Policy Making" has been prepared for inclusion in the conference's proceedings.

La Fondation des Amis de la Nature (Naturama), a Burkinabé environmental NGO, is preparing a 40-50 page paper exploring the political economy of environmental policy making and the role of NGOs in Burkina Faso. This paper should be completed by November, 1994.

During a recent visit to Kenya, Peter Veit met with Calestous Juma of the African Centre for Technology Studies (ACTS) to discuss WRI support of ACTS research on the role of the private sector in natural resource policy making. Specifically, ACTS will document and analyze cases where the private sector, particularly organizations such as producer associations or manufacturing associations, have influenced policy dialogue or legislation surrounding natural resource and environmental issues.

Finally, WRI is working with the Land Tenure Study Group in Tanzania. This group was recently invited by the Tanzanian government to participate in a policy dialogue over the reform of Tanzanian land tenure law, and WRI is serving as a facilitator. Although this activity falls within the purview of another project, documentation of the LTSG's experiences in the form of a case study will be included as a part of this project.

3. Duration: On-going. This new "consolidated" project will be a three year effort from FY 94 to FY 96.

4. FY 95 Activities: Several activities are planned under this project for FY 95. First, Naturama's paper on the political economy of environmental policy making and the role of NGOs in Burkina Faso will be finalized and a working paper produced. This paper will serve as a discussion piece for a subsequent NGO workshop in that country to discuss the findings of the paper and to strategize on future activities.

Second, during FY 95, WRI will conduct a scoping mission (similar to the one for Burkina Faso) in one of the countries of Southern or Central Africa (probably Botswana). The scoping mission will examine the policy environment for NGOs and identify potential collaborators. In addition, WRI may retain consultants with specific country experience to write desk-top studies on similar questions for those countries in other parts of Africa. Just

as WRI's relationships with Naturama has evolved, WRI may establish a relationship which supports the development of a fledgling group. Subsequent activities may include production of a policy overview paper by the collaborator, NGO workshops, and production of case studies.

Third, ACTS in Kenya will carry out research and document the experiences of private sector associations and other groups in influencing natural resource policy dialogue and policy formation. As envisioned, the ACTS research will be comprised of four phases: literature review, development of methodology, writing of case studies, and writing of a final summary report. WRI will be supporting this work and will participate in a workshop planned by ACTS on this same topic.

Fourth, The Center plans to continue working with the LTSG in Tanzania during FY 95. As part of this project, the LTSG will produce a report on its experiences in policy formation.

5. Description of Outputs (Processes and Products): This project will have several outputs during FY 95. In Burkina Faso the products will include: a 40-page policy paper by Naturama, an NGO/government workshop to discuss the paper's findings, and possibly other assessments, capacity building efforts, and/or case studies (details to be determined). The collaboration with ACTS will take place over 20 months and will be broken down into 4 phases. During Phase I, a literature review will be undertaken. In Phase II a methodology for assessing private sector participation in public policy reform will be developed and presented in a 20 page single-spaced paper. In Phase III 6-8 case studies (10-20 pages each, single-spaced) of private sector participation in policy reform in Kenya will be prepared. A 100-page, single-spaced final report will be written during Phase IV. ACTS will then convene a workshop to discuss the research findings and WRI will participate.

Other products will include the case study/lessons learned document to be produced by the Land Tenure Study Group, a scoping mission report on a country in Southern or Central Africa, with a follow-on state-of-knowledge report, workshop and case studies in the chosen country. All of the projects reports will be printed simply (a major WRI report is expected to be prepared in year 3 of this project).

6. Coordination within WRI: In addition to working closely with WRI's Publication, Development, and Policy Affairs programs, this project will work closely with others within the Center's African program as well as the Latin American and Asian programs, including the NEAP and NRMS Policy projects in the African program. In particular, the Policy Consultative Group (PCG) will advise the various country efforts, and will provide information and review drafts of the case studies. In addition, this project will seek collaboration with WRI's Policy Research Programs, including the NGO and Governance Project.

7. Anticipated Impact: As with the FGU project, the ultimate success of this effort should be measured by the degree of improvement in policy formulation, policy implementation, and natural resource management and development in Africa. In the shorter term, we will focus our evaluation on the quality of research and outreach efforts which

emerge from our activities, how these are used by collaborators and others in pursuit of project goals, and how they might have contributed to national/subnational policy and programming decisions in accordance with our project goals and research recommendations. Thus far, WRI has contributed to the debate in Washington, Burkina Faso, and Kenya surrounding NGO participation in policy reform. Over the long term, of course, the results of this project are expected to go well beyond this, as reflected in the project goals and objectives.

E. Staffing Requirements: This project will require the following amounts of staff time: Peter Veit - 15%; Deanna Madvin - 20%; Elizabeth Schandelmeier - 15%.

F. Budget Considerations: A funding proposal has been completed and will be submitted to funders. In addition, $40,000 is available from the Dutch government and $30,000 from USA for Africa money earmarked for activities in Burkina Faso.

G. Revenue Considerations:

Total Budget - $73,192
Revenue Received - $10,884
Revenue Available - $64,347

A. PROGRAM NAME: Communcations, Publications and Outreach

B. PROJECT NAME AND CODE: Center Outreach Design and Implementation (~~new code~~) T600

C. PROJECT MANAGER: To be determined

D. PROJECT DESCRIPTION:

1. Purpose/Objectives

Governments and private institutions depend on accurate, timely information to develop and implement environment and natural resource management policies and strategies. Meeting this need has been a principal goal of WRI in its policy research and policy affairs programs and in its capacity-building activities in developing countries. The primary purpose of this project will be to design and begin to implement a broad, deliberate outreach strategy for the Center. This strategy will embrace existing approaches such as the publication of Center and WRI bulletins and reports and the use of workshops and conferences to generate and disseminate new ideas and also cover new activities such as the publication of a newsletter, the potential use of electronic media, and holding an annual seminar on sustainable development for USAID. One of the primary objectives will be to provide USAID with new ideas and documentation of lessons learned that will enrich the foundations of USAID policy-making and program development. It is expected that as a result of this FY95 Design phase, the Center's Communications and Outreach activities will include:

- an expansion of the type of products and services currently distributed, including the development of a newsletter;
- broader and more careful targeting of audiences through the expansion of improved mailing lists;
- increased distribution of computerized information;
- greater attention to marketing using publication catalogues and new media intermediaries; and,
- increased use of computer-assisted presentation graphics in seminars, workshops, and conferences.

WRI also plans to focus on strengthening the capacity of collaborators in developing countries to use these same channels. In addition, the program will host and coordinate the annual Environmental Interchange Seminar and explore opportunities for hosting a major conference on sustainable development.

2. Current Status

At present, the Center's Communications and Outreach activities focus on developing and distributing papers and reports on case studies, lessons learned, best practices, policy studies, methodological studies on participation, and bibliographic and statistical databases. It also pays considerable attention to assisting collaborators in developing countries with their outreach activities. The Center undertook a number of joint publication projects with in-country collaborators, which, while time-consuming and often costly, were essential in building collaborative relationships with these institutions. In addition, WRI and the Center worked extensively to reach specific audiences through review articles, press and lunch briefings, workshops, and conferences. Two new publication series were recently developed: Issues and Cases in Development, eight-page summaries of ground-breaking projects, and a working paper series entitled "Center Discussion Papers." These Center publications and WRI policy research reports were distributed effectively to collaborators in core developing countries, USAID and others in the donor community, and to major audiences in the United States.

With the submission of the EPIC Proposal to USAID, WRI committed itself to developing a more deliberate strategy for the Center. This project will be the first step in that direction.

3. Duration of the Project

The design phase of this project will last approximately six-months. Following that, the Center will begin to implement the major activities defined for the strategy. It is expected that aside from on-going publications activities, the first edition of a newsletter and the first Environmental Interchange seminar could be completed by the end of FY95.

4. FY95 Activities/ Tasks

a. Refine communication, publication, and outreach strategy for the Center.

WRI will complete a careful review to ensure that, over the life of EPIC, it can effectively identify, reach, inform, and persuade relevant audiences of the need to incorporate better environmental and natural resource information into policies and plans. This review will be instrumental for WRI/Center to upgrade its ability in the following areas: 1. targetting audiences more effectively, 2. helping them identify their communications and outreach needs; 3. strengthening electronic communications; 4. assessing effective and available communications technologies ; 5. developing ways to simplify complex issues for communication to the public; and 6. targetting regions and countries.

The findings of this review will result in a plan for strengthening WRI-wide capacity to meet the objectives of communication and

outreach. The plan will cover approach, needed telecommunications and other infrastructure, staffing and consulting support, budget, schedule, measures of impact and feedback, and prospective collaborating organizations. The plan will be implemented as part of EPIC.

b. Produce a newsletter, reports, bulletins, manuals, books, and statistical, bibliographic, and digital map databases

WRI plans to produce a variety of products and services for conveying information and results to USAID and its other principal audiences. In particular during this year, the Center will design and develop a quarterly newsletter on strategies for sustainable development to provide a timely mechanism for reaching policy-makers, NGOs, and the development assistance community, prominently including USAID in Washington and overseas. The newsletter will be based on the experiences of collaborators, WRI staff, and the donor community; will draw on elements of other work described in this proposal; and will provide information on activities of the Earth Council, the Commission on Sustainable Development, the Network for Sustainable Development Strategies, the network of "Green Planners," and work of other international NGOs (e.g., IUCN, IIED), governments, international organizations, the private sector, and USAID sustainable development projects. (A final decision to publish such a newsletter will be contingent on a review of existing USAID-supported newsletters and a clearer expression of demand.)

C. Workshops, brownbags, seminars, and conferences

During FY95, WRI will continue to stage such to bring USAID and other government officials and practitioners together, break down communication barriers, strengthen the institutions in the developing countries that host the meetings, and strengthen long-term relationships with many of these organizations. The Center will also respond to USAID's requests for opportunities to meet with peers to discuss and review issues and new initiatives under consideration by the agency. In this capacity WRI can also offer a forum for discussion among the five major centers of USAID/G/ (environment, economic growth, population and health, and democracy,education) to facilitate the integration of programs for sustainable development.

d. Plan and Coordinate an Annual Environmental Interchange for Senior Staff

Building on its experience in environment and natural resource management planning exercises and policy dialogues, WRI will help USAID/G/ and its collaborating institutions (including NGOs, contractors, and universities) plan and host an annual seminar for senior officials to present the latest ideas and experience in development assistance for sustainable development. WRI will develop the agenda and organize presentations drawing on its field

experience, policy research, and the findings and experience of colleagues. A summary report on presentations, findings, conclusions, and recommendations will be prepared and distributed to participants.

5. Description of Products

The results of this FY95 project will be: a) A Comunications and Outreach Strategy for the Center b) the first edition of an EPIC Newsletter c) the fist Annual Environmental Interchange , d) assorted publications and workshops associated with other Center projects.

6. Support/Coordination with other WRI/Center activities

These activities will be carried out in close coordination and with direct participation of WRI's Policy affairs and Publications group.

7. Anticipated Impact (and ways to measure progress)

The Strategy that results from this project will include explicit indicators and measures of impact. Some of these are suggetsed in the EPIC proposal to USAID.

E. STAFFING REQUIREMENTS: Tom Fox (5%); Walter Arensberg (10%); Donna Wise (5%); Kathy Courrier (5%); New Hire (100%); Faye Lewandoski (100%); Sarah Burns (25%); Mary Paden (5%)

F. BUDGET CONSIDERATIONS: The scope of this project will be determined in part by the level of funding secured in FY95 for the EPIC Project (either as an extension of EPM or as the new EPIC project itself. In addition the budget set forth here, does not include the Center's regular project related publkications.

Project Descriptions

Date: 20 October 1994

A. Program Name: Africa Program

B. Project Name and Code: Natural Forest Management in East Africa (U702)

C. Project Manager: Peter Veit

D. Project Description:

1. Purpose/Objectives: The Center for International Development and Environment is carrying out a project to assess natural forest management issues in East Africa supported by the Biodiversity Support Program and the U.S. Forest Service International Forestry Program. The project is designed to examine the potential for natural forest management practices to improve the sustainability of forest uses in isolated forest "islands" that stretch along the rift valley and in the vicinity of Lake Victoria in Kenya, Tanzania, and Uganda.

While the proximate goal of the project is to assess the status and potential of natural forest management in the region, the activities are designed to increase institutional capacities to identify, analyze, and address key natural forest management problems. In the process of carrying out the project, WRI seeks to catalyze an informal network of institutions and individuals working on natural forest management and policy issues.

The Biodiversity Support Program has provided a $25,000 policy research planning grant to WRI to jointly develop an overview report with East African collaborators (one principal collaborator in each of three countries) on the actual and potential role of natural forest management to conserve forest "islands" in the region. With support from the U.S.F.S. International Forestry Program, WRI and an in-country partner will build on the regional survey to carry out a pilot effort, surveying a distinct pocket of high-canopy forest in a Local Authority Forest Reserve.

The BSP-supported reports -- or natural forest management "overviews" -- are utilizing literature research, map analysis, and interviews with individuals knowledgeable of East African forestry issues to provide country-level "state of the knowledge" assessments of NFM in Tanzania, Uganda and Kenya. Analysis of the information will identify promising management approaches and critical management and policy issues in the region. In addition, each report will recommend a short-list of the 5-7 most promising natural forest management sites in the subject country.

As a first step, WRI has developed a research outline and identified foresters in each country to carry out these assessments. Dr. R.P.C. Temu, Department of Forest Biology, Sokoine University of Agriculture is leading the effort to write the country overview for Tanzania.

Dr. John Aluma, Director of the Forestry Research Institute in Uganda, will do so for Uganda. Anthony Githitho, Kenya Indigenous Forest Conservation Programme, is writing the Kenya report.

2. Current Status: The WRI collaborators are currently carrying out the research and interviews for the country overview reports. All three final drafts are expected by mid-November. Based on the reports, a site will be selected and a more detailed workplan for the case study will be determined.

3. Duration: On-going. To be completed in FY 95.

4. FY 95 Activities: A synthesized regional report summarizing the three country studies is planned for FY95. WRI anticipates that consultant Paul Williams will take the lead on this effort. Ms. Williams will review/edit the reports and prepare a summary chapter. WRI staff will write an introductory chapter.

The second part of the project will provide a focused examination of natural forest management issues at the local level. The specific location of the local area natural forest management case studies will be determined in consultation with East African forest and natural resources institutions, and aided by the results of the country overview studies. The case study site will emphasize high forest (closed-canopy) where, ideally, one or more forest products are being strategically extracted for (near) maximum yield. These products can be wood or non-wood forest products (food, fiber, resins, nuts, bushmeat).

In FY 95 one or more of the aforementioned WRI collaborators will conduct an initial survey of selected forest sites. This survey forest will document the site's management system, local usages of the forest, characteristics of the surrounding communities and other relevant information. Three to five forest products will then be selected and detailed studies carried out to better assess/understand: maximum sustainable yields; regeneration rates and strategies, if any; harvest cycles; densities; processing methods; existing and potential markets; and other socioeconomic data. This information collection process will be used to catalyze the development of a forest management plan involving all stakeholders.

5. Description of Outputs (Processes and Products): WRI is in the process of the first phase of the Project. During this phase, 40-80 page country assessments/overviews of natural forest management in Kenya, Tanzania, and Uganda are being produced. A a synthesized, regional report is planned for FY 95; this regional report will be packaged in a major WRI publication. Simultaneously, in the second phase of the project, a technical/socioeconomic case study will written on a specific natural forest management site. Other products and outreach activities will be determined.

6. Coordination within WRI: For the last three years, WRI's Center for International Development and Environment has been researching the potential for natural forest management to be an effective tropical forest conservation tool. The first stage of our efforts focused on case studies, data, and policy analysis from around the world culminating in an international conference and the publication early last year of Surviving the Cut:

Natural Forest Management in the Humid Tropics.

Our work has now moved on to look at natural forest management issues in a more specific regional and local context. With locally based collaborators, the Center is conducting regional surveys of natural forest management to identify management and policy issues common to natural forest areas in the region, followed by detailed case studies of natural forest management at the local level. We have already started this process in the tropical forest region of southern Mexico. WRI now has funding to start a similar process in East Africa (Kenya, Tanzania, Uganda).

The project will also draw on the experience of Nigel Sizer and the Amazon Project.

7. Anticipated Impact: The work being carried out under this project will provide much needed information on natural forest management in the East African context, information which currently is rather fragmented. It is anticipated that the country overviews and an in-depth case study of a sustainable forest system will help draw attention to the non-wood product services provided by these forest "islands." The project will also create a much needed basis of information for the three target countries to explore regional management strategies.

E. Staffing Requirements: Peter Veit - 15%; Forester - 25%.

F. Budget Considerations: USFS is contributing $100,797, and the Dutch government is contributing $30,000.

G. Revenue Considerations:

Direct Costs - $96,669
Revenue Received - $35,217
Revenue Available - $95,580

PROJECT DESCRIPTION
Date: August 9, 1994 (rev 10/26/94)

A. Program Name: Center Forestry & Land Use
B. Project Name and Code: Natural Forest Management - Mexico (U703)
C. Project Manager: Bruce Cabarle
D. Project Description: Sustainable management of natural forests has been an elusive goal of forestry initiatives around the world. Despite increasing attention to the concept of sustainability, most of the analyses and guidelines for sustainable forestry are difficult to apply in the field. What is needed is the identification of concrete steps necessary to place the management of all forest types on a more sustainable footing. This project is to develop and test national standards for sustainable forestry in Mexico, as well as to design and test a methodology for monitoring their application in specific forest management units or concessions.

1. Purpose/Objectives:

* To promote the development of national standards of sustainable forestry in Mexico.

* To develop and test a methodology based upon measurable criteria and indicators to judge the sustainability of forest management operations on a case-by-case basis.

* To design and test auditing and peer review mechanisms through voluntary and independent compliance inspection of individual forest management operations.

2. Current Status: Ongoing. Since June 93, four case studies have been completed, and served as the basis for testing and refining international principles for forest management (of The Forest Stewardship Council) into national standards. A methodology for conducting field evaluations of forestry operations (forest certification) has been developed, too. Moreover, a network of national NGOs active in the Mexican forest sector (CCMSS) was constituted to peer review this project, and may serve as an independent auditor for international verification of sustainable forestry sources in Mexico. As a result of this work, the CCMSS is negotiating relationships with several independent certifiers to source sites of sustainable timber production in Mexico for international markets.

3. Duration: End of FY95

4. FY95 Activities

* Testing of auditing methodology designed during FY94 on two forest production operations: Quintana Roo and Chinantla in Oaxaca.

* Five precertification and certification studies which have been already requested by forest producers who don't have the necessary conditions to obtain certification. Precertification will diagnose the strong and weak points of the

forest operation and will define a work plan to achieve sustainability goals.

* Two meetings with national network organizations of forest producers (UNOFOC and NOCAF) to promote the idea of sustainability.

* Workshop to train CCMSS certifiers in Mexico.

* Local publication, in Spanish, and dissemination of sustainable forestry standards and certification methodology handbook in Mexico.

* Local publication, in Spanish, and dissemination of four case studies on sustainable forestry in Mexico.

* Draft Center Bulletin on Mexican experience in developing, testing and negotiating sustainable forestry standards. Bulletin will be published in FY96.

5. Description of Outputs (Processes & Products):

* National consultations with key stakeholder groups to finalize standards, auditing mechanisms and decision-making process for awarding "certification" of compliance.

* Methodological manual on sustainable forestry standards, indicators and procedures for implementing certification mechanisms in Mexico.

* Draft of Center bulletin on the Mexico experience with developing sustainable forestry standards, indicators and evaluation methodology (joint authorship with Leticia Merino, CCMSS).

6. Coordination w/in WRI: Coordination with the Economics & Population as well as Biodiversity & Institutions Programs to capture Mexican experience for the proposed publication on forest estate management in Latin America.

7. Anticipated Impact: Broad consensus amongst Mexican federal agencies, producer associations and NGOs on precise, measurable definitions of sustainable forestry. Certification of individual production sites will lead to identification of "best practices" and raise the public profile of sustainability through concrete examples. Documentation of the Mexican experience will be an influential document for other countries who will be developing timber certification programs as a means to comply with the ITTO's "Target 2000" deadline for bringing all timber production under sustainable management.

E. Staffing Requirements: Bruce Cabarle (25%) 15 Ev

F. Budget Considerations: Full budget to be raised. No carry-over from FY94 for this activity. Past funding from US-EPA, Moriah and CS Mott. Potential interest with USDA Forest Service.

Project Descriptions

Date: 20 October 1994

A. Program Name: Africa Program

B. Project Name and Code: Global Climate Change (T710)

C. Project Manager: Christine Elias

D. Project Description:

1. Purpose/Objectives: WRI has long addressed Global Climate Change (GCC) issues. In Africa, WRI's Center has worked with USAID/Zaire on GCC/forestry matters. The Center also co-authored the recently published Biodiversity Support Program (BSP) report, Central Africa Global Climate Change and Development. This work has helped USAID/Africa Bureau target its contribution to the U.S. Government (USG)-supported African GCC country studies to the development implications of changes in climate, particularly in increased variability of rainfall.[1] The countries currently receiving USG support (first round countries) include The Gambia, Nigeria, Ethiopia, and Zimbabwe. Countries to receive support by the end of calendar year 1994 (second round countries) include Uganda, Kenya, Tanzania, Botswana, Malawi, Ivory Coast, and The Congo.

WRI assisted in the review of the country studies proposals/concept papers from Africa for the second round of USG support, and has met with several other US, European, African, and other institutions involved in the GCC country studies. In collaboration with BSP, WRI is working with USAID and other US institutions to: (1) promote interaction and coordination between Africans participating in the USG-supported GCC country studies; (2) encourage African policymakers to incorporate GCC adaption measures into their on-going environmental planning, including National Environmental Action Plans; (3) help policymakers determine if proposed GCC related activities are in line with local/national priorities; and (4) assist policymakers to determine whether proposed GCC related activities are implementable given the capacity of responsible local/national institutions.

2. Current Status: In June, WRI (principally the Center, the Natural Resources Policy Consultative Group/PCG, and WRI's Climate Change Program) and BSP began developing a detailed workplan towards this effort. In Washington, WRI has meet with representatives from

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[1] The Framework Convention on Climate Change calls on parties to the Convention to undertake inventories of national sources and sinks of greenhouse gases and to develop plans for responding to climate change. To assist developing and transition countries in meeting this obligation, the U.S. Government has committed $25 million to support climate change studies. The technical and financial assistance is being provided through the U.S. Country Studies Program, of which USAID is a member. In turn, USAID has asked WRI and BSP to assist African countries in the areas of vulnerabilities and adaptation, and to provide a developmental and institution building perspective to the work of the Country Studies Team.

BSP, USAID, US Environmental Protection Agency, the Country Studies Management Team, University of Maryland's Center for Global Change, Environmental Defence Fund, and others to discuss their work in Africa and review possible contributions by WRI.

In Africa, WRI has met with representatives from the African Centre for Technology Studies (ACTS) to discuss their Climate Change Program and explore possibilities for collaboration. WRI also participated in the BSP-organized GCC conference in mid-May. WRI representatives will also attend the August 1994 Tenth Session of the Intergovernmental Negotiating Committee Framework Convention on Climate Change in Geneva.

3. **Duration**: April 1994 - September 1995.

4. **FY 95 Activities**: The specific activities of this project are yet to be determined. Possible activities might include: assisting participating African governments to evaluate their GCC adaptation options; facilitating integration of adaptation strategies into national sustainable development plans; establishing guidelines towards this activity, and organizing a workshop to introduce them; preparing country data samplers for the USG-supported countries (already underway -- Ethiopia, Botswana, Zimbabwe, Côte d'Ivoire, Tanzania, Uganda, Zambia, Nigeria). Some representatives from the USG supported country studies will be in Washington, and others in Honolulu, in late 1995 at which time the workplan will be discussed and finalized.

5. **Description of Outputs (Processes and Products)**: Specific outputs will depend on the final workplan, but may include technical assistance to selected African countries, guidelines for evaluating adaptation options, issues papers (e.g. adapting to short-term climatic variability), and a regional workshop with subsequent published findings and proceedings.

6. **Coordination within WRI**: This project will require close collaboration with the PCG and WRI's Climate Change Program. The PCG has expressed interest in addressing global/national/local environmental issues, and several members have expertise on some global environmental matters, such as climate change, desertification, and the Global Environmental Facility (GEF). WRI's Climate Change Program has been involved in the design of this project from the onset. Program staff -- Elizabeth Cook, Keith Kozloff -- have helped arrange and attended many meetings with institutions involved in the GCC country studies in Africa.

7. **Anticipated Impact**: The expected main result of this effort will be well prepared GCC adaptation strategies from Africa -- well prepared because they are better integrated into on-going national environmental planning and implementation, well positioned in appropriate national/local institutions, better informed through specific technical assistance and expertise of other countries/experts, and better positioned in the context of global environmental issues and dialogues. Because this work will produce guidelines for evaluating GCC adaptation strategies, African countries which have not yet embarked on their vulnerability assessment and adaptation plans will also benefit in the future.

E. Staffing Requirements: Christine Elias - 10%; Liz Cook - 10%; Keith Kozloff - 10%.

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F. Budget Considerations: USAID has made available $150,000 for this effort. These resources have been tentatively divided between BSP ($100,000) and WRI ($50,000), with the possibility that BSP will transfer some of its resources to WRI if necessary. Currently, the $50,000 will only cover staff salaries and one trip to Africa. It is important that WRI work closely with BSP on this project.

G. Revenue Considerations: This project is totally funded.

Project Description
Date: 08/09/94

A. Program Name: NRMSA/LAC

B. Project Name and Code: CEP Chile (T724)

C. Project Manager: LAC Associate

D. Project Description:

1. Purpose/Objectives: The program for FY90-94 aimed to improve Chile's capacity to manage natural resources and the environment by supporting public and private efforts to strengthen policy and institutions, increase research on environment and natural resource issues, and foster public awareness and education through training and publications.

2. Current Status: The program-supported activities are having a very positive effect on the course of ENR management in the country. CONAMA is now well-positioned to help the new democratic government of Chile move forward on the environmental front.

The program has helped lay the foundations for additional donor assistance, and was extremely useful to the World Bank in the design and development of its own environmental program for Chile. The recently-approved World Bank program for institutional strengthening of CONAMA ($11.5 Million IBRD funds plus an additional $22.0 million Government of Chile counterpart funds) places CONAMA on a sound institutional and legal footing. This project contributed to the formulation of Chile's Environmental Law and helped consolidate CONAMA as the leading institution for environmental planning and management.

According to CONAMA, the AID program played a critical role in the development of the current institutional setting for environment in Chile by supporting an incipient institutional framework that proved to be a winner after two years of serious external and internal challenges. In the words of CONAMA's Executive Secretary: "Chile now has a new and strengthened institutional framework for environmental planning and management due to the World Bank project, but this project would not have materialized without the timely and effective support of AID."

The AID/WRI program has provided timely support for a series of projects that have helped CONAMA build its leadership and maintain its voice and presence in the field, have enhanced CIPMA's position to influence the private sector's understanding of, and commitment to, environmental management, and have introduced the methodologies and issues of statistical indicators into the Catholic University.

Accomplishments in Public Sector:

The program supported the government of Chile in the preparation of four studies: Regional Environmental Problems, State of the Environment Report, Environmental Impact Assessment Methodologies, and Biodiversity Study. It also provided technical assistance and advice to the Ministry of Housing and Urban Planing (MINVU) for the establishment and consolidation of an EIA-adept environmental unit within the ministry. The publication and dissemination of the studies is being funded by AID. These studies have laid the groundwork for the elaboration of the Environmental Law and deepened CONAMA's skills in these areas. Similarly, WRI begun discussing with CONAMA a program to strengthen Regional Environmental Commissions to insure they can carry out the new multiple responsibilities assigned by the new environmental law. The accomplishments of these activities are:

- Regional Environmental Problems
- State of the Environment Report
- Environmental Impact Assessment Methodologies Manual
- Biodiversity Study
- Technical Assistance to MINVU's Environmental Unit.

Accomplishments in the Private Sector:

The program also supported the development of the following activities conducted by the private sector:

- Development of an Environmental Information Network (CIPMA)
- Celebration of the Fourth National Conference on Environmental Management (CIPMA).
- Natural Resource Economics Studies and Publications (CIEPLAN).
- Development of Environmental Indicators (Catholic University).

3. **Duration:** 1989 - Present.

4. **FY95 Tasks:** WRI will continue to give high priority to strengthening the National Commission on the Environment (CONAMA)'s capacity to develop a new agenda for sustainable development and coordinate policy formulation and implementation at the regional level in Chile. Work with CONAMA will consist of the following activities:

Design of Institutional Outreach and Participatory Planning Methodologies. This activity is of central importance to CONAMA because of its mandate as an inter-ministerial coordinating body. WRI will directly assist CONAMA in two areas: a) developing its own capacity to communicate with and respond to the public and private groups involved in environmental and natural resource management issues; and b) designing participatory planning methodologies for work at the regional and local level in all of Chile's administrative regions (COREMAs).

WRI will participate in the preparation of detailed work plans, provide advice on policy options, help shape approaches to participation, train CONAMA staff in workshop methodologies and finance the development, publication, and dissemination of reports of the above-mentioned activities.

Environmental Indicators Project, Phase III. Starting in 1990, EPM has supported the work that UCA has been doing with CONAMA to design indicators for monitoring environmental conditions and trends in the country. This final stage in the Institute's project is to submit the work that has been done to date (Phases I and II) to a thorough technical review, address critical gaps, and prepare a final report ensuring the compatibility of the results with the objectives of the activities funded under the World Bank project. EPM will work with UCA on a technical review workshop and provide technical support for the completion of this research in a report that will be carefully coordinated with CONAMA.

Environmental information. One of the most well-established NGO's in Chile, CIPMA has developed an important role as clearinghouse for environmental information during the past few years. EPM's work with CIPMA for FY94 will consist of four interrelated environmental education and awareness activities:

-Regional Environmental Network
-Local Level Environmental Management Newsletter
-Media coverage of environmental issues
-National Environmental Congress.

5. Description of Outputs (Process and Products): Each of the collaborators will produce handbooks and newsletters for wide dissemination.

CIPMA will carry out the Chilean Environmental Congress.
CONAMA will hold two training workshops with COREMAs on participatory planning and conflict resolution, and will produce handbooks on these topics in collaboration with WRI. WRI will develop handbooks on participatory planning and dispute resolution.

6. Coordination: There is no apparent need for coordination with other WRI/Center activities at this time.

7. Anticipated Impact:

-CONAMA will develop the capacity to provide technical assistance to COREMAs in planning, consultation, and negotiations.

-COREMAs will build their capacities to formulate and implement plans with the support of stakeholders.

-Local governments will have access to important environmental information.

E. Staffing Requirements:

Administrative Assistant	20% - Olinda 20 mos
Senior Associate (AZ)	10%
LAC Associate	60%

F. Budget Considerations: $339,382

G. Revenue Considerations: Fully funded by mission buy-in.

Project Description
Date: 08/09/94

A. Program Name: NRMSA/LAC

B. Project Name and Code: CEP Bolivia EAP T725

C. Project Manager: Aaron Zazueta

D. Project Description:

1. Purpose and Objectives: To help the Ministry of Sustainable Development (MSD) develop its institutional structure and build the MSD's capacities for participatory planning and consultation.

2. Current Status: Zazueta has traveled twice to Bolivia in FY 94 to provide advice to the President and the Minister of MSD on the functions and structure of the new ministry. AID is very interested in the continued participation of WRI and has requested additional technical assistance. AID Bolivia is in the process of granting additional funds to WRI for this purpose. Before our involvement with the MSD in Bolivia we advised the General Secretariat of the Environment during the initiation of the EAP.

3. Duration: 1994 - 1995

4. FY95 Activities:

-Meet regularly with the Minister of Sustainable development to discuss ways to improve the organization of the Ministry.

-Train MSD staff and NGOs on participatory methods for policy making.

-Assist the MSD in the planning and preparation of the Hemispheric 501 conference on environment and development.

-Provide grant to ELI to carry out a workshop on the formulation Environmental regulations.

-Through this project, Aaron Zazueta will coordinate the activities of David Hayes (special advisor to Katie McGinty) in support of MSD. This coordination includes payment for travel costs to Bolivia and providing financial and technical support for conferences.

5. Description of Outputs (Process and Products): The most important output of this project will be a stronger MSD that focuses on key issues concerning sustainable development.

Specific outputs include:

-Four consultation meetings (Zazueta and Hayes) with the Minister of Sustainable Development and his close associates.

-One workshop on the formulation of environmental regulations carried out by ELI.

-One workshop on participatory planning methods.

-Two seminar on key issues and macroeconomic trends affecting sustainable development (in coordination with Hayes and O'leary).

6. **Coordination:** Information on the progress in this activity will be provided regularly to Nigel Sizer as far as it relates to the Amazonian project. High-level seminars on macroeconomic trends might be an opportunity for other WRI staff to present results of their work to top-level policymakers in Bolivia. We will need the assistance of WRI's Policy affairs department in advising the MSD on the planning of the 501 conference.

7. **Anticipated Impact:** We expect to strengthen the NSD's capacities to implement policies with the support of affected stakeholders. An indicator of the success of this endeavor would be less opposition to MSD decisions in Bolivia.

We anticipate that our advice to the ministry will contribute to a successful 501 ministerial hemispheric meeting on sustainable development.

E. Staffing requirements:

~~Senior Associate (Cabarle)~~	~~5%~~
Program Assistant	15% - Maria Palacios
Senior Associate (Zazueta)	15%

F. Budget Considerations: $249,006

G. Revenue Considerations: Funds from previous buy-ins are nearly exhausted. The AID mission is processing a grant to WRI to continue this activity, and funds are expected to become available in early September, 1994. The grant will expire in twelve months.

Project Description
Date: 10/20/94

A. Program Name: NRMSA/LAC

B. Project Name and Code: Ecuador Environmental Action Plan T727

C. Project Manager: LAC Associate

D. Project Description:

1. Purpose/Objective: The purpose of the project is to provide technical assistance to the Environmental Advisory Commission (CAAM) in the elaboration of the country EAP. The EAP will consist of studies and a consultation process. The elaboration of the EAP will be coordinated with the preparation of the Second Ecuadorian Congress of the Environment. In this process CAAM will collaborate with the environmental NGO network in Ecuador, the Ecuadorian Committee for the Defense of Nature and the Environment (CEDENMA). The purpose of this process is to develop a series of proposals on institutions and policies that will contribute to environmentally sound development in Ecuador and do so with the participation of major stakeholders.

2. Current Status: Negotiations with CAAM, CEDEMNA, Fundación Natura, and AID regarding activities of the project have been lengthy but productive. The project is encouraging the participation of major stakeholders in the planning process. Several sectoral and topical studies have been conducted. CAAM has organized information on environmental issues in Ecuador, and the first CAAM workshop to develop a draft of the EAP has taken place. WRI has provided, subgrants to carry out studies, handbooks and advise on ways to carry out consultation processes and organize existing information. Similarly WRI has begun advise on EIA. This has included a very successful EIA Training workshop, held in cooperation with EPA, and activities towards the development of a EIA strengthening strategy in Ecuador.

3. Duration: 1994 - 1995

4. FY95 Activities:

-Advise CAAM in its elaboration of the environmental action plan, including consultations, review of drafts and form of publication.

-Provide followup visit to advise CAAM on the EAP consultation processes (with Guillermo Espinoza).

-Advise CAAM in the development of a EIA strengthening strategy in Ecuador (with Guillermo Espinoza).

-Partial support to a second workshop en EIA in Ecuador.

5. Description of Outputs (Process and Products):

-A strategy to strengthen EIA capacities in Ecuador

-WRI comments on CAAM EAP, particularly on issues related to Policy and Institutions.

-Advice to CAAM on ways to address US NGO concerns regarding Ecuadorian environmental issues, including assistance in the organization of a visit to the US of an Ecuadorian delegation.

-CAAM will finish the EAP (consultation process and EAP documents) and hold the Second Environmental Congress of Ecuador in February 1995.

6. Coordination: An advisory committee with participants from several WRI programs has been constituted and has met several times to provide advice to the project. Meetings will continue on a need basis. Ann Thrupp is exploring the possibilities of initiating negotiated rulemaking related to pesticides.

7. Anticipated Impact: The main products of this collaboration will be developed by CAAM and will consist of:

a. The Environmental Action Plan for Ecuador and a series of workshops seeking to build consensus towards a set of environmental policies and institutional reforms,

b. The Second Ecuadorian Congress on the Environment, which will include participants from all segments of society and will focus on environmental policies. The EAP will be one of the main points of discussion in this congress.

c. Proposals for policy and institutional reforms, including the Environmental Fund, new procedures in the formulation of regulations and stronger capacities in Ecuador for EIA, and a stronger National Development Commission capable of incorporating environmental issues in national planning.

E. Staffing Requirements:

Associate	25%
Senior Associate (Zazueta)	~~10%~~ 15 %
Administrative	20% - Olinda Ramos

F. Budget Considerations: $82,224

G. Revenue Considerations: Fully funded by mission buy-in.

Project Description
Date: 10/26/1994

A. **Program Name:** Central Eastern Europe, National Environmental Action Programs

B. **Project Name, and Code:** CEE NEAP (U730)

C. **Project Manager:** Elena Petkova

D. **Project Description:**

1. **Purpose/Objectives:** To confront the pervasiveness of environmental problems in Central/Eastern Europe, WRI seeks to support countries' efforts to develop and implement strategies to improve environmental conditions and to support sustainable development. WRI's special focus will be facilitating and supporting a process of analysis and decision-making, as well as providing substantive advice and technical assistance as the process unfolds.

2. **Current Status:** A project manager has been hired and applications for a research assistant have been collected. The Subcontract with HIID has been signed and reporting and other procedures clarified. Discussions and meetings to explore venues for coordination and collaboration have been held with OECD, REC, HIID, the World Bank Environmental Department and the Secretariat of the Project Preparation Committee.
The project's focus in Slovakia and Bulgaria has been defined and negotiated with all parties concerned. Its status in the two countries is different:
* Bulgaria: Final workplan has been developed, municipalities and partners (latter still to be approved by AID) - selected, MoU and SOWs - developed and negotiated, introductory workshop - developed and delivered, organizing committee - set up in municipality 1, project - introduced to existing Citizen Committee in municipality 2; funds leveraged, project launched.
* Slovakia: Workplan outline - developed and comments received, criteria for selection of region - agreed upon, negotiations with perspective partners or individuals - ongoing.
* Poland: To be considered at a later stage along with a "Sustainable Development Demonstration Municipality' in Bulgaria

3. **Duration of Project:** The project, funded by USAID through the Harvard Institute for International Development (HIID), is scheduled to last until May 1997.

4. **FY95 Activities/Tasks:** In FY95 we hope to finalize the structure of the project in the first two target countries and municipalities in them and to undertake a substantial outreach and research effort. The relative weight of the outreach and research respectively will differ depending on the project's stage in each country/municipality.

We will want to focus work in the following areas:

* In the context of national priorities, conduct comparative risk analysis in Municipality 1 in Bulgaria and the target region in Slovakia. The process will combine public outreach and experts work to define problems and the risks associated with them. The information collected and conclusions - reached will be the basis for policy decisions. Our task will be to provide technical assistance, training and information, to network among the target groups and to facilitate the process.

* Develop and deliver 3 workshops respectively on:
Institutional Design, Regulatory and Policy Reform and Financial Instruments at Local Government Level for the Reduction of Air Pollution

Institutional Design, Regulatory and Policy Reform and Financial Instruments at Local Government Level for Effective Waste Management

Institutional Design, Regulatory and Policy Reform and Financial Instruments at Local Government Level for Water Management
The workshops will outline possible approaches, criteria and methodologies for the development of local government strategies including institutional design, regulatory reform and financial instruments to address each of these problems. The workshops will be the starting point of collaborative information gathering and case study development in each of the target municipalities/regions. The three issues were selected on the basis of:
Survey of national objectives in both countries
Priorities ranked on the basis of risk in Stara Zagora/Bulgaria (municipality 2)

* Develop and finalize a case study on institutional authority, legal framework and financial instruments for air pollution management at disposal to local governments in Slovakia and Bulgaria. Start work on a case study on institutional authority, legal framework and financial instruments for solid waste management and water management at disposal to local governments in Slovakia and Bulgaria.

* Assist Stara Zagora in designing and implementing reforms in the institutions local regulatory system and financial instruments for reduction of air pollution. Identify and develop criteria for evaluation and impact indicators.

* Assist municipalities in identifying additional sources of funding/financing

5. **Description of Products:**
* Environmental problem descriptions including stressors and risks in 1 municipality in Bulgaria and 1 in Slovakia.

* A case study on "Institutional authority, legal framework and financial instruments for air pollution management at disposal to local governments in Slovakia and Bulgaria".

* Analysis and initial implementation of selected reform strategies.

6. **Support/Coordination with other WRI/Center Activities**: This project, though in a new part of the world for the Center, directly builds on expertise in plans and strategies acquired in Africa, Latin America, and Asia. As a result, several Center staff (Arensberg, Zazueta, Talbott, Tunstall, Veit) will play a regular advisory role. It is also anticipated that the Economics and CEP Programs will be actively involved, not only as advisors but as participants. More effort will go to specify areas of collaboration with REC. Contacts with OECD, the PPC and the World Bank will be continued.

7. **Anticipated Impact (and ways to measure progress)**: This project cannot yet be measured. We hope, however, to identify certain steps in the three countries that will have a measurable impact - starting with a strategy, possible policy change, and specific projects to reduce environmental degradation and other related problems that have a restraining effect on sustainable development. The process for such measurement, however, must await the country-specific start-ups.

E. **Staffing Requirements (as % of staff member's time)**: There will be two full-time WRI staff on the project: a Project Director and a Research Assistant. Other WRI staff, as implied above, will spend time on this project, though not always paid from project funds. The budget calls respectively for 11% time for T. Fox, 10% - R. Dower, 5% - R. Rapetto and 5% - P. Faeth.

F. **Budget Considerations:**

The funds from USAID, via HIID, call for an annual budget of $464,023, including overhead. We can expect some not-now-predictable change in the second year, which starts in mid-May '95. The revised FY95 project budget starting Oct. 1 to Sept. 30 is $428,820 out of which 318,061 are direct expenses. Approximately $80,000 of the $464,023 May 1994-May 1995 Grant funds have been spent in FY1994.

G. **Revenue Considerations**: Though the budget level for May 94-May 95 project year is uncertain at this point, most of it will carry over in FY 96.

PROJECT DESCRIPTIONS
DATE: October 24, 1994

A. **Program Name:** Asia and Pacific Program

B. **Project Name and Code:** Tenurial Policies and Natural Resources Management, T744, U744

C. **Project Manager:** Owen J. Lynch

D. **Project Description:** In cooperation with host-country institutions, the project develops and tests case-study methodology to identify and formulate strategies that provide forest-dependent people with short and long term incentives to promote environmentally sustainable development. Short term recommendations are based on existing constitutional, statutory and juris-prudential frameworks. Long-term recommendations may require legislative action, but specific proposals are crafted for specific national contexts. Prior to FY 94-95, case studies were drafted for Thailand, Papua New Guinea, Nepal, Sri Lanka, India, Indonesia, and the Philippines.

1. **Purpose/ Objectives:** WRI's Tenurial Policies and Natural Resources Management Project seeks to arrest deforestation through local forest management. This program works to identify and examine legal and policy options available to resource users and policy makers which promote better management of tropical forests by local natural resource users, particularly within "State" or "public" lands.

2. **Current status:** The project continues to work with host-country collaborators in countries where case studies have been written, i.e., Sri Lanka, Nepal, the Philippines, India, Thailand, Papua New Guniea, and Indonesia. Developments in the region concerning forests and tenurial policies are also being monitored. Assistance is being provided with a similar study of peoples rights to "public" lands and forests in Tanzania. We have drafted a synthesis policy research report that is built on the seven case and will be published in early 1995. Project staff are also attending various conferences, seminars, and workshops, and occasionally writing and presenting short papers. Lastly, the proceedings of an NGO Policy Workshop on Effective Strategies for Promoting Community-Based forest Management: Lessons from Asia an other Regions that was co-hosted by WRI and the Legal Rights and Natural Resources Center during May 1994 are being edited.

3. **Duration:** Work will continue throughout FY 94-95.

4. **Late FY 94 and FY 95 Activities/Tasks:** The draft policy research report, including the synthesis report and one or more of the abridged case studies, will be published by WRI. The proceedings of the NGO policy workshop will be published. Technical assistance will be provided, when requested, to the USAID Global and Asia Bureaus and Asian country missions, and to the

Biodiversity Conservation Network (BCN). In addition, efforts will be made, possibly in cooperation with BCN, to identify pilot project sites with potential for broader tenurial policy impacts. Two or three sites may be selected and offered technical support in establishing a negotiation process between the government and local communities for defining and recognizing community-based tenurial rights. Additional case studies may be conducted and written, possibly for Bangladesh, Laos, Vietnam, and/or Cambodia.

5. **Description of Outputs -- Process and Products:** The policy research report, one or more abridged case studies, and proceedings of the workshop will be published and widely distributed.

6. **Coordination within WRI:** The tenure project can be strengthened by more active collaboration with the Program in Biological Resources and Institution, the Program in Economics, Population and Technology, and the Climate and Energy Program. Further, some tenure case studies will likely be in conjunction with the Mainland Southeast Asia Forest Planning Study.

7. **Anticipated Impact:** It is anticipated that the project will catalyze and enrich the discussions within specific national and international contexts. The project is also building a substantial body of information that provide a foundation for a synthesis of critical policy related issues in the Asian region.

E. Staffing Requirements: Owen Lynch (37%), Kirk Talbott (11%), Mieke van der Wansem (5%), Catherine Veninga (16%)

F. Budget Considerations: This project has been financed by USAID, the Ford Foundation, and IDRC. We have some continued funding from AID for FY 95 (from the Global Bureau and possibly form the Philippine Mission) but will need to raise additional funding from other sources, some of this additional funding will link with the Mainland Southeast Asia project.

~~Contingency~~

Project Description
Date: 9/9/94.

A. Program Name: ~~AID Buy-ins~~

B. Project Name and Code: ROCAP/CCAD (T751)

C. Project Manager: Elsa Chang.

D. Project Description:

1. Purpose/Objectives: As the Central American Commission for Environment and Development (CCAD) has become recognized and supported by the Central American governments as the regional body coordinating initiatives aim to integrate environment and development, this project was formulated to continue strengthen its role and the national institutions on environment (OGMAs)[1], for environmental policy-making and management capacities in all seven Central American countries.

The main objectives of this project are:

- To support the development of an appropriate institutional role and setting for the OGMAs and the Central American Commission on Environment and Development (CCAD).

- To strengthen the OGMAs' capabilities in policy review and formulation and support the development of participatory approaches to policy planning, decision-making, negotiation and conflict resolution with multiple stakeholders.

- To support the development and implementation of a strategy for creating an ENR information network that will improve the compilation, dissemination, and use of environmental data and information in the region.

2. Current Status: The implementation of CCAD's Action Plan has been initiated for FY1993-1994, with the present project. CCAD and each OGMA have been helped to develop a framework for assessing institutional development, needs and priorities, and ENR policy and management issues in Central America. This framework also has provided an understanding and guidance to more directly support the OGMAs in their efforts to fulfill their institutional role. The project held a first round of national planning workshop with each

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[1]OGMA is the Spanish acronym for Organismos Gubernamentales de Medio Ambiente. This general term is appropriately used here to include the different institutional structures and offices responsible for the coordination and formulation of environmental policies and planning which have been established by the governments of each Central American country.

OGMA to identify the technical, organizational and financial resources required to fulfill their mission and roles within the government structure.

After every OGMA was able to identify their institutional roles and needs, a regional workshop was carried in San Salvador, to analyze the substantive elements of their role with the challenges and priorities confronting for environmental management and define capacities to be strengthen. It was also an opportunity to stimulate an exchange of experiences among participants representatives of each OGMA and to obtain suggestions as to how CCAD could contribute to strengthen them.

Preparation for a second round of national capacity-building workshops are on-going.

3. Duration of Project: 1990 - ongoing.

4. FY95 Activities/Tasks: In a second round of national capacity-building workshops with each OGMA (6), the Center will begin training their staff on methods for policy analysis, dispute resolution, and consensus building.

In addition, the project will continue strengthening CCAD initially with a strategic planning workshop.

Contingency Plan for FY95:

For FY94-95, the project will continue strengthening CCAD with the following activities:

Two workshops, one on key actions to take to strengthen its relationship with each of the OGMAs and the other on information management strategy. Furthermore, the project will be choosing three pilot countries within the Central American region to further extend, adapt, and test methodologies aim to participatory approaches, policy analysis and formulation, and negotiation; and in the process form a technical assistance team in CCAD for these purposes.

5. Description of Products: The following documents would be produced:

a) A final report on the situation, strengths, needs, and options for strengthening institutional capacities of OGMAs in Central America.

b) A guideline for facilitation of workshop, policy analysis, consultation processes, and conflict resolution.

It is expected that these documents will provide methodologies that could be adapted by each OGMA to tailor their needs and lessons

learned for CCAD and the OGMAs.

6. Coordination: The Center's collaboration with CCAD has required the support and expertise of all staff in the Center's Latin American group. In the future it is anticipated a similar working mode in which the project manager will request needed assistance from other Center Staff, particularly in the Natural Resources Information Program.

7. Anticipated Impact: As a provider of technical assistance to the OGMAs, CCAD needs to continue to be strengthen in its capacities to develop an advisory role and leadership in the region for policy analysis and policy-making, and to promote change and supply information.

As OGMAs start developing their capacities in policy analysis, consensus building, and dispute resolution by clearly defining their mission, roles, and systems to coordinate activities with other governmental bodies, and by continuously implementing innovative approaches to incorporate stakeholders into policy making and review, and systems to gather and manage the information necessary to make decisions, they would be able to:

- Analyze policies and develop alternative scenarios including evaluating trade-offs among alternatives within and between sectors in short and long-term time frames;
- Provide a forum and act as catalysts for environmental mediation and dispute resolution services;
- Build consensus and commitment around key policy issues through consultations that include those stakeholders that are affected by policy decisions, control relevant instruments, and poses relevant information and expertise;
- Coordinate these activities with relevant sectoral agencies and ministries; and
- Monitor impacts of policies through up-dated indicators and other feedback mechanism.

Ways to measure progress would be seen when OGMAs:

- Develop more activities to discuss multiple stakeholders concerns and negotiate common decisions.
- Develop and implement effective mechanisms of command and control.
- Draft, review or reform existing environmental legislation.
- Prioritize and develop a strategy for planning.
- Increase the support and gain the respect and credibility of NGOs, local governments, and the international community.
- Obtain the political support needed to participate in discussions regarding national planning for economic development.

E. Staffing Requirements:

Regional Director	10%
Project Manager	50%
Program Assistant	25%

F. Budget Considerations: $199,245

G. Revenue Considerations: Once FY94 activities are carried out we will begin conversations with USAID\ROCAP on follow-up activities for FY95. Other possible sources of funding with whom preliminary conversations have taken place include: CCAD as a facilitator for obtaining European funds (Swedish), USAID/G-CAP, and USAID-Honduras.

October 24, 1994

A. Program Name: Asia and Pacific Program

B. Project Name and Code: Indonesia Environment Strategy and Action Plan, T752

C. Project Manager: Owen Lynch

D. Project Description: This project will initiate a cooperative effort to develop an Environmental Strategy and Action Plan for the USAID/Jakarta Mission. This project will involve a scoping trip to Indonesia, preparatory consultations with NGO representatives, and preliminary research on the state of environmental assessments in Indonesia. WRI will lead this effort in conjunction with the Jakarta Mission staff and representatives from various NGOs.

1. **Purpose/ Objective:** The purpose of this project is to expand the USAID/Jakarta Mission's ability to address issues related to natural resource management and planning. A parallel goal is to build the capacity of Indonesian NGOs to work more effectively with governments, academic institutions, and international donors and to directly involve them in the design of the environmental strategy and action plan.

2. **Current Status:** Currently, this project is in the design phase. We are working with the mission representatives to evolve a scope of work that is acceptable to both WRI and the Mission. This project description has been informed by recent communications between the Mission and WRI and internal WRI discussions.

3. **Duration:** An initial scoping trip to find NGO collaborators and appraise the level of work already done in terms of national environmental assessments will take place in December of 1994. Preliminary analysis and data gathering will take place soon thereafter.

4. **Description of Outputs -- Process and Products:** After the scoping trip and preliminary consultations with Mission staff and NGO representatives, WRI will develop a strategy for further action towards designing an Environmental Strategy and Action Plan.

5. **Coordination within WRI:** The level of involvement of non-Asia Program WRI staff is currently undetermined.

6. **Anticipated impact:** This project with be instrumental in providing the necessary groundwork for developing an Environmental Strategy and Action Plan. Further, collaboration between NGOs and the Mission will strengthen their relationship and encourage continued cooperation on future issues of mutual concern. WRI's involvement in this process will strengthen its relationships with both the USAID/Jakarta Mission and collaborating NGOs.

E. Staffing requirement: Kirk Talbott (4%), Owen Lynch (8%),

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Mieke van der Wansem (8%), Catherine Veninga (4%).

F. Budget/Revenue considerations: Currently, the USAID/Jakarta Mission has provided 50,000 for this project. Based on communications with the Mission, we anticipate that the Mission will increase the amount of the current Buy-in to 150,000 sometime in early 1995. We will increase the scope of this project commensurately if and when that occurs.

Project Descriptions

Date: 19 October 1994

A. Program Name: Africa

B. Project Name and Code: Africa NEAP (T761)

C. Project Manager: C. Dorm-Adzobu; Christine Elias

D. Project Description: Analysis of institutions involved in sustainable development planning and implementation in Africa.

1. Purpose/Objectives: This multi-country study, part of a broader goal to strengthen natural resource management policy and practice in Africa, seeks to strengthen policymakers' appreciation of the key role that institutions play in natural resource management, both in establishing effective plans and strategies and in implementing them. A secondary purpose is to strengthen (primarily by collaboration) the Network for the Environment and Sustainable Development in Africa, WRI's collaborator on this project and host for the Project Director.

2. Current Status: Initiated in December 1993, all of the countries scheduled to be visited have been, and case studies have been drafted for about half of those. We anticipate that all case studies will be drafted by late November and the systhesis report will be drafted by mid December.

3. Duration: This project will terminate in FY95, although some of its conclusions and recommendations will form part of WRI's and the Policy Consultative Group's ongoing agendas. Similarly, WRI's collaboration with the Network for the Environment and Sustainable Development in Africa (NESDA) will likely continue in some form, beyond the termination of this project.

4. FY95 Activities: Since the country visits will be completed and most of the individual case studies drafted, FY95 tasks will be the finalization of the case studies for the several countries and the completion of a synthesis report, to be published by WRI and NESDA. A complete outreach plan remains to be determined, but we anticipate at least one conference in Washington and one in Africa to present the results and recommendations of this study.

5. Description of Outputs (Processes and Products): Individual case studies, printed simply - approximately 500 per country; and a Research Report which draws conclusions and recommendations from the case studies and other WRI and NESDA experience. The synthesis report will be translated into French. One conference in Africa, probably Addis Ababa will be organized, as well as one in Washington, D.C., to discuss the results and recommendations of the institutional study. Other outreach to be determined.

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6. Coordination within WRI: Several Center staff are involved in supporting this project, beyond Dorm and Chris Elias. A WRI-wide review/advisory committee also has been established.

7. Anticipated Impact: The expectation is that the report will influence both donors' and African Governments' appreciation of the critical importance of strong institutions in natural resource management, and that specific decisions acknowledging that appreciation will be traceable to this process and report.

E. Staffing Requirements: Full-time C. Dorm-Adzobu as Project Director for three months (until December 31, 1994) - 50%; Christine Elias - 40%; Elizabeth Schandelmeier - 20%.

F. Budget Considerations: At this point, we expect that the funding will continue to be entirely from the current USAID/Africa Bureau Buy-in to the EPM Cooperative Agreement.

G. Revenue Considerations: Totally funded.

Project Descriptions

Date: 20 October 1994

A. Program Name: Africa

B. Project Name and Code: Policy Consultative Group (T764)

C. Project Manager: Christine Elias

D. Project Description: The Center serves as the catalyst and secretariat of this group of high-level experts on policy that supports effective natural resource management in Africa.

1. Purpose/Objectives: The PCG seeks to "improve the quality of analysis available to Africa on those issues affecting the formulation and implementation of natural resource policies." Specifically, it advises USAID, WRI, and others, serves as a peer review and information exchange point, and conducts studies and analyses.

2. Current Status: This is an ongoing project, with regularly scheduled meetings and several themes it is exploring or likely to explore. These themes include institutional mechanisms for sustainable development planning (the "Dorm study", T761); conflicting donor demands re planning; participation; economic instruments; the GEF and NRM policy; and, global/national NRM relationships.

3. Duration: There is no clear termination date - as long as WRI and USAID are satisfied with its contribution, and USAID supports it.

4. FY95 Activities: There will be three full-day meetings in Washington of the entire PCG. Some of the PCG meeting may be forums for discussion of key environment/development issues in Africa which bring other interested, non-PCG members into the discussion. WRI staff will initiate and/or serve as staff for certain analyses and studies, three of which have already been scoped out by staff and PCG members (economic policy matters; global/national NRM priorities; and participation). Inevitably, there will be several short-term visits to Africa by PCG members in support of the PCG's agenda -- we anticipate, 4-6 visits to Africa by PCG members to provide specific technical assistance to NESDA, USAID and African governments. Moreover, the links between the PCG, WRI, and NESDA should also be appreciably strengthened, by a second joint activity (donor demands/duplication) and by assistance in NESDA's institutional development.

5. Description of Outputs (Processes and Products): To be specified later, other than the products of the "Dorm study" (T764) and the three PCG meetings in Washington. But possibly, five 5-10 page published reports by the PCG on critical

development/environment issues in Africa. In addition, the PCG could host forums (perhaps as part of PCG meetings) to discuss critical issues. Four to six reports of technical assistance to Africa (plus trip reports) will also be generated.

6. Coordination within WRI: The PCG's agenda and the Center's program are almost entirely congruent, so there is an almost total integration of our program support for the PCG and our technically-non-PCG projects. To date, there has been little/no relationship between other parts of WRI's program and this PCG, a situation that should be corrected in the coming months.

7. Anticipated Impact: See discussion of the "Dorm study" (T764). Also, the impact on USAID's program is now hard to measure but deserves attention in the coming months.

E. Staffing Requirements: Christine Elias - 50%; Elizabeth Schandelmeier - 30%.

F. Budget Considerations: To be funded entirely from the USAID/Africa Bureau Buy-in to the EPM Cooperative Agreement, although other staff time will be covered from other project funding.

G. Revenue Considerations: This project is totally funded.

Project Description
Date: 10/24/94

A. **Program Name:** Natural Resource Information Management

B. **Project Name and Code:** Natural Resource Information Consultative Group (NRICG) in Africa (T766)

C. **Project Manager:** Dan Tunstall, Jake Brunner

D. **Project Description:**

1. **Purpose/Objectives:** Assist the Africa Bureau, Missions, and country and regional organizations in sub-Saharan Africa to assess the use and potential of GIS and other information technologies in policy planning and managing natural resources in Africa. Project is intended to be flexible to meet the emerging needs of diverse clients.

2. **Current Status:** The NRICG of 12 experts met periodically in fy 93 and again in fy 94. WRI staff maintain a quarterly update on country activities and an experts list; host workshops and briefings and African visitors; and support activities of NRICG members. We also coordinate work with IBRD, UNSO, UNEP, UNITAR/OSS, and regional organizations in Africa. Country-level environmental information services (EIS) in 1993/94 include: Côte d'Ivoire, Uganda, Malawi, Madagascar, The Gambia, Guinea Bissau, Senegal, Mozambique, and Niger.

Special studies and activities include: planning AFRICAGIS '93 and '95 -- a continent-wide conference; developing an outreach concept paper for the AGRYHMET Regional Centre in Niamey; developing the assessment of program impact information study; assisting UNITAR and UNSO to develop an EIS training strategy; developing plans for an EIS strategy for USAID/Africa; and assisting African colleagues in publishing EIS papers.

3. **Duration:** fy 92 - fy 95

4. **FY 95 Tasks:** The NRIM program will continue to support the work of the NRICG in Africa. Following a detailed review of the NRICG's mandate and membership, which will be carried out in June 1994, WRI in collaboration with USAID and NRICG members have outlined a workplan for fy 95. In addition to providing secretariat services for the Group, three areas of work will be undertaken: technical advice to missions and African institutions; policy and institution advisory services to missions and country institutions; and cross-cutting and special projects.

Priority special projects for fy 95 will be the AFRICAGIS '95 conference in Abidjan; planning for USAID's e-mail initiative via AFRICALINK; and assisting Southern African institutions in hosting a regional GIS workshop.

5. **Description of Outputs (Process and Products):** Trip reports, country-level EIS recommendations, EIS information policy studies. See NRICG annual report for detailed listing.

6. **Coordination:** We coordinate all activities with the Center's Africa program, USAID's global projects, other AFR/SD projects, World Bank's EIS International Advisory Committee, the French-sponsored OSS/UNITAR Technical Information Service, UNEP/GRID, UNSO, etc.

7. **Anticipated Impact:** Increased effectiveness of USAID projects, programs, and natural resource management policies; increased use of spatial data by African analysts in developing policies and making decisions.

E. Staffing Requirements: Dan Tunstall (25%); Jake Brunner (90%); Amy Tohill-Stull (20%); consultants (approx. 6 months)

F. Budget Considerations: $331,352

G. Revenue Considerations: Fully funded with Africa Bureau buy-in.

Project Descriptions

Date: October 20, 1994

A. Program Name: Africa

B. Project Name and Code: Uganda NEAP (T767)

C. Project Manager: Peter Veit, Dan Tunstall

D. Project Description: This USAID mission Add-on is to support WRI, PCG and NRICG assistance to the NEAP preparation process. USAID is the principal funder of the NEAP preparation process; this support is part of the larger APE project.

1. Purpose/Objectives: In FY94, WRI's work focused on providing support to the NEIC (strategic planning, state-of-the-environment report) and to decentralizing the NEAP.

2. Current Status: The State-of-the-Environment report prepared by the NEIC with WRI/NRICG support, principally Dan Tunstall, is currently being printed for distribution. In May/June, Peter Veit traveled to Uganda to assist the NEAP Secretariat and AID mission/contractor to prepare guidelines for development planning at the sub-county/town levels. The draft report -- From Crisis Management to Strategic Planning for Sustainable Development: Sub-County/Town Planning Procedure and Process Guidelines -- is currently under review in Uganda.

3. Duration: The 2-year Add-on was to have been completed in FY94. A final trip to Uganda by WRI was to occur in August, but has been postponed until Fall 94 -- October or November.

4. FY95 Activities: In FY95, the add-on will support one more trip to Uganda, probably in October or November. This work will build on Peter Veit's May/June work. Veit will work with an environmental attorney to translate the planning (and other) guidelines into district and other local government by-laws.

5. Description of Outputs (Processes and Products): A report on the role of district by-laws in environment management at the local-level.

6. Coordination within WRI: This effort will built on the previous WRI, PCG, and NRICG work in Uganda in support of the NEAP.

7. Anticipated Impact: An effective strategy and plan for decentralizing environmental conservation and natural resource management in Uganda. Decentralized sustainable development planning in Uganda.

E. Staffing Requirements: Peter Veit - 5%, and Dan Tunstall - 5%.

F. Budget Considerations: Approximately $30,626 remains in the Add-on. There is a possibility that WRI will be given another Add-on to support WRI, PCG, and NRICG continued work in Uganda in support of the NEAP (preparation and implementation).

Project Description
Date: 10/24/94

A. **Program Name:** Natural Resources Information Management

B. **Project Name and Code:** Malawi EIS (T770)

C. **Project Manager:** Jake Brunner

D. **Project Description:**

1. **Purpose/Objectives:** To strengthen the technical and institutional capacities of the Malawian Department of Research and Environmental Affairs (DREA). DREA will play an important role in the Environmental Monitoring Sub-Activity (EMSA) of USAID/Malawi's Agricultural Sector Assistance Program (ASAP).

2. **Current Status:** WRI is providing advice to the US Mission, DREA, and other organizations on ways to report to policy makers and the public on the information gathered from the EMSA activity and other relevant data. At this point, no trips have been taken to Malawi because the data collection phase of the project is still getting started.

3. **Duration:** fy 93 - fy 95.

4. **FY 95 Tasks:** Because this project has been so slow in getting started, our role has been minimal. It appears a new monitoring scheme is being developed that will rely more directly on indigenous data collection systems and therefore greatly improve the ability of the government to assess impacts from policy changes. This should also make our task of assisting in the reporting of impacts part of a larger reporting effort. We expect to make at least one trip to Malawi during fy 95 and continue to be involved in their monitoring, analysis, and reporting activities.

5. **Description of Outputs (Process and Products):** To review and help design reports on the environmental impact of an increase in smallholder burley tobacco production; maps; statistical bulletins, etc.

6. **Coordination:** USAID Mission, Clark University and the University of Arizona, and REIP.

7. **Anticipated Impact:** To strengthen DREA's analytic and reporting capacities in dealing with environmental impacts.

E. **Staffing Requirements:** None allocated at this time.

F. **Budget Considerations:** $13,547

G. **Revenue Considerations:** Fully funded from mission buy-in.

PROJECT DESCRIPTION
Date: August 9, 1994

A. Program Name: Center Forestry & Land Use Program
B. Project Name and Code: Forest Policy Coordination (U800)
C. Project Manager: Bruce Cabarle
D. Project Description: To shape the policies, approaches and responses of international institutions to address the global forests crisis. Our input will be based upon our research and first hand experience in-country regarding forest resource and management issues. This will include, at times, providing targeted technical assistance in selected countries with local partners to design and test practical application of conceptual frameworks and methodological tools. This project will provide "research & development" to cultivate new ideas and opportunities regarding the role and management of the world's forests, some of which may be spun off as separate, contingency projects or result in our sponsorship of workshops/meetings on critical and timely issues. This project also provides advisory services to forest related initiatives in the Africa, Asia and Latin America Regions, as well as management and administrative of the Center's international initiatives in global forest policy.

1. Purpose/Objectives:

♦ To shape policies, programs and responses of influential international organizations and fora regarding the role and management of the world's forests.

♦ To gather the latest thinking and trends which can be channeled into our country level activities regarding forest resource management in East Africa (U702), SE Asia (U?) and Latin America (U703 & U814).

2. Current Status: Active participation in the Forest Stewardship Council, reform of the World Bank's Forest Policy, The U.S. Govt's InterAgency Task Force on Criteria and Indicators of Sustainable Management for Temperate and Boreal Forests, and the Forestry Advisors Group. Research is ongoing regarding the potential of "Ecolabelling and the Forest Management Certification" as a tool to promote sustainable forestry.

3. Duration: FY95, and beyond.

4. FY95 Activities

* Active participation in the The Forest Stewardship Council's Board of Directors, particularly in developing programs to support national stakeholder consulations to develop sustainable forestry standards and the FSC's accreditation program for certifying organizations.

* Active participation in the USA's response to the Helsinki

accord regarding criteria and indicators for the sustainable management of temperate and boreal forests.

* Participate in FAG semiannual meetings, but less so than in past years, unless specific and promising opportunities arise to promote WRI program priorities.

5. Description of Outputs (Processes & Products):

* Center bulletin on "Ecolabeling, Forest Products Certification and Sustainable Forestry," based upon the experience of the FSC and the development of national standards and independent auditing mechanism in select countries (e.g. Mexico, Indonesia), and potential implications for resource use trends and forest policy. Several presentations given over the course of FY94 will provide the basic framework for this Bulletin. Initial discussion have been held with CIFOR, the U of FL Tropical Conservation Program, and the U of Brazil/Sao Paulo about a joint effort to publish a "primer" or "reader" on forest certification.

* Center bulletin on "Capacity Building in the Forestry Sector," based upon Center's cumulative experience, supplemented by specific country assessments such as Tanzania (with FINNIDA) and possibly Honduras (with GTZ & UNDP).

6. Coordination w/in WRI: Constant interaction with all members of WRI's internal "forests group."

7. Anticipated Impact:

* Ecolabeling Bulletin (or handbook) will provide an importance reference for the increasing number of countries mobilizing to meet the ITTO Target 2000 deadline, certifying organizations and environmental consumer lobbies regarding trade and sustainable forestry.

* Capacity Bulletin will provide an initial framework and indicators for generating, processing and disseminating information to effectively monitor progress of the increasing number of capacity building projects being financed by FAG members and UNDP's Capacity 21 Program.

E. Staffing Requirements: Bruce Cabarle, Project Manager (20%) 25; Paige Brown, Research Assistant (25%); Karen Berger, Program Assistant (25%).

F. Budget Considerations: Possible continued support from Moriah, good justification for use of Netherlands or AID/EPIC funds.

PROJECT DESCRIPTION
Date: July 27, 1994

A. Program Name: Center Forestry & Land Use Program
B. Project Name and Code: CCAD Forest Council (U814)
C. Project Manager: Bruce Cabarle
D. Project Description: To provide institutional strengthening of the Central America Commission on Environment and Development's Council on Forest, to address common issues regarding forest management amongst its member countries. We will continue our emphasis on the promotion of democratic and participatory mechanisms to define, advocate and implement policy objectives and pilot projects that demonstrate new approaches. When specific information gaps arise that inhibit informed decision making, this project may sponsor short term studies or events to quickly generate baseline data, analyses or frame the issues. Local entities and experts within the region will have primary responsibility for these tasks; WRI will help to the frame issues, define the terms of reference for applied research, and review products.

1. Purpose/Objectives: To improve and harmonize official policies, institutional responses and user incentives for forest management in Central America. WRI will pursue this by assisting the CCAD Council on Forests to develop a strategic plan of action and by supporting the consolidation of the regional networks of the Council's non-governmental members (e.g. the regional forest industries chamber, peasant-farmer unions, and gender networks).

2. Current Status: WRI continues to provide advisory services to the CCAD on its regional forestry program (PAFTCA) and the implementation of the CA Convention on Forest Ecosystems and Plantations. Specific activities include pilot programs to test policy guidelines and operational codes for the management of timber concessions in Nicaragua and Guatemala, and the simplification of national codes for management plans regarding broadleaf and coniferous forests.

3. Duration: FY95

4. FY95 Activities

* Two strategic planning workshops for the Council
* Two regional seminars to disseminate forest management handbooks, one each for broadleaf and coniferous forests.
* Three regional consultations for the Council's NGO members, by sector, to identify priorities for the Council's agenda.

5. Description of Outputs (Processes & Products):

* Operational action plan for CCAD's Forest Council, to be reviewed semiannually.
* CCAD publication of guidelines and handbook, in Spanish, for

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forest managers on developing management plans for broadleaf and coniferous forests in Central America.
* CCAD publication, in Spanish, on the successes/failures of forest concession management experiences in Central America (may lead to a Center bulletin).
* Spanish translation of WRI publication, "Surviving the Cut," for joint distribution in Central America by the CCAD and WRI.

6. Coordination w/in WRI: Close coordination with the Center's LA regional team.

7. Anticipated Impact: The Council derives its mandate from the *Regional Convention for the Management and Conservation of Forest Ecosystems and the Development of Forest Plantations*, the first multinational convention to be successfully negotiated regarding forest resources. This initiative marks the first example of the CCAD to institutionalize a subsidiary body with an explicit political mandate to address a particular sectoral issue. Furthermore, it also sets an important precedent for extending full membership to representatives of civic society, including the regional networks of indigenous peoples, gender and the forest industry chamber. WRI has worked closely with CCAD since 1990 to consolidate these civic networks, negotiate the Convention and broaden the CCAD's institutional basis beyond its small, centralized secretariat.

E. Staffing Requirements: Bruce Cabarle, Project Manager (~~25%~~ 15%), Karen Berger, Program Assistant (25%).

F. Budget Considerations: Fully fundable under the Netherlands Cooperative Agreement.

A. Program Name: Asia and Pacific Program

B. Project Name and Code: Mainland Southeast Asia Project (T-816 and U-816)
(Several national-level components of Phase II of this project are contingency)

C. Project Manager(s): Kirk Talbott and Mieke van der Wansem

D. Project Description: In conjunction with a network co-researchers from the region, WRI will conduct policy analyses in a number of the countries of the region to improve national and regional policy making related to sustainable development. It is likely that these studies will address: (1) the role of environmental impact assessment in national infrastructural development, (2) national policies relating to agricultural systems and forest land tenurial systems, and (3) the use of geographic information systems (GIS) in forest and land use planning.

1. Purpose/ Objectives: WRI seeks to contribute to improved environmental planning and management efforts in Mainland Southeast Asia (Thailand, Burma, Laos, Vietnam, Cambodia, and Yunnan Province in China). WRI will try to accelerate and improve the capacities of public and private organizations in the region to integrate environmental concerns into national development planning. A particular focus of this set of activities will be to improve the knowledge base required to mitigate adverse impacts of infrastructural development on the region's remaining fragile forest systems. A coherent, regionally focused framework for analysis and action is needed.

2. Current Status: Project Development (Phase 1) of the project is underway. Extensive research and literature review is in progress. A detailed trip report and a desk study background document are being prepared for initial circulation. A proposal for carrying out planning workshops and policy research activities in a number of the countries in the region (Phase 2) on the project will be developed by the end of September 1994.

3. Duration of Project: Work will continue throughout FY96 and possibly longer.

4. Late FY94 and FY95 Activities/Tasks: The team will put together a coherent plan for regional and sub-regional activities. Particular focus will be placed on developing a strategic and effective network of researchers and policy makers from various countries. Research and literature reviews will continue and proposals will be prepared for potential donors. Kirk Talbott and David Richards will be travelling to the field to meet again with our primary project contacts to discuss the evolved proposal and to formalize our collaborative work. Preparations, including a trip, will be made later in FY95 for a possible regional workshop.

5. Description of Outputs -- Process and Products: background

report on the region based on the initial scoping trip, **proposals** for donors, **annotated bibliography** of all revelant literature, **matrix** of donor activities in the region, preparations for collaboration with host-country collaborateurs, and **terms of reference** for collaborative work with the Social Research Institute at Chiang Mai University.

6. Coordination within WRI: Both the Tenure and EIA projects of the Center's Asia Program will contribute substantially to this activity (although most likely at a later stage). The project will also link with the 'Slash and Burn' project, the NRIM Program, the forestry program, the Biodiversity Program, and other policy research programs as appropriate.

7. Anticipated Impacts: This activity will advance the process of producing shared insights and goals and of building partnerships in preparing and implementing national as well as a regional strategy for sustainable forest management and improved land use in Mainland Southeast Asia. This project is being undertaken with an approach that seeks to build up WRI's long-term credibility in the region so as to increase our effectiveness and potential for future collaboration.

E. Staffing Requirements: Kirk Talbott (46% T816= 28%, U816=18%), Owen Lynch (20% T816=20%), Mieke van der Wansem (37% T816=25%, U816=12%), Catherine Veninga (26% T816= 26%), plus David Richards as a consultant.

F. Budget/Revenue Considerations: Funding for Phase I has so far been secured from USAID, the Biodiversity Support Program and the Christopher Reynolds Foundation. Other donors will be sought out including the Asia Foundation, the Thailand Research Institute, the Ford and MacArthur Foundations, IDRC, European bilateral organizations. We will secure a portion of the Center's allocation of the Dutch grant for this work for FY 95. Given the rapid changes in U.S. relations with the countries in Indochina, there is a strong possibility that USAID will become a major donor on environmental issues in the region in the not-distant future. Strong interest in supporting a major WRI initiative in Cambodia has already been expressed.

October 24, 1994

A Program Name: Asia and Pacific Program

B. Project Name and Code: Bhutan's National Environmental Strategy, U818

C. Project Manager: Kirk Talbott

D. Project Description: This project is designed to assist Bhutan's National Environment Commission develop a National Environmental Strategy (NES). Much of the work on the project has already been completed; at the end of September, Kirk Talbott went to Bhutan to help facilitate a workshop to synthesize sectoral papers and draft a preliminary NES. Further work involves editing and providing comments on the draft NES.

1. Purpose/Objective: The purpose of this project is to help Bhutan's National Environment Commission develop a NES. WRI's role in this effort is as a facilitator, not as a leader.

2. Current Status: Kirk Talbott visited Bhutan in late September, 1994 to help facilitate the synthesis of 14 sectoral papers and assist in the preliminary drafting of the NES. We are currently waiting for the National Environment Commission to submit their draft NES. We will review and edit this document and provide the NEC with our comments. Talbott will probably travel to Bhutan a final time to act as an advisor to NES submission to the Cabinet.

3. Duration: We do not expect to spend a lot of time on this project, see the budget. We will review the NES when we receive it from the NEC. Further efforts have not yet been formally discussed.

4. Description of Outputs: We will provide the NEC with our comments on the NES.

5. Coordination within WRI: Due to the limited scope of this project, we do not anticipate any internal coordination.

6. Anticipated Impact: Coming from the outside with relatively strong background in developing national environmental strategies, WRI will provide the NES with its expertise including lessons learned from past experiences-- both successes and failures. The goal is that both WRI and the NEC will learn something from this effort.

E. Staffing requirement: Kirk Talbott (4%), Catherine Veninga (4%).

F. Budget/Revenue considerations: This project is funded by DANIDA through the NEC. We have secured a verbal agreement not to exceed 42,000 for the entire effort, including what we have spent in the last fiscal year.

PROJECT DESCRIPTION
Date: July 27, 1993 (rev 11/04/94)

A. Program Name: Center Forestry & Land Use Program
B. Project Name and Code: Forest for the Trees - LA (U819)
C. Project Manager: Bruce Cabarle
D. Project Description: This project will produce a policy report which addresses the increasing pressure from multinational corporations to access forest resources in Latin America and the poor legislative, policy and institutional frameworks of the region's governments to respond to this pending crisis. The report will draw upon the horrid experiences in Asia regarding the mismanagement and liquidation of forest resources, and put forth an "action agenda" for governments and civil organizations in Latin America to place timber concession management and decision making on a more secure basis.

1. Purpose/Objectives: To influence Latin American countries to take preventive measures to avoid the rampant misuse and pillage of tropical forests that has occurred in West Africa and SE Asia.

2. Current Status: Several WRI programs are active in Central and South America, working with both national governments, NGOs and regional bodies to address forest sustainability issues.

3. Duration: through end of FY95

4. FY95 Activities

* Convene a small, agile and influential advisory board from key representatives of LA government and American forest industry representatives.

* Synthesize analysis and recommendations from existing reports, write up case studies of current work in Guyana, Suriname, Perú and Central America, research information gaps to set context, and quickly publish report.

* Translate report into Spanish for distribution in Latin America.

* One regional seminar in Latin America to promote the report's findings. America.

5. Description of Outputs (Processes & Products):

* WRI "crucial decade" report on forest management and timber concession issues facing Latin America in light of depleted stocks of tropical timbers in Africa and SE Asia.

* Cosponsorship of a regional seminar with the Central American Commission on Environment and Development, to promote the reports' findings.

* Possible short-term advisory missions or national workshops in selected countries to craft national responses based upon the reports recommendations, within the context of ongoing work with the CCAD (U814) and the Amazon Pact (H102).

6. Coordination w/in WRI: Coauthorship with Nigel Sizer of the Biodiversity & Institutions Program and Bob Repetto of the Economics and Population Program. Input from Policy Affairs (Sarah Burns) and Patricia Ardila for outreach in Latin America.

7. Anticipated Impact: WRI publication will be an important policy handbook for Latin American countries which are increasingly being targeted by Asian multinational corporations as a source of raw logs, and that do not have an adequate policy or institutional framework to make informed decisions or adequately collect royalties and ensure compliance. It will provide an outline for the reform of national legislation, regulations, codes and institutional structures for the responsible management of timber resources on public lands by private concessionaires.

E. Staffing Requirements: Bruce Cabarle, Project Manager (10%), Nigel Sizer, Principle Investigator (15%), Biodiversity Program Assistant (10%).

F. Budget Considerations: $133,845. Good prospects for seed monies from the Netherlands and AID cooperative agreements, $50K secured from the Wallace Genetic Foundation, and we could possibly market this to the USDA-FS, especially if we cosponsor the project with either the CCAD or the Amazon Treaty Project.

PROJECT DESCRIPTION
Date: November 2, 1994

A. Program Name: Center Forestry & Land Use Program
B. Project Name and Code: Land Use Planning Tool - LUCS (U910)
C. Project Manager: Bruce Cabarle
D. Project Description: This project is an ongoing effort to explore forestry and land use projects as a means to offset carbon emissions, and to further refine WRI's computer-based land use and carbon sequestration (LUCS) model as a tool to design and evaluate such projects.

1. Purpose/Objectives:

♦ To publish and disseminate a WRI research report on the analysis of carbon-offset projects (research to be completed by the end of FY94).

♦ To strengthen local institutions in Mexico and Brazil to assume principle responsibility for LUCS training in their respective countries and/or regions.

♦ To produce a discussion paper on "leakage" issues surrounding carbon offset projects, i.e. the carbon emitted or sequestered due to the project which is not captured in the project's net carbon calculation. The paper will propose an analytical framework for identifying and quantifying leakage, and set forth a relative typology for classifying projects according their probability of leakage effects.

2. Current Status: Analyses using the LUCS model as the common evaluative tool are underway of a diverse group of carbon offset projects in Costa Rica, Guatemala, Malaysia, Mexico, the Czech Republic, and Russia. A literature search and annotated outline for the leakage paper have been completed. Arrangements for data collection and training in Mexico have been negotiated with ERA, and initial contact has been made with IMAZON in Brazil.

3. Duration: FY95

4. FY95 Activities

♦ Internal and external review of LUCS manuscript and its subsequent publication.

♦ Conduct research on leakage paper and publish results either in a scientific journal or as an Issues and Ideas piece.

♦ Two training workshops, one each with collaborators in Mexico and Brazil.

♦ Explore additional training possibilities through joint ventures with UNDP/GEF, FAO/RAPA, the Biodiversity Support Program, and the U.S.'s interagency Global Climate Change

country studies team led by DoE (focus on developing countries).

5. Description of Outputs (Processes & Products):

♦ WRI report based upon the use of LUCS to evaluate the carbon offset potential of 6-8 projects (analysis to be completed in FY94), and addition of the cost-benefit analysis subroutine.

♦ 4-pager on the above research report (with translations into Spanish, Portuguese and possibly French).

♦ Issues paper on leakage effects of carbon offset projects

♦ Production and translation of LUCS training materials and LUCS documentation for use by local institutions in Mexico and Brazil (to be coordinated with in-country partners).

6. Coordination w/in WRI: Economics and Institutions program re economic and modeling expertise; Climate, Energy and Pollution program re general issues surrounding carbon offset projects and JI.

7. Anticipated Impact: LUCS can serve as a tool for managers and planners to assess the underlying forces driving resource use management by systematically evaluating the basic dynamics of land use, and the probable impacts of different project interventions. Its application will improve the design and competitiveness of carbon offset projects to obtain funds from the growing pool of funds to combat global warming. Furthermore, the LUCS model has received increasing attention from international agencies, such as UNDP/GEF, USAID/Mexico, US-EPA and the governments of Mexico and Costa Rica, for designing and assessing the effectiveness of their carbon offset projects.

E. Staffing Requirements: Bruce Cabarle, Project Manager (25%), Paige Brown, Research Assistant (75%).

F. Budget Considerations: Previously funded by US-EPA and USDA-FS (some carry over), potential with BSP, AID Africa Bureau or UNDP/GEF.

Project Description
Date: 10/24/94

A. **Program Name:** Natural Resource Information Management

B. **Project Name and Code:** Guide to Global Environmental Statistics (U305)

C. **Project Manager:** Dan Tunstall, Sean Gordon

D. **Project Description:**

1. **Purpose/Objectives:** To provide a timely and useful reference to existing international and global environmental and natural resource statistics and digitized datasets.

2. **Current Status:** The Global Guide is a companion project to the previously developed Guide to Key Environmental Statistics in the U.S. Government, which is being updated and published by EPA. We have completed the first round of data collection for 75 statistical programs, principally those in international governmental organizations and research centers.

3. **Duration:** fy 94 - fy 95

4. **FY 95 Tasks:** The main task is to complete the data collection phase, edit records, prepare the draft report, host a meeting of the international advisory committee, circulate the draft to all international statistical programs for comment and correction, edit and revise the manuscript, and prepare the final publication and diskette.

5. **Description of Outputs (Process and Products):** Guide would list all major international organizations that compile and analyze environmental and natural resource statistics and map information; would identify major kinds of statistics available from each organization; and provide detailed information on how to access that information. The global guide would be computerized for rapid search and retrieval.

6. **Coordination:** Project would be closely coordinated with EPA, other WRI programs, UNEP, UN Statistical Office, etc.

7. **Anticipated Impact:** The global guide should make it much easier for analysts to locate and get access to statistics and digitized data sets.

E. Staffing Requirements: Amy Tohill-Stull (10%); Sean Gordon (25%); Dan Tunstall (10%); Norbert Henninger (10%)

F. Budget Considerations: Contingency project. FY 95 budget is expected to be ~~$54,664.~~ $42,000

G. Revenue Considertions: Fully funded by EPA.

Project Descriptions

Date: 27 July 1994

A. Program Name: Africa Program

B. Project Name and Code: Central Africa (contingency)

C. Project Manager: Forester (to be hired)

D. Project Description:

1. Purpose/Objectives: WRI's Center has a long history working on various forest management issues in Central Africa. For example, the Center helped facilitate and contribute to the TFAP preparation in Cameroon and Zaire. It has also worked with USAID/Zaire on GCC/forestry issues and co-authored the BSP report, Central Africa Global Climate Change and Development. More recently, WRI has been assessing the role of natural forest management and forest product certification in forest management in Central Africa (In addition to being a member of the Forestry Advisory Group, WRI is also the co-chair of the Forest Stewardship Council which has been pursuing the issue of timber certification.). In April, WRI completed a preliminary assessment of certification in Cameroon -- Forest Certification Program Prospects: Cameroon, Central Africa. And in May, WRI participated in an Africa Timber Organization (ATO) meeting in Gabon at which forest management standards, private sector investments, and ATO's eco-labelling scheme were principal topics of discussion.

The foci of US government, PVO, and university resource management efforts in Central Africa are on the ground wildlife conservation and remote sensing work. There is relatively little effort on planning for sustainable forest management, forest management standards, and the socioeconomic aspects of forest management. The goal of WRI's work in Central Africa -- Cameroon, Central African Republic, Congo, Equatorial Guinea, Gabon, and Zaire -- is to foster long-term use and conservation of forest resources in Central Africa through improved natural forest management. More specifically, the project will develop a better understanding of the social, economic and political forces impacting forest use, and to facilitate a multi-stakeholder process to develop a regional forest management plan.

2. Current Status: WRI is currently in the process of developing a detailed workplan for an expanded effort on natural forest management in Central Africa. WRI has held discussions with representatives from BSP, USAID, and many of the US environmental PVOs and research institutions involved in forest management and other environmental issues in Central Africa. In mid-May, WRI participated in the BSP-organized Central Africa conference.

For the remainder of FY94, WRI will continue meeting with US, European, African, and other institutions to discuss on-going and

potential forestry activities in Central Africa. WRI will also continue to monitor the development of USAID Central Africa Regional Program for the Environment (CARPE) which is expected to be launched in late FY94 or early FY 95.

3. **Duration:** October 1992 - September 1996.

4. **FY 95 Activities:** This project will include three sets of activities.

* Regional Forest Management Plan. Many of the Central African nations have prepared national forestry action plans, but each have been developed in near isolation of the others. This effort would facilitate the preparation of a regional action plan focusing for the high forests in the Congo Basin. The effort will involve bringing together the various stakeholders -- governments, NGOs/GROs, private sector, local researchers, and other interested parties. Working closely with the African Timber Organization (ATO), Enviro Protect (Cameroonian NGO), UNEP, and FAO, WRI will convene a series of regional workshops to review the available information, assess sustainable natural forest management and management standards, identify obstacles, and assess options for creating opportunities for sustainable use and conservation of forest ecosystems in Central Africa. These regional workshops may be augmented by national/sub-national meetings, national assessments of management systems, case studies and other targeted studies, etc.

* Information Center/Socioeconomic Study. While forest ecosystems, environmental assessments, and other biological studies are underway to help identify ecologically fragile and sensitive areas, relatively little attention has been given to the social, political, economic, demographic, and cultural aspects of forest management in Central Africa. Better information on the socioeconomic aspects of forest management in the Congo Basin is a prerequisite for improved forest management. But even the little information that exists is not available to those in Central Africa concerned with forest management. This aspect of the project will help establish an information center on Central Africa forest management. WRI will work with this group to undertake a review of existing data and research, work to generate new socioeconomic information (or conduct new analysis of existing data), and incorporate this information into existing information systems, such as GIS, etc.

* Outreach. These efforts will generate information which will form the basis for a series of outreach activities ("best practices" manual, policy reports, press briefings, etc.) which will focus on supporting

government policy/legislation reforms, establishing a forest product certification program, improving logging practices, and generating new income sources for local people who dependent on forests and forest products.

In FY 95, the process of developing the regional forest management plan with be initiated with national consultations and discussions to introduce the project in each of the six Central African nations, and three regional workshop, one specifically focused on the concept of a regional strategy/action plan, one on information -- available and needed, and a third on forest management standards (what do we mean by sustainable natural forest?). In addition, WRI identify and begin working with a regional group to establish a Central Africa forest management information center. This group will begin collecting available documents, maps, research reports, and other information on the region, identifying information gaps, and developing actions to address these gaps (this group will be involved in the second regional workshop on information).

5. **Description of Outputs (Processes and Products):** The specific outputs in FY 95 will include a three regional workshops, workshop findings and proceedings, the establishment of an information center on Central Africa forest management, and a more detailed workplan for the preparation of a regional forest management plan, as well as a strategy for action for the information center.

6. **Coordination within WRI:** This project will require closely collaboration with Bruce Cabarle (Mexico natural forest management case study, FSC, FAG), Peter Veit (East Africa natural forest management project), Kirk Talbott (Mainland Southeast Asia Forest Project), and Nigel Sizer (Amazon Project). This Central Africa project is designed after these on-going projects and would benefit from a sharing of their experiences.

7. **Anticipated Impact:** The expected main result of this effort will be better managed natural forests in Central Africa. Some specific impacts might include policy/legislation/ institutional reforms (better policy for the forests), better guidelines for granting timber concessions, changes in logging operations, the establishment of an eco-labeling program, etc.

E. Staffing Requirements: A francophone forester needs to be hired - an already approved position (Nels Johnson's replacement). Forester - 80%; Administrative Support - 45%.

F. Budget Considerations: It is expected that most of the support for this project will come from USAID through CARPE -- to be launched in late FY94 or early FY 95. BSP and WRI will feature prominently in the implementation/management of CARPE.

Contingency

A. Project Name: Asia and the Pacific

B. Project Name: Cambodian Environmental Policy and Planning Project

C. Project Manager: Kirk Talbott

D. Project Description: WRI will take the lead role in coordinating a consortium of NGOs to manage a multi-million dollar, multi-year project to oversee USAID's environmental program in Cambodia. Other NGOs in the consortium will be responsible for administration and management responsibilities and training components of the overall initiative.

1. Purpose/Objective: The purpose of WRI's involvement in this program are to:

> Work with Cambodia's Secretariat of the Environment to develop a policy framework such that environmental considerations are integrated into national development policies.

> Build the capacities and effectiveness of institutions concerned with environmental impacts of development.

> Help develop legal and regulatory mechanisms that will monitor and advise development projects.

2. Current Status: The project is dependent upon USAID's readiness to become significantly involved in Cambodia. USAID has already begun to administer a number of grants such as a PVO co-funding project for humanitarian activities and technical support for democratic initiatives. On his recent trip to Cambodia and the USAID mission th e, Kirk Talbott was approached by mission representatives to efine what role WRI could play in USAID's new program there. Talbott and colleagues are meeting with various USAID representatives and others concerned with these developments. Discussions continue as to the most appropriate WRI response to this invitation.

3. Duration of the Project: The project will begin near the end of this calendar year and continue for approximately three to five years.

4. FY 95 Activities and Tasks:

> Identify potential consortium members.

> Coordinate inter-ministerial committee to help guide program.

> Hold seminars, meetings, and workshops to develop guidelines and plan further activities.

5. Description of products: At the end of FY95, WRI will be firmly established as the leader in this effort. Products will not be so much in the form of tangibles like documents, but will be processes such as: government cooperation through an inter-ministerial committee, a framework for environmental and

developmental regulations, technical assistance [illegible] ev[illegible]sing an environmental regulatory framework, several in-coun[illegible] [illegible]rkshops, study tours and seminars, electronic network of those involved.

6. **Support with other WRI/Center activities:** This project will blend smoothly with other work currently under way within the Asia Program, particularly the Mainland Southeast Asia Project. Work done in the area of Environmental Impact Assessments is central to this project. In addition, tenure rights and corresponding policy implications will be important considerations for this project. Expertise from other colleagues, such as those in the NIRM and other regional programs working on EAPS will be helpful.

7. **Anticipated Impacts:** WRI hopes to significantly impact the national policy making process in Cambodia. The status of WRI in Cambodia and among the other NGOs that make up the consortium will change, the goal being that WRI's credibility and longevity and that of other NGOs is bolstered. Through this project, WRI aims to increase the effectiveness of the government ministries and indigenous NGOs working on natural resources issues. WRI's potential for further involvement in other Asian countries will be strengthened by taking a positive and productive role in this project.

E. Staffing Requirements: Time will be required of all Asia Program staff. In addition, the project will likely require the time of other Center staff as well as consultant time.

F. Budget Considerations: According to USAID representatives, total funds for this project will be three million a year for three to five years. WRI would receive a portion of this commensurate to its role in the effort.

Project Descriptions

Date: August 12, 1994

A. Program Name: Forest Management and Land Use

B. Project Name and Code: Biodiversity Support Consortium, U840

C. Project Manager: Walter Arensberg, Nels Johnson

D. Project Description:

1. **Purpose/Objective:** WRI helped to develop the BSP now hosued at the World Wildlife Fund. The BSP provides technical advice and support to USAID field projects on the conservation of biodiversity.

2. **Current Status:** WRI continues to participate as one of three directors of the BSP. From time to time we receive funding to carry out specific projects.

3. **Duration:** fy 88 - fy 95, continuing

4. **FY95 Activities:** No specific activities are planned for fy 95. Nels Johnson and Walter Arensberg represent WRI on the Board of the BSP. It may be best to have this project shifted to the BRI program.

5. **Description of Outputs (Process and Products):**

6. **Coordination:**

7. **Anticipated Impact:**

E. Staffing Requirements: None at this time.

F. Budget Considerations: To be developed.