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HUMAN RESOURCES PLANNING FOR ADB ENVIRONMENTAL ACTIVITIES

FINAL REPORT

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and
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ACRONYMS

ACOS	ADB Computer Services
ADB	African Development Bank
ADF	African Development Fund
AHRM	Human Resources Management Department
CDEP	Develop Research and Policy Department
CEPR	Central Projects Department
CIDA	Canadian International Development Agency
CILSS	Committee for Protection Against Sahelian Drought
COOP	Cooperation Department
COVP	Vice President Central Operations
ECA	Economic Commission for Africa
ECPC	Economic Prospects and Country Programme Paper
EDDIA	Environmental Dimensions of Development
EIA	Environmental Impact Assessment
ESPD	Environment and Social Policy Division
GEF	Global Environmental Facility
GIS	Geographic Information System
GTZ	German Development Agency
HRD	Human Resources Development
IAIA	International Association of Impact Assessment
IBRD	International Bank for Reconstruction and Development
IEE	Initial Environmental Examination
IUCN	International Union for Conservation of Nature
NARD	Agriculture and Rural Development Department, North Region
NCPR	Country Programmes Department
NEAP	National Environmental Action Plan
NGO	Non-Governmental Organisation
NISI	Infrastructure and Industry Department, North Region
NORAD	Norwegian Development Agency
NOVP	Vice President Operations, North Region
ODA	Overseas Development Agency
RDB	Regional Development Bank
REF	Regional Environmental Facility
RMC	Regional Member Country
SARD	Agricultural and Rural Development Department, South Region
SCPR	Country Programmes Department, South Region
SISI	Infrastructure and Industry Department, South Region
SOVP	Vice President Operations, South Region
SSC	Swedish Space Corporation
TAF	Technical Assistance Fund
TOR	Terms of Reference
TRNG	Training Department
UNCED	United Nations Conference on Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNSO	United Nations Sudano-Sahelian Office
USAID	United States Agency for International Development

PREFACE

The Bank is committed to the implementation of the African Common Position on Environment and Development in its totality. The priority areas of both the Common Position and Agenda 21 fall within the purview of what the Bank does in Africa. We are an African institution and we do business in Africa. We are motivated by the dreams, aspirations and social values of the people of Africa. We have the ability, knowledge and capacity to understand and appreciate problems of development and environment in Africa, and are best suited to be effective in the solution of these problems. It is in this regard, that the role of regional financial institutions, such as the African Development Bank, should be appreciated in the implementation of the post-Rio agenda. The African Development Bank, and similar institutions should be among the most appropriate vehicles for channeling new and additional resources for sustainable development.

Speech of President Babacar NDIAYE, President of the ADB Group before the UNCED Earth Summit Conference, June 1992.

SUMMARY

ADB has relatively recently initiated a number of programmes which extend beyond traditional lending activity of the Bank, such as agriculture and rural development and infrastructure and industry, that are designed to respond to critical issues facing the African continent. These initiatives now include programmes to incorporate environmental concerns into development projects, women in development, private sector promotion, poverty alleviation, multi-national projects and human resources development.

When added to the Bank's traditional development work, these programmes have challenged the Bank to new levels of effort in formulation of policies and programmes, in management innovation, in improved utilization of resources, in broadening support from member countries and bilateral and multilateral agencies and in training and recruiting of staff.

These initiatives pose serious challenges to the Bank. An inadequate response to them could result in failure to achieve objectives adopted by the Bank, tarnish the image and prestige of the organisation and result in further decline in the quality of the environment, in depreciated status of women, in growing poverty, population growth extended beyond sustainable levels and in job-supporting business opportunities.

Of particular concern to this report is the Bank's programme on environment. Resource limitations severely constrain the Bank's programme in this area and will restrict achievement of objectives when efforts are made to expand future programmes and integrate environmental concerns into development activities as the quality of effort is rigorously accelerated. The key to implementing an environmental programme, however, is an adequate number of qualified staff, working within a smoothly functioning management system directed and supported by clearly defined policies, guidelines, procedural mechanisms and an adequate information base.

A review of relevant literature dealing with the Bank's environmental programme, and especially interviews of staff directly and indirectly concerned with the programme, indicated serious limitations had to be overcome if policies and programmes adopted by the Bank are to be achieved. The environment programme of ADB is in transition. The Bank is finding its way by successive stages of trial and error and learning as the programme evolves, as would be expected when a programme of such far-reaching implications is undertaken in a relatively short time and within an institution with limited experience in the field. During the next few years, as the Bank gains experience in implementing its environmental programme, it will have an opportunity to refine and improve its policies, procedures and directives. In order to do so, some fundamental and critical decisions will need to be made, followed by decisive actions.

This study was initiated by terms of reference prepared in 1991 that focused on an assessment of staffing needs relative to past and future development activities of the Bank, taking account of Bank policies and programmes as then formulated. In 1992, TORs were prepared that recognized a broader scope as essential if staffing requirements were to be understood in the context of Bank objectives, lending programme procedures, organisational structures and function, the status of the African environment and by recent developments of global significance in the environmental field. This broader view led to development of scenarios

responsive to what was foreseen as immediate and future needs of the Bank in terms of choices among levels of activity in the environmental field.

Scenario I

Scenario I is categorized as a high-level scenario for comparative purposes as a means to illustrate possible options for Bank management in implementing an approach to an environmental programme. Although categorized as a high-level approach, Scenario I in fact follows a logical and realistic response to carry out Bank policy described in the policy paper that would assure compliance with the comprehensive direction established by the President of the Bank in recent speeches, that at the UNCED Summit Conference in particular, and in carrying the Bank's share of the burden of alleviating enormous environmental problems in Africa.

Scenario II

Scenario II provides two variants on a mid-level option. It provides for broadening but not deepening environmental activities by reducing CEPR-3 staff from 15 (CEPR-3 plus REF) in 1993 to 11 by 1996, and transferring four staff to operations to strengthen their capabilities; CEPR-3 would have to cut back on some activities, either in supporting operations or in participation in work on broader issues. Operational staff strength under variant IIa would increase to 12 by 1996, with each department and each division acquiring one environmental generalist. The country programme initiative would not be undertaken. Under variant IIb, operational staff would be limited to an environmental generalist in each of the four departments and by adding an environmental generalist to each of the two country programme departments. The training programme proposed for Scenario I would remain the same.

Scenario III, Low-Level Option

Scenario III, the low-level option, provides for reduction of CEPR-3/REF to 9 by 1996, thus reducing support to operations and withdrawal from participation in many national, regional and global environmental activities. Staffing of operation departments would be limited to two environmental generalists in each of the operating departments, for a total of four in all. The training programme proposed for Scenario I would remain the same.

Overall, the findings and conclusions of the study were that:

1. CEPR-3 should gradually disassociate itself from the IEE/EIA process as capabilities of operating programmes increase and should focus on national, regional and global issues. Work on policy papers and guidelines would continue as appropriate and CEPR-3 serve as a general supervisor and monitor of the environmental programme.
2. Operation departments should be assigned implementation responsibilities for the in-house IEE/EIA process and held accountable for adherence to Bank environmental policy.

3. Decisions to permit CEPR concentration on policy and programme development should be made and staff responsibilities accordingly adjusted; increases should be made in staffing levels of operating departments to enable them to fulfill responsibilities noted in 2 above.

Support to carry out any of the scenarios would require major decisions by top management. Attention would need to be directed to at least five of the following issues. These issues are discussed in the text and elaborated in Chapter V.

1. Increase operational staff for environmental activities.
2. Distinguish responsibilities in environmental programmes.
3. Staff reallocation.
4. Develop short-course training programmes.
5. Improve management information systems.

The study found that responses to determining staff requirements for ADB environmental activities necessitated examining application of policies and procedures in a broad framework of organisational structure, operating procedures and staff work loads. Even when viewing the situation under a broad framework from within the Bank, however, that perspective proved insufficient and factors outside the Bank, such as expanding degradation of continental natural resources, national information gaps and externally-driven environmental action pressures were recognized as significantly influencing the Bank's human resource environmental requirements.

Difficult decisions will need to be made in carrying out environmental programmes. However, so much progress has already been made in laying a foundation for future activity, and the needs are so great, that the key questions facing the Bank are how quickly and how aggressively it wishes to move forward.

I. INTRODUCTION

Purpose of Report

1.1 ADB has recently initiated an ambitious effort to incorporate environmental aspects into its development programmes. Environmental policy papers, guidelines and procedures have been adopted to guide the agency, as well as its member states, in assuring that projects which the Bank supports are sustainable and enhance, rather than degrade, the environment into which they are introduced.

1.2 An adequate number of properly trained personnel, working cooperatively within a well-managed and efficiently operating system is the driving force that can enable the ADB Group to achieve objectives set forth in its official policy papers. Because the environmental programme is relatively new in the Bank and environmental initiatives are diverse and being undertaken so rapidly, qualifications and numbers of persons required to assume environmental responsibilities should be carefully considered and developed within a plan that responds to the needs and resources of the Bank.

1.3 Accordingly, a consultant was requested to determine human resource requirements of the Bank that are necessary to carry out its environmental policies and programmes and to develop a plan to satisfy those requirements. Personnel to implement some aspects of ADB environmental programmes are already in place. But, with expanding concerns about the quality of the African environment to maintain, protect and improve natural resources and the interconnecting ecosystem which supports and sustains economic development, a fresh examination is required as to the number of persons, types of skills, schedules, operational structure and function of current and future staff needed to meet the growing environmental responsibilities of the Bank.

1.4 The assessment had to cover whether or not the number of staff engaged in environmentally-related activities is adequate for the work required, whether they possess an appropriate mix of skills to carry out their respective tasks, whether tasks have been defined accurately to support Bank development policies and programmes and whether or not personnel are functioning in positions in the Bank's structure that enable them to respond in the most effective and desirable way to support Bank policies and programmes.

1.5 A knowledge of Bank programmes and projects had to be obtained and a clear idea developed of how the Bank's concepts of environmental assessment and management policies were employed to support sustainable economic development and how skills that are needed were used by personnel to implement these concepts. Such an assessment depended on knowledge of the Bank's existing resource capabilities in the environmental area and how resources were used to respond to environmental concerns which are consistent with future programmes of the Bank.

1.6 The report that follows is an effort to understand the Bank's approach to environment and to raise some questions for decision makers if one or more approaches to environmental management were pursued. Particular attention is given to the matter of personnel required over the period, 1993-1996. Although projections are of key interest to the Bank and involve budgets, staff ceilings and allocation of responsibilities among and between the respective divisions and departments, projections may be meaningless unless founded on definable growth

rates in the Bank's lending and staffing programme, on a willingness to assign or reassign responsibilities consistent with programme requirements and on a sense of the rigor with which policies and procedures are going to be pursued. Attention is therefore directed to issues of this type in order to raise for Bank officials critical administrative and managerial questions that must be answered if the environmental programme is to be as successful as anticipated.

1.7 Design of a plan for human resources development for environmental management purposes required identification and definition of problems that the Bank's initiatives in the environment field created or which became evident once the programme got underway. From such a problem identification procedure, many elements of the plan became self-evident, while other elements were not readily apparent until the study was well underway. As elements of the plan emerged, constraints to implementation also became evident and questions thus were raised about how to deal with those constraints.

Objective

1.8 Since the TORs for the study were prepared in 1991, staff have increased in the environmental policy division (CEPR-3) of the Central Projects Department (CEPR) from one division chief, one bank staff and two technical assistants to the current and projected staffing level of 12 persons by the end of 1993. Title and main responsibilities of current CEPR-3 staff are listed in Table 3 of this report. Hence, ADB itself has moved forward in fulfilling certain aspects of the TOR and by its action raised important questions about future requirements of the CEPR-3, and significantly, requirements of other divisions and departments in ADB that are presently engaged in environmentally-related work and will soon expand that work if the environment programme is further integrated into Bank operations.

1.9 The study has reexamined programme requirements of ADB since the TORs were prepared in 1991 and developed fresh insights into new and/or refined manpower requirements for CEPR and operating divisions which add to and redefine manpower requirements. The TORs were not intended to focus exclusively on CEPR, but to include the ADB's environment programme as a whole, including operating departments that are closely associated with implementing development projects of member states and those that are in the front line of the project planning cycle. Although work of these departments affects the environment in many direct and indirect ways, they are generally not considered as "environmental" even though what they do is environmentally significant.

1.10 The policy expressed in the Bank's environmental policy paper "considers the environment as an integrated component of the development process." Determining a human resource development plan that could account for environmental staffing therefore must recognize the magnitude of development work in operating departments, potential expansion of the Bank's lending programme in applying environmental concerns to projects, and on areas of policy development, overall environmental guidance, programme monitoring and special studies that require environmental staffing.

II. BACKGROUND

2.1 Support for lending programmes of the Bank has traditionally involved assistance to agriculture, industry, public utilities, transportation and social sectors. Programmes in these sectors consist of work to prepare and appraise projects and programmes over the three-year lending programme of the Bank. Projects and programmes included in the operation programme are selected from the pipeline of projects with the intent of meeting lending objectives. Clearly related to these operations programmes is the work that has come to be known as the Bank's New Directions: environmental management, women in development, private sector promotion, multi-national projects and poverty alleviation and human resources development.

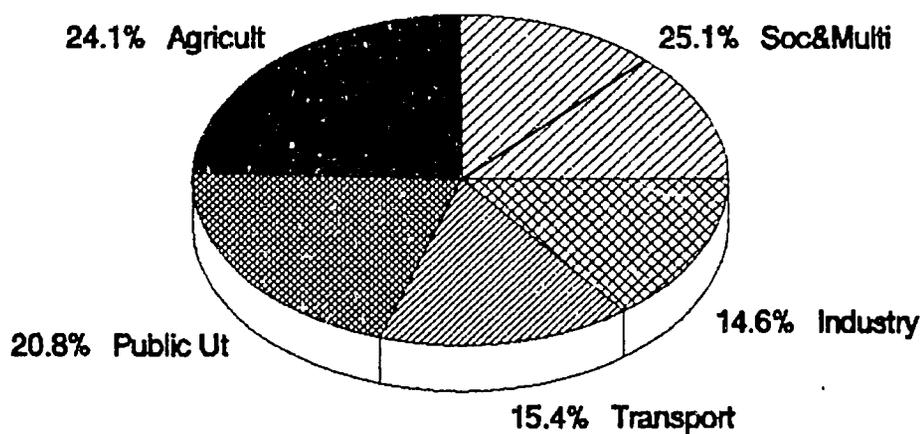
2.2 The New Direction of concern to this report, environment, has been explicitly incorporated into lending programmes of the Bank Group since the early 1990s. Direction is given to the environment programme through a policy paper approved by the Board of Directors in June 1990. The policy articulated in that document calls for creation of appropriate mechanisms to integrate environmental concerns into the Bank's lending operations in Regional Member Countries (RMCs) in order to ensure that "African ecology and economy are in a sustained equilibrium and harmony."

2.3 Because of significant efforts made by the Bank to date, 1992 was recognized as "the Bank's year of the environment," when all projects in the lending programme were required to be subjected to an environmental screening process so that the above quote was given operational effect. The scope of this requirement and what it means in terms of the Bank's lending programme may be seen by looking at the environmental implications of the Bank's sectoral support.

2.4 During the period 1967-1992, Bank Group lending for agriculture, public utilities, industry, transport, multisector and social sectors totalled nearly \$26 billion in resources. Of these sectors, agriculture, public utilities and transport significantly change the environment into which they are introduced in positive and negative ways. Hence, the Bank's policy directive has a potentially enormous influence on the lending programme. A pie diagram, Figure 1, shows graphically where that influence may be in terms of impact on development sectors and projects supported by the Bank.

2.5 A further indicator of the influence of the environmental policy on Bank programmes may be understood by examining trends in lending programmes by principal sectors, taken from tables given in a report in the 1993-95 Indicative Lending Programme presented to the Board in December 1992. The tables were abbreviated for purposes of this report to provide a background for understanding the potential impact of the environmental policies on the major sectors of the Bank's lending programme.

Figure 1
Cumulative Lending By Sector, 1967-92
(in millions US\$)



2.6 Any project supported by the Bank in these sectors could have an impact on the environment (except possibly social projects). The mandatory screening process of projects used by the Bank for its lending programme to ensure that all projects are environmentally sound and viable found that out of 138 projects examined in 1993, 33 or 23 per cent, were classified as Category I, or projects requiring a full EIA. These 138, and the 33 of course, could fall into the sectors noted in Tables 1 and 2 and Figure 1.

2.7 Against this background of the Bank's lending programme must be recognized the state of the environment in Africa. As the Environmental Policy Paper succinctly states:

The African continent is facing a series of interconnected economic and environmental challenges, which if not resolved, will disrupt the basic life support systems, contribute to the degeneration of institutional structures and perpetuate underdevelopment and indebtedness. With the progressive deterioration of the natural resource base, provision for necessities of life such as adequate food, shelter and safe drinking water are becoming increasingly difficult for much of the continent's population. The long term economic and social development of Africa requires the effective management and use of the continent's natural resources.

2.8 The background above describing traditional Bank lending programmes and adoption by the Bank of New Directions, provides a perspective by which the human resource requirements may be assessed to implement an environmental programme within the context of Bank activity and environmental challenges.

2.9 Although Tables 1 and 2 indicate levels of lending by sector for the ADB and ADF programmes for three years, they do not help very much in determining potential environmental activity work loads. Hence, projections of staffing levels based on quantitative lending data alone would be misleading because the data do not indicate qualitative significance of development by environmental impact by sector. Furthermore, data do not indicate the amount of effort involved in assessing environmental significance of development programmes and the precision with which environmental requirements are applied by the Bank and the related work loads.

Table 1
ADB: 1993-1995 Indicative Lending Programme
Distribution of Work Programme by Sector
(Amounts in BUA Million)

Sector	1993		1994		1995		Total, 93-95	
	Amount	%	Amount	%	Amount	%	Amount	%
Agriculture	325.8	19	236.5	13	411.4	23	973.7	18
Industry	623.8	36	373.5	20	277.0	15	1274.3	24
Public Utilities	332.0	19	867.1	47	638.0	35	1837.1	34
Transportation	353.9	21	256.0	14	403.0	22	1012.9	19
Social	89.2	5	95.0	5	58.0	3	242.2	5
Totals	1847.3		1908.1		1937.4		5692.8	

Table 2
ADF: 1993-1995 Indicative Lending Programme
Distribution of Work Programme by Sector
(Amounts in BUA Million)

Sector	1993		1994		1995		Total, 93-95	
	Amount	%	Amount	%	Amount	%	Amount	%
Agriculture	289.8	35	535.8	39	415.4	35	1241.1	37
Industry	52.4	6	69.0	5	47.0	4	168.4	5
Public Utilities	141.0	19	340.1	25	284.2	24	765.3	23
Transportation	132.4	16	262.4	19	277.8	24	672.6	20
Social	204.3	25	164.0	12	149.0	13	517.3	15
Totals	1035.8		1560.1		1356.8		3364.7	

III. METHODOLOGY

Literature Review

3.1 Documents prepared by the Bank were collected and reviewed, and wherever appropriate, incorporated into the text. The Environmental Policy Paper was of course most useful in establishing the context into which a human resources development programme for the Bank could be placed because it described in a problem-solving oriented way, the conditions of the African environment which ADB policies and programmes were formulated to address. It then identified the environmental assessment process used by the Bank to avoid environmentally destructive projects and/or seek measures that can be used to offset or mitigate adverse consequences. Knowing key elements of Bank policy to integrate environment into the lending programme so as to assure sustainable development led to understanding the human resources requirements necessary to implement the policy and the organisational structure in which the policy operates.

3.2 Two documents, the Operational Programme for 1992-96 (ADB/B/WP/91/181) and the Operational Programme and Administrative and Capital Expenditure Budgets (ADB/B/WP/92/104/Add.1) and the 1993-95 Indicative Lending Programme (ADB/BP/92/113--ADF/BP/WP/92/146), provided indicators of lending programmes, budgets and human resource trends essential to development of the staffing plan and organisational arrangements. Two other documents, less impressive in size, were the brochure "The African Development Bank and the Environment" and the "Environment and Social Policy Newsletter," which contain programme-specific information especially useful to understand substantive environmental activities of the Bank and aspects of the operational structure of ADB relative to environment. Documents collected and consulted are listed in Annex 2 of this report.

Interviews of Key Personnel

3.3 Interviews of ADB staff were conducted following arrangements made by the AHRM. These interviews were the most significant and pertinent source of information for the study, framing expectations of the Bank into a programmatic perspective and presenting an opportunity to synthesize diverse, as well as common, views of the many departments, divisions and individuals concerned with the subject, including policy, planning, operating and administrative offices.

3.4 The main thrust of questions asked in interviews was to identify responsibilities of individuals as they saw their role relative to the Bank's environment programme. The amount of effort required by staff in their respective roles could then be assessed. Reporting and consultation procedures (especially those for categorizing lending projects and the appropriate followup) among and between departments and divisions and potential trends in expansion of environmental work of the Bank were identified. A list of persons consulted is in Annex 3 of this report.

Review of Draft Report

3.5 A draft copy of the final report was distributed among key staff of CEPR and AHRM and informal discussion of the draft was undertaken February 4. Comments and suggestions from that meeting were incorporated into a final draft report submitted to the Bank on February 16. A final report was submitted officially to the Bank by the IRG in March 1993.

IV. FINDINGS

Environmentally-Related Policies

4.1 ADB's environmental policy is laid out in its policy paper which establishes the principle that environmental concerns are to be integrated into Bank lending programmes and that development projects are not to be approved if the environment into which they are to be introduced would be adversely affected. Added to this requirement is the concept of sustainability, which in general terms means that a project should be designed properly and is viable, at least during its life, if not longer.

4.2 The policy paper comprehensively describes continental environmental conditions and establishes a strong case for entry of the Bank into the environmental field and for actions to protect, preserve and maintain the natural environment as a foundation on which economic development depends. The Bank's environmental policy and procedures to implement it have been integrated into existing organisational structures and operating procedures; nevertheless they add a new dimension to Bank activities.

4.3 Preparation of an environmental staffing plan was considered within a conceptual framework of the Bank's objectives, policies and organisational structure. There is already in existence a general environmental policy, a division with identifiable environmental responsibilities, guidelines to carry out environmental activities, and organisational arrangements developed among and between the respective departments and divisions to implement policies and procedures. Development of a plan therefore took account of existing arrangements and examined them for possible innovation and improvement in whatever way may be required.

4.4 A useful starting point in preparing a plan was to review the foundation on which a staffing plan could be built. The review is a brief description of the organisational structure and function of the Bank relevant to environmental activities and includes a summary of the environment programme in the Central Projects Department and the role of operating departments in the environment programme as they relate to the project identification process.

Organisational Structure of ADB Relevant to Environment

4.5 The Bank has divided its operational responsibilities into north and south regions of Africa. The north region has 26 regional member countries, the south 25, each headed by a vice president. Within the Bank, work relevant to each region is carried out by six departments (replicated for north and south regions): Country Programmes, Agriculture and Rural Development and Infrastructure and Industry. Departments are divided into functionally-oriented divisions. In the Country Programmes Department there are five divisions (I to V); in the Agriculture and Rural Development Department there are three divisions: General Agriculture, Irrigation, Agro-Industry and Forestry and Health and Education. In the Infrastructure Department there are three divisions: Transport, Public Utilities and Industry and Development Banks.

4.6 From the perspective of this report, Central Operations (COVP), is the most environmentally-relevant. Operations/North (NOVP) and Operations/South (SOVP) each include in their structure, Country Programmes (NCPR), Agriculture and Rural Development (NARD and

SARD), and Infrastructure and Industry (NISI and SISI). The vice president's office for Central Operations (COVP) includes seven departments, of which the Central Projects (CEPR), Cooperation (COOP) and Training (TRNG), are closely associated with environmental activities; within CEPR, the Environment and Social Policy Division (CEPR-3) has the key role in environmental policy and programme development. Because this report deals with staffing, another department, Human Resources Management, or AHRM, is particularly important. AHRM is located within Administration and General Services (ADVP).

4.7 A unique unit, Environmental Dimensions of Development (EDDS), recently designated as Regional Environmental Facility (REF), has been established in ADB as a focal point for assisting member countries in preparing NEAPs or other strategy frameworks for development. REF and CEPR-3 are mutually supportive and taken together for purposes of this report. REF was established in late 1991 under the joint sponsorship of the UNSO, the World Bank and the ADB. The Secretariat is located at ADB and has a staff of a project leader and two recently recruited full-time staff.

4.8 Thus, total staff working full-time and directly on the environmental programme (CEPR-3 and REF), were 15 as of February 1993, including one person not yet in place.

CEPR

4.9 In 1987, the Bank initiated its programme on environment by establishing the Environmental and Social Policy Division (CEPR-3) and recruited a Division Chief, a Bank staff person and two technical assistants. In 1991, the Bank proposed to the Board an increase of three staff years in the division and additional staff for the four operating departments. By 1993, staff complement of the CEPR-3 was as indicated in the Table 3.

Table 3

ENVIRONMENT AND SOCIAL POLICY DIVISION	
Existing and Projected Professional Staff and Responsibility	
Position	Sectoral Responsibility
Division Chief	Overall direction and management
Demographer	Population policy development
Forestry Officer	Forest policy, proposal review
Senior Environmentalist (TA)	Overall direction and management
Geologist, Environmentalist	Proposal review, natural resources
Environmentalist (TA)	Civil works, water resources
Environmental Lawyer	Legal and institutional policy development
Social Policy Expert	Social policy development, proposal review
Agro-Environmentalist	Agricultural policy development and proposal review
Public Health (not yet in place)	Public health policy
Economist/Statistician	Economic and statistical analysis
Project Associate	Social policy (poverty)

TA = Technical Assistance

4.10 The number and type of staff in CEPR-3 reflect the Bank's initial requirements to launch the environment programme as an evolutionary process responsive to felt needs. CEPR staff have prepared policy papers, guidelines, arranged for special studies and work closely with operating divisions in implementing Bank policies, particularly in the project categorization process. CEPR-3 carries out a broad range of activities including the following.

- strengthening links between project level and national environmental issues, moving EIAs into policy, and encouraging regional and sectoral EIAs into national frameworks;

- followup on UNCED Rio Summit by harmonizing and coordinating post-conference initiatives;
- coordinating donor efforts on NEAPs at the national level;
- working with REF to contribute to regular communication between the NEAP countries in the region to harmonize and consolidate the NEA process;
- playing an active role in the Global Environmental Fund process through a joint RDB strategy;
- harmonizing strategic planning frameworks for environment and natural resources management in cooperation with IBRD, UNDP, UNSO, CILSS, IGARD and the Bank;
- preparing detailed sectoral environmental guidelines to complement and expand current general guidelines;
- improving coordination in preparing ECPs with other agencies;
- cooperating with the Swedish Space Corporation in developing the Global Information System;
- initiating work on the viability of the African Environmental Project Promotion Facility.

4.11 The majority of CEPR-3 staff have advanced degrees in some specific environmental sector and bring their knowledge and experience to prepare policy papers, develop and supervise special studies and guide operation department staff in implementing environmental procedures.

Operating Departments

4.12 Specific responsibilities of country programme and operating departments are discussed relative to their role in project identification, appraisal and environmental categorization under Section C, Programme Identification and Project Categorization, below. Staff of operations north and operations south who have direct and indirect association with the environment programme are listed in Table 4. In 1992, there were 166 staff persons in the respective departments and divisions, most of whom are specialists in sectors promoted by the Bank, such as agronomy, transportation, public utilities, etc. There were no environmentalists in the operating departments in February 1993; the environmentalist listed in Table 4 for SARD has resigned. As the Table indicates, there are foresters, fisheries experts, health specialists, etc., who work in environmental sectors, but not in positions of environmentalists. Depending on the project, individuals in the departments may spend a great deal of their time working on the environmental categorization process; some of these staff interviewed indicated that up to 25 per cent of their time was spent on the EIA process.

AFRICAN DEVELOPMENT BANK
STAFF AT POST - OPERATIONS ONLY

No.	POSITION TITLE	SCPR	FIELD OFFICES REGION-1	SARD	SISI	NCPR	FIELD OFFICES REGION - 2	NARD	NISI	CEPR	TOTAL	CONT. ISSUED
1	DIRECTOR	1	4	2	1	1	3	1	1	1	15	
2	ADVISOR						1				1	
3	DEPUTY DIRECTOR	1	1	2	1	1		1	1	1	9	
4	DIVISION CHIEF	5		3	3	6		3	3	4	27	
6	AGRONOMIST			6				7		1	14	
7	AGRO-ECONOMIST			5				7		1	13	2
8	ARCHITECT			2				3			5	
9	COUNTRY ECONOMIST	11				12	1				24	
10	INDUSTRIAL ECONOMIST				2						2	
11	PUBLIC UTIL. ECONOMIST								1		1	2
12	SOCIO-ECONOMIST			1							1	1
13	TRANSPORT-ECON											1
14	CIVIL ENGINEER				2				2		4	
15	ELECT/POWER ENGINEER			1	5				3	1	10	
16	INDUSTRIAL ENGINEER				2				2		4	
17	IRRIGATION ENGINEER				2						2	
18	SANIT/WATER ENGINEER			3				2			5	
19	STATISTICIAN ECONOMIST				3						3	
20	TELECOM ENGINEER									1	1	
21	TRANSPORT ENGINEER				2				2		4	
22	EDUCATION OFFICER				1						1	
23	ENVIRONMENTALIST			2				3			5	
24	FINANCIAL ANALYST			1						1	2	1
25	FISHERIES EXPERT				3			1	7		11	
26	FORESTRY SPECIALIST							2			2	
27	HEALTH SPECIALIST			1				1			2	
28	HYDROLOGIST			5				2			7	
29	LENDING PRG. COORD.								1		1	
30	LIVESTOCK OFFICER									1	1	
31	LOANS OFFICER	18		1							1	
32	POPULATION OFFICER/DEMOGRAPHER		6			17	2				43	2
33	PROCUREMENT OFFICER			1				1			2	
34	VETERINARY OFFICER									1	1	
35	WID COORDINATOR			1				1			2	
	TOTAL at post	36	11	37	27	37	7	35	23	16	229	6
	Contracts Issued	2		1	2			1	1	3		

** REGION - 1: HARO, YARO, GICO, NARO.

** REGION - 2: RARO, ETCO, NGCO.

HARO = Harare Regional Office
YARO = Yaounde " "
GICO = Conarky " "
NARO = Nairobi " "

RARO = Rabat Regional Office
ETCO = Addis-Ababa "
NGCO = Lagos " "

4.13 Organisational charts showing the breakdown of all departments and divisions are included as Annex 8 of the report.

Project Identification and Project Categorization

4.14 Application of ADB's environmental policy and implementation procedures is carried out in an approach established by ADB for its lending programme. The approach starts with an interesting and logical process of determining member country needs through a broadly-based assessment conducted under direction of the country programmes departments for countries in each region. Staff members of the respective country programme departments who have detailed knowledge of a country's socio-economic conditions and its political stability and who have previous experience in project implementation and repayment reliability, among other factors, provide a factual background to initiate efforts in designing projects.

4.15 Following field visits and discussions with appropriate government staff, the Bank's country programmes departments prepare project briefs for a specific development activity. Project proposals may also be initiated by a member country, but since country department staff have an intimate knowledge of Bank policies, procedures and availability of funds and are the bridge between the Bank and member countries, countries have their initial contact with country programme departments.

4.16 The project brief is prepared initially by the country programme department of the country concerned. At this stage, the brief is used to "stimulate an open, informal, constructive and continuous professional dialogue focusing on design alternatives and on the merits of pursuing the project to the next stage of the project cycle." The project description section of the brief (item 14) and issues section (item 18) are to contain statements and data on the environmental aspects of the project. The brief is submitted to the Central Projects Department (CEPR) and an initial environmental examination (IEE) is carried out by the CEPR and projects categorized under one of the following rubrics, based on the nature, magnitude and sensitivities of environmental issues.

Category I: Projects which may have significant environmental impacts, requiring detailed field review and an Environmental Impact Assessment (EIA) study.

Category II: Projects with limited environmental impacts or impacts that can be mitigated by applying specific measures or changes in the project design.

Category III: Projects not anticipated to result in adverse environmental impacts, for which environmental analysis is normally unnecessary.

4.17 If a project is located in an environmentally sensitive area, a full EIA is required. A copy of the brief is attached as Annex 4.

4.18 CEPR notifies the country programme department concerned of the results of their determination. Joint meetings are convened by the country programme department and

attended by the projects department concerned and CEPR to review and agree on results of the IEE.

4.19 A dialogue occurs among these offices that concludes in a final determination of project categorization; if in category I, TORs are prepared by the country programme department that lead to an assessment of the environmental impact of the project. Contents of the TORs, selection of consultants, mobilization of funds to conduct the study, specification of the study, review procedures and submission of the EIA to the Board are delineated in instructions from the vice president of Central Projects.

4.20 If an EIA is conducted, and a project approved, an EIA summary is prepared and a recommendation to proceed with the project submitted to the appropriate board for lending approval. The categorization process is a critical stage in design and implementation of a project. However, since a borrower is ultimately responsible for project implementation, operation, management and maintenance, on site incorporation of environmental concerns into the final stages of the project cycle is not controllable by the Bank.

4.21 An EIA study and its summary are normally prepared by consultants for Category I projects. A Bank specialist may join the study team. The target audience of the EIA includes project designers, implementing agencies, the borrower, affected groups, local NGOs and Bank staff. Minimum requirements for an EIA are specified by the Bank, including positive and negative environmental impacts and mitigating measures.

4.22 The consultant's EIA report is submitted to the projects and country programme departments concerned which review the report for adequacy in fulfilling the TOR and forward the report to CEPR for its review. CEPR assesses the report, assures that the TOR have been fulfilled and that views of the affected groups and consultation with them have been taken into account. CEPR and operations departments jointly review the report, resolve any issues outstanding, assess the adequacy of institutions responsible for environmental management relative to study findings, ensure that the mitigation plan is adequately budgeted and whether or not the recommendations address project design and economic analysis. If major changes have been recommended in project design, then the country programme department may convene an inter-departmental meeting to agree on further steps to take.

4.23 For Category I projects, the EIA summary is to be submitted by the country programme department concerned to the Board 120 days before the project is presented to the Board. Final versions of the EIA summary must be cleared with CEPR before it is submitted to the Secretary General for circulation to the Board of Directors.

4.24 Environmental review procedures for Category II projects have been developed to assure that mitigation measures are built into that category as early as possible or in the appraisal stage.

4.25 The environmental assessment system employed by the Bank is used throughout the project cycle and projects considered by the Bank are subject to the review. No project is allowed to be considered by the Bank until it has passed through an initial environmental examination; every appraisal must contain an environmental statement based on the categorization process described.

4.26 In 1992, out of about 185 projects, 26 or 14 per cent were categorized as Category I; in 1993, of 138 projects in the lending programme, 33 or 23 per cent were categorized in Category I. Projects in the 1993-95 lending programme are listed by category and country in the Indicative Lending Programme report.

Assessment of Capability Requirements

4.27 Study findings on capabilities required to carry out ADB environment activities were identified by interviews with programme staff; staff were requested to describe their assignments relative to professional training and experience. Personnel at the director, middle management and project level, from the operating programmes, were interviewed as well as environmental policy, training and human resources management staff.

4.28 Of those interviewed, only a few had academic training as environmentalists; others with technical training in engineering, for example, learned "by doing" as participants in discussions with environmentalists, by reading ADB documents, or in a few cases through an environmental seminar. Several director or deputy director level personnel felt that they had always been practical environmentalists, even before the term had been in general use as it is today.

4.29 Among those project officers with no formal environmental training, a wish was identified for grounding in environmental principles and in basic concepts of environmental impact assessment in order to improve analytical skills and managerial abilities and better communication knowledge.

4.30 Abilities required by ADB staff engaged in environmental work should respond to their responsibilities; not all persons engaged in environmental work need the same abilities. A short list of abilities that appeared to be related to the type of work carried out by CEPR-3 staff and operating departments is given below.

General Abilities Required for ADB Environmental Activities

CEPR-3

- Ability to apply inductive reasoning processes
- Ability to conceptualize broad concepts
- Ability to coordinate and organize teams
- Ability to plan and programme environmental activities of a general and specific nature
- Ability to extrapolate consequences of given actions
- Ability to recognize interrelationships
- Ability to integrate and reconcile diverse viewpoints

Operating Departments and Divisions

- Ability to apply deductive reasoning processes
- Ability to systematically apply procedures and guidelines
- Ability to interpret scientific, engineering or technical knowledge with an environmental perspective
- Ability to synthesize information into presentable format
- Ability to recognize minimum data requirements

Recruitment and Training

4.31 Procedures established by the Bank to recruit staff are implemented by the Division of Planning and Recruitment, AHRM. Following preparation of draft TORs by the department concerned and discussion and review of them with AHRM, advertisements for a post are published in several recognized journals and newspapers. For professional level positions a university degree and a specified number of years of experience are required; national origin or quotas are not. Resumes are solicited, reviewed and the most qualified candidates short-listed. Interviews are conducted by a selected panel and successful candidates hired, usually for a trial period, followed by satisfactory performance and fixed term contracts. Ceilings on the number of positions allowed may limit personnel expansion when new programmes are initiated.

4.32 Staff training responsibility was transferred to the AHRM in March of 1992. No environmental training programme currently exists at ADB but the process for initiating a programme could be started by a request through AHRM and the training centre or by outside overtures. A course syllabus is required and subject to review and approval and availability of funds, (either through the Bank or externally), assisted by the Training Centre through provision of a training infrastructure, implemented by the Centre. Trainers with knowledge and skill to put on a course (or courses) may need to be sought or possibly made available by the Centre through training of trainers. Interviews of the Training Centre staff indicated that no environmental experts were on hand for training purposes, but that Centre staff could be trained with the aid of consultants.

4.33 Difficulties have been encountered in obtaining release of in-house staff for extensive periods because of heavy work loads. An ideal course length was reported to be one week, and preferably away from Bank headquarters to avoid distractions.

4.34 The initial target audience for an ADB environmental training programme would be the professional staff of operating departments who are involved in the IEE/EIA process, but who do not have prior knowledge of environmental principles or impact analysis procedures. Table 4 identified staff in the operating programmes who might be candidates for a short-course training programme. Annex 6 provides one possible approach to design of a training programme specifically tailored to staff needs. An alternative would be a training short course introduced by outside agencies built around actual case examples of projects familiar to ADB

staff. Such projects could be the raw material for exercises in problem identification and analysis and impact assessment. Small groups, guided by a trainer or "facilitator" (see Annex 7) could examine each case example as a self-learning exercise, applying existing ADB assessment guidelines and/or testing those guidelines for appropriateness to the case at hand. Role playing and simulation exercises (Annex 7) in which the respective stages of the IEE/EIA process are enacted could expand perceptions of participants in actual implementation of analytical and assessment processes. Perfecting analytical skills and insights into environmental consequences of development projects, not converting professional staff of operating departments into environmentalists, should be the basic objective of such courses.

V. ANALYSIS AND CONCLUSIONS

Existing Situation

5.1 For purposes of this study on human resource requirements, two broad personnel categories were identified that are based on the existing situation and approach to environment that concerns the Bank: a broad range of activity involving policy development and programme planning and a narrower set of activities involving project review, impact categorization and environmental assessment. The former is more general in nature, the latter more specific.

5.2 The study found that as a first phase in developing an environmental programme in the Bank, efforts were directed toward developing a foundation to implement an environmental policy responsive to Bank programmes, procedures and recognized needs. Although much progress has been made in establishing policies and procedures, more must be done to take full advantage of emerging opportunities and to put into full force application of procedures already initiated.

5.3 To respond to these forward looking challenges requires a rational plan or strategy that assigns appropriate responsibilities to an adequate number of properly qualified personnel who are available at the right time and place and who are guided and supported in their work to achieve the Bank's environmental objectives.

5.4 A plan to respond to the Bank's human resources requirements had to consider the existing situation on staffing and organisational responsibility, established procedures for lending and identification and categorization of projects, future support and pressures from RMCs and from bilateral and multilateral agencies and environmental conditions in Africa.

5.5 All these factors were taken into account in preparing possible scenarios for consideration by the Bank to deal with achieving objectives through acquisition of personnel and/or reallocation of staff and their responsibilities and environmental training for staff not now possessing skills in environmental analysis, problem identification and sustained development.

5.6 A brief description of the Scenarios, High, Mid and Low, is given below followed by tables (See Tables 5, 6, 7 and 8) showing where personnel would be assigned, when, and the number by department and division. Training of persons without environmental skills is also indicated and anticipated to begin in 1993, gradually increasing in number to 1996 and perhaps beyond. The tables are graphically illustrated with mixed vertical bar charts included in the text.

Scenarios

5.7 Under Scenario I, CEPR-3 (including REF) staffing reaches a level to complement the principal environmental sectors of concern to the Bank. Staffing stays at that level at least to 1996; operating department staff of nearly an equivalent number would be established, and focus on project categorization and incorporation of environmental concerns into project design. CEPR-3 staff would maintain an association with the IEE/EIA process but gradually diminish that role in the categorization process as operational strength builds up. CEPR would focus increasingly on broad issues such as those identified in Chapter IV. A training programme

starting in 1993 would gradually account for all environmentally-related staff. A graph showing the trends for CEPR-3, operations and training is given as Figure 2.

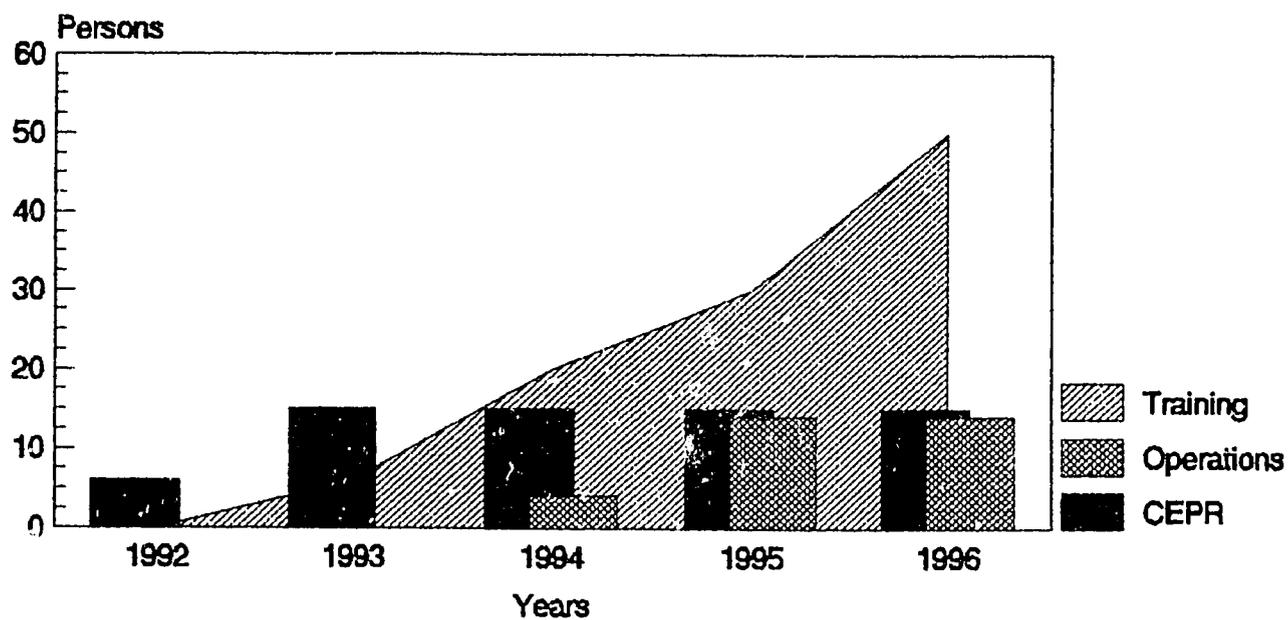
Table 5
Projected Staffing Requirements by Level of ADB
Environmentally-Related Policies and Programmes
Scenario I. High-Level Projection

Environmentally-related office	YEAR				
	1992	1993	1994	1995	1996
COVP					
CERP-3	3	12	12	12	12
REF	3	3	3	3	3
NOVP					
NCPR	--	--	--**	1**	1**
NARD	--	--*	1**	1**	1**
NARD.1	--	--	--	1	1
NARD.2	--	--	--	1	1
NISI	--	--*	1**	1**	1**
NISI.1	--	--	--	1	1
NISI.2	--	--	--	1	1
SOVP					
SCPR	--	--*	--**	1**	1**
SARD	--	--*	1**	1**	1**
SARD.1	--	--	--	1	1
SARD. 2	--	--	--	1	1
SISI	--	--*	1**	1**	1**
SISI.1	--	--	--	1	1
SISI.2	--	--	--	1	1
CEPR-3/REF Totals	6	15	15	15	15
Operations Totals	0	0	4	14	14
Grand Total	6	15	19	29	29

*Training programme begins

**Training programme continues

**Fig.2 Environmental Staffing Projection
1992-1996**
Scenario I. High-Level Option



KeyChart 2000

SCEN1BAR

5.8 Scenario II, the mid-level option, has been subdivided into two variants, one, a mid-level high option (a) and the other, a mid-level low option (b). The former option would strengthen capabilities of operating departments and divisions by adding an environmental generalist to each by 1996, while the mid-level low option (Scenario IIb) would strengthen only the four departments (NARD, NISI, SARD, SISI) by adding one environmental generalist. No environmentalists would be added to the divisions (NARD 1 and 2, NISI 1 and 2, SARD 1 and 2, SISI 1 and 2) until 1995. To offset loss of capability at the division level under IIb, an environmental generalist would be added to each Country Programmes Departments (NCPR and SCPR). This option is proposed to provide the country departments with staff to assist the programme at the earliest stages of the development cycle by promoting environmentally beneficial programmes and projects before actual project design begins.

5.9 Scenarios II, a and b, anticipate initial limitations in a full response to achieving environmental objectives. The generalists would work with specialists in the divisions, giving advice on project development and taking a major share of responsibility in working with CEPR-3 to review project briefs and in following EIA procedures as necessary. Four CEPR-3 staff would be transferred or on loan to operating departments by 1994, assuming that staff work loads in CEPR-3 will have decreased as a result of completing some policy papers and/or special studies. By 1996, under IIa, staff would be added to each operating department and division for a staff complement of 12 in operating programmes and 11 in CEPR-3/REF. The training programme would be initiated in 1993 as an experimental effort. There would be no country programme department staff person assigned to those departments under option IIa.

Table 6
Projected Staffing Requirements by Level of ADB-
Environmentally-Related Policies and Programmes

Scenario IIa
Mid-Level High Option Projection

Environmentally-related office	YEAR				
	1992	1993	1994	1995	1996
COVP					
CERP-3	3	12	8	8	8
REF	3	3	3	3	3
NOVP					
NCPR		--	--	--	--
NARD	--	--*	1**	1**	1**
NARD.1	--	--	--	1	1
NARD.2	--	--	--	1	1
NISI	--	--*	1**	1**	1**
NISI.1	--	--		1	1
NISI.2	--	--		1	1
SOVP					
SCPR	--	--	--	--	--
SARD	--	--*	1**	1**	1**
SARD.1	--	--	--	1**	1**
SARD.2	--	--	--	1	1
SISI	--	--*	1**	1**	1**
SISI.1	--	--	--	1	1
SISI.2	--	--	--	1	1
Totals					
CEPR-3/REF Totals	6	15	11	11	11
Operations Totals	0	0	4	12	12
Grand Total	6	15	15	23	23

*Training programme begins

**Training programme continues

**Fig.3 Environmental Staffing Projection
1992-1996**
Scenario IIa, Mid-Level High Option

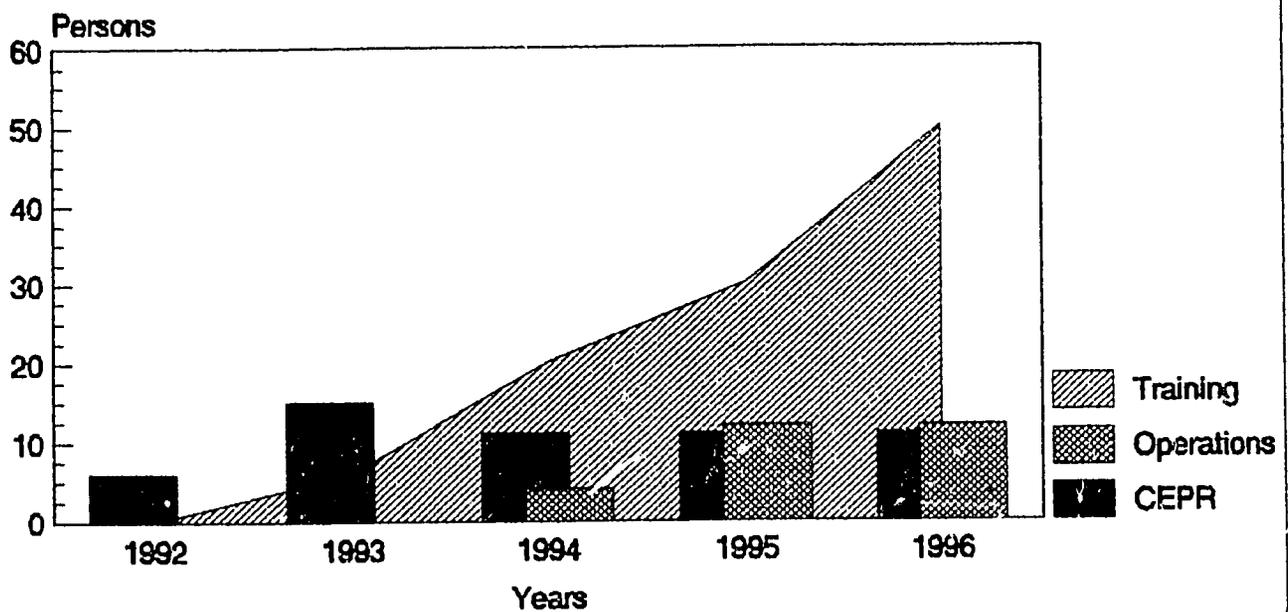


Table 7
Projected Staffing Requirements by Level of ADB
Environmentally-Related Policies and Programmes

Scenario IIb
 Mid-Level Low Option Projection

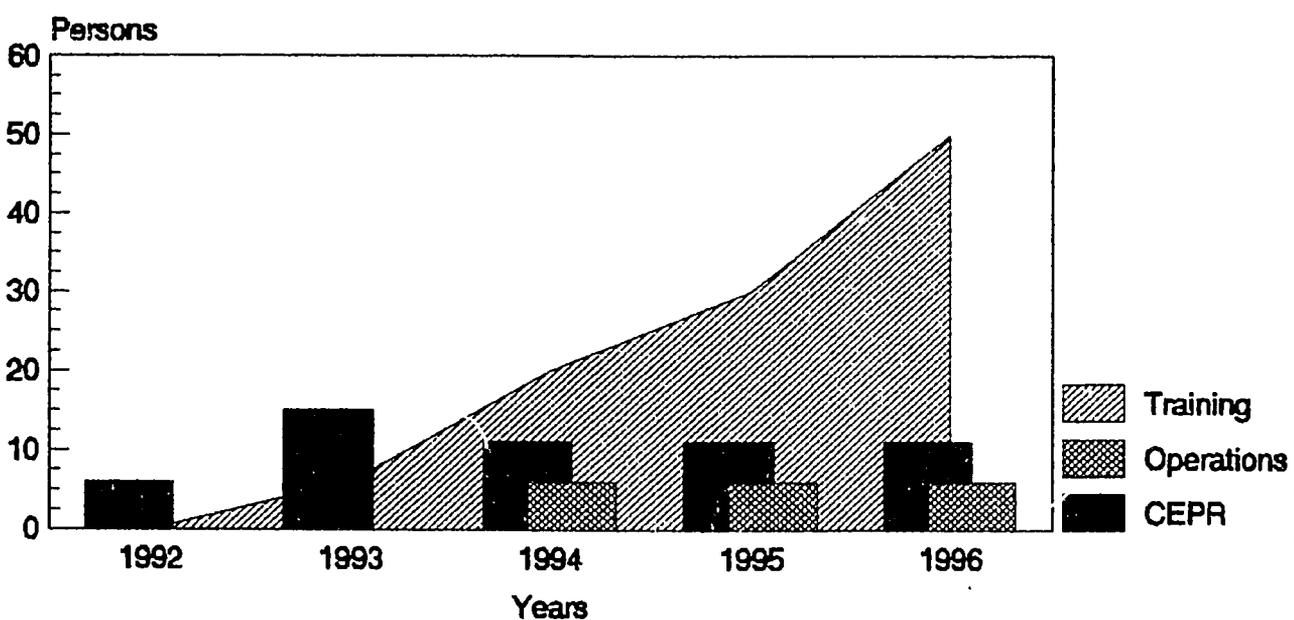
Environmentally-related office	YEAR				
	1992	1993	1994	1995	1996
COVP					
CEPR-3	3	12	8	8	8
REF	3	3	3	3	3
NOVP					
NCPR		--	1**	1**	1**
NARD	--	--*	1**	1**	1**
NARD.1	--	--	--	--	--
NARD.2	--	--	--	--	--
NISI	--	--*	1**	1**	1**
NISI.1	--	--	--	--	--
NISI.2	--	--	--	--	--
SOVP					
SCPR	--	--	1**	1**	1**
SARD	--	--*	1**	1**	1**
SARD.1	--	--	--	--	--
SARD.2	--	--	--	--	--
SISI	--	--*	1**	1**	1**
SISI.1	--	--	--	--	--
SISI.2	--	--	--	--	--
Totals					
CEPR-3/REF Totals	6	15	11	11	11
Operations Totals	0	0	6	6	6
Grand Total	6	15	17	17	17

*Training programme begins

**Training programme continues

Fig.4 Environmental Staffing Projection 1992-1996

Scenario IIb, Mid-Level Low Option



KeyChart 2000

SCENBARA

5.10 Scenario III, the low option, would cover minimum programming, reducing CEPR-3 to a core staff of six responsible largely for broad policy and programme matters, assuming that by 1996 operations departments are strong enough to handle IEEs and EIAs and advising RMCs. Only operating departments would be assigned an environmental generalist, who would serve in an across-the-board manner, drawing on consultants for assistance in specific areas. The training programme would continue and expand by 1996 to include about 50 persons per year and help the environmental generalists offset work loads of the operating departments.

Table 8
Projected Staffing Requirements by Level of ADB
Environmentally-Related Policies and Programmes

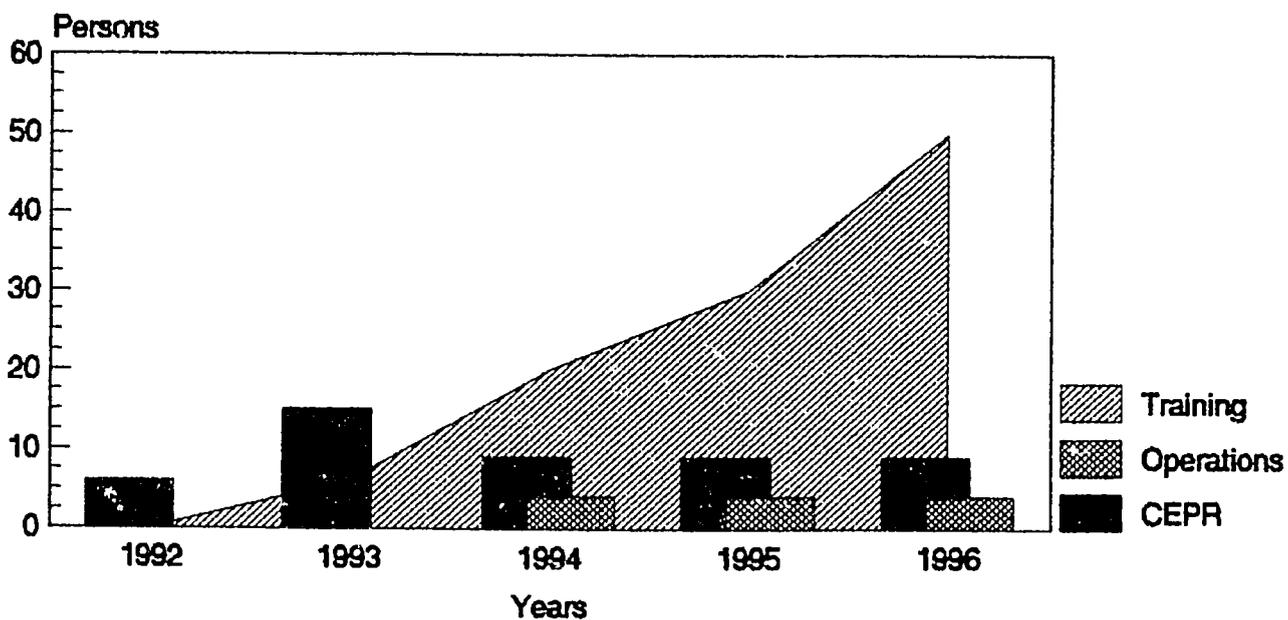
Scenario III.
Low-Level Projection

Environmentally-related office	YEAR				
	1992	1993	1994	1995	1996
COVP					
CERP-3	3	12	6	6	6
REF	3	3	3	3	3
NOVP					
NCPR	--	--	--	--	--
NARD	--	--**	1**	1**	1**
NARD.1	--	--	--	--	--
NARD.2	--	--	--	--	--
NISI	--	--**	1**	1**	1**
NISI.1	--	--	--	--	--
NISI.2	--	--	--	--	--
SOVP	--	--	--	--	--
SCPR	--	--	--	--	--
SARD	--	--**	1**	1**	1**
SARD.1	--	--	--	--	--
SARD.2	--	--	--	--	--
SISI	--	--	1**	1**	1**
SISI.1	--	--	--	--	--
SISI.2	--	--	--	--	--
CEPR-3/REF Totals	6	15	9	9	9
Operations Totals	0	0	4	4	4
Grand Total	6	15	13	13	13

*Training programme begins

**Training programme continues

**Fig.5 Environmental Staffing Projection
1992-1996**
Scenario III, Low-Level Option



KeyChart 2000

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Table 9
Summary Table of Scenario Staff

	1992	1993	1994	1995	1996
Scenario					
I	6	15	19	29	29
IIa	6	15	15	23	23
IIb	6	15	17	17	17
III	6	15	13	13	13

5.11 Table 9 is a statistical response to key provisions of the TOR. Any scenario selected could advance the environmental programme of ADB. Each projection, however, needs to be weighed against corresponding assumptions. There are many opportunities to manipulate the scenarios; scenarios could be changed to incorporate different viewpoints. For example, Scenario II could include operation levels from Scenario I, or CEPR levels of I could be in II, or III, and so on. The scenarios are, however, useful models for directing attention to environmental programme objectives.

In order to carry out any of the scenarios and expect to achieve all, many or some environmental objectives established by the policy papers, by the President of the Bank, by outside influence and/or to respond to serious environmental problems in Africa, tough decisions and imaginative and innovative support from top management are required. Support for an environmental programme and for the scenarios will require attention to the following issues.

1. Increase Operational Staff for Environmental Activities

5.12 Staff increases are essential to maintain and improve programme performance and should include adding at least one environmental generalist per operating department over the next three years. Those departments handling most Category I projects and those projects with the greatest complexity would be allocated the generalists beginning in 1994.

5.13 At present environmental activities of operating programmes are limited by the number of persons with environmental training and/or experience but who can draw on CEPR-3 to assist them in fulfilling impact assessment requirements. Operating department interviews indicated that up to 25 percent of project officer time is now devoted to environmentally-related work, diverting them from their project development responsibilities. Departments argued that at least one environmental generalist is required on their staff to provide professional advice and to reduce the work loads of technical staff now engaged in IEE and EIA processes.

5.14 An accurate determination of staff required depends on a range of variables such as the rigor with which the Bank wishes to enforce its environmental policies, complexity of projects

and corresponding time required to assess them, improvements in administrative and management efficiency of internal operations, lending programme projections and types of projects prepared by RMCs, staff available now and their capabilities and the aforementioned quality of project data. Because work loads are variable from project to project and department to department, under or over estimating personnel requirements is likely and therefore flexibility in allocating numbers and types of positions is essential. Hence, use of environmental generalists would allow for that flexibility; staffing departments with environmental specialists on the other hand could result in under employment when specialist skills are not required. The level of environmental activity engaged in by project development staff in the Bank, up to and including preparation of EIA TORs, is a non-specialized level of work. Since EIAs are generally conducted by consulting firms, the firms are themselves responsible for obtaining specialized services. An expediency of proposing one person per department was therefore adopted.

2. Distinguish Responsibilities in Environmental Programme

5.15 ADB's response to environmental concerns was initially one of establishing a foundation on which subsequent efforts could be built. The policy paper and adoption of environmental impact assessment procedures to implement that policy established that foundation, from which emerged the programme that has been incorporated into ADB's existing structure and operating procedures.

5.16 There is now a group in CEPR identified with carrying out certain environmental responsibilities while it promotes, assists, advises and guides operating groups in the Bank to carry out theirs. As the environmental programme evolved, new requirements were encountered and, under the expanding programme, distinctions between responsibilities of one group and another tended to blur. Since the subject of environment itself cuts across sectoral lines, some ambiguity over "who is responsible for what" was inevitable.

5.17 Before more progress is made, clear definitions are needed between the policy group and the operational group, especially since some policy work has been completed, or is on the way to completion, new demands are being put on the policy group, and operations are gradually moving towards assuming more responsibilities. The time is ripe therefore to clarify responsibilities and sharpen distinctions among and between participants in the programme.

3. Staff Reallocation

5.18 Some work on policy papers, guidelines or special studies will be completed within the year by CEPR staff. If operating departments were to become fully responsible for the environmental impact review process, then some policy staff could be transferred to operating departments and provide them with full-time assistance. CEPR core staff could then focus on policy formulation, forward planning, programme development, coordination, programme monitoring, international programmes and overall approval of operating department recommendations. Some policy staff members indicated that up to 80 percent of their time is now devoted to the impact review process, thus limiting work on broader, capacity building activities such as those identified in Chapter IV.

5.19 Staffing projections in Scenario II and III depend on increasing the strength of operating departments. Some of that staff increase was assumed to come through outside recruitment

and some by transferring personnel from CEPR-3 to operating departments. Transferred personnel, experienced in IEE/EIA processes who have a specialized sectoral knowledge, would be potential candidates for transfer to appropriate positions in operating departments.

5.20 Transfer of these persons may again strain the CEPR-3 work load at the same time that they strengthen capabilities of operational programmes. The impact of transfer would depend on many variables, but depending on the Bank's pursuit of its environmental objectives, may be an important component to implementing either Scenario I or III. The Scenario tables indicate when these transfers might occur but do not indicate the impact of those transfers.

4. Develop Short Course Training Programme

5.21 An increased number of professional, but general level environmentalists may help overcome some staffing and work load constraints in implementing the Bank's programme. Another approach is to train existing professional staff in appropriate aspects of environmental management. Environmental training programmes could actually reduce demands for new staff and promote integration of environmental concerns into development programmes when adapted to specific skill requirements of operating staff and to the state of their environmental knowledge and work schedules.

5.22 Under direction of AHRM, training courses for in-house staff of operating departments who have no previous training in environment should be developed to provide basic principles of environmental management, problem-solving skills and environmental impact assessment procedures. Courses should be limited to 10 persons for one week, be held at the Yamoussoukro Training Centre and built on case examples, informal discussion and simulation techniques and employ, when possible, specially designed self-teaching, video cassette techniques. Courses should be conducted by trained Bank staff following a "training of trainers" course. Support for such a training programme should be sought from bilateral agencies (USAID, GTZ, ODA) experienced in this field; the programme should be in the two languages; and courses repeated periodically.

5. Improve Management Information System

5.23 An adequate data base, drawing on sources of information in RMCs, is essential if quality documents are to be produced with minimum delays. Similarly, improvements are required in information processing techniques, collection and dissemination of data and in processing of documents. Several programmes are planned or underway to prepare country profiles and to improve in-house capability to obtain access to data, especially by more wide-spread use of desk top computers and their accessibility to staff.

5.24 Steps are being taken in cooperation with ACOS to computerize data bases and to improve communication, but programmes and hardware need to be more widely distributed and used. Attention also needs to be directed towards streamlining administrative and management practices, avoiding as much as possible crash requests, through forward planning and relaxed and flexible requirements in responding to document or information requests.

VI. RECOMMENDATIONS

6.1 The report has repeatedly referred to assessing human resource requirements within a broad context of lending programmes, limited resources, New Dimensions, responses to external initiatives, the worsening environmental situation in Africa and the environmental role of the Bank as seen by the Bank President, in-house staff, RMCs, bilateral and multilateral agencies and by NGOs.

6.2 Staff required to do all that is necessary may not be possible immediately or even in the very near future. Nevertheless, a start has been made and the programme can only move forward from where it began. Scenarios were prepared as options for a human resource development plan. Certain issues must be resolved in order to support any of the options that were identified and described in the text. Implementation of any of the Scenarios, or combinations of them, needs to consider the following.

1. Define the Environmental Role of CEPR-3

6.3 CEPR-3 should focus as quickly as possible on the key functions of policy formulation, guidelines and oversight of environmental activities in the Bank; it should continue to expand its leadership role and participation in broad national, regional and global issues by working with RMCs, RDBs, bilateral and multilateral agency programmes that are concerned with environmental issues that affect Africa.

2. Expand and Strengthen Operating Departments Responsibility

6.4 As quickly as possible, operating departments should be directed to assume major responsibility for carrying out the IEE and EIA process adopted by the Bank as their capacity to do so is strengthened through acquisition of environmental generalists and by training of in-house professional staff in environmental principles and basic skills in environmental analysis and problem solving.

3. Increase Authority and Capability

6.5 CEPR and operating departments should have their authority and capability increased and their roles in environmental activities strengthened by top management through appropriate revision of instructions and directives.

6.6 Decisions to implement any or all of the scenarios will require commitments of resources extending beyond allocations in the current operational programme and administrative budgets; implementing directives and decisions on internal restructuring will be required from top-level management. If ADB wishes to pursue and carry out policies and programmes that have already been established by policies and directives and are now underway, even in the early stages of institutionalization, then the study has identified some of the key options and issues requiring attention.

ANNEX 1. TERMS OF REFERENCE

ARTICLE I - TITLE

African Development Bank Project (Project No. 624-0434)

ARTICLE II - OBJECTIVE

The ADB has recognized the emphasis placed on environmental concerns by regional and non-regional member countries. In effect, it has been realized that the availability of staff with suitable environmental training and experience is a precondition for the systematic introduction of environment considerations into ADB operations. In 1991 Bank management evaluated the initial human resource needs to execute the 1991 Program and proposed an increase of 3 staff years for the environment activities. Management intended to supplement the in-house resources with consultants and contractual staff when necessary. However, management also recognized that the present staffing resources may not be optimal in light of the longer term environmental programs that would be undertaken by the Bank.

Objectives

Bank management is cognizant of the fact that specialized human resources are required for environmental activities and may be difficult to find. In addition, management wants to ensure that the staff with the right mix of skills are recruited at the appropriate time to support its environmental programme. Bank management wishes therefore to engage the services of a qualified consultant to assist the Bank's Human Resource Management Department (AHRM) and Central Projects Department (CEPR) in preparation of a multi-year staffing plan for environmental activities, a plan that would be consistent with projected operations as well as human resources development.

ARTICLE III - STATEMENT OF WORK

The consultant will be required to undertake specific actions related to the development of a multi-year plan for staffing for the environmental programme. The consultant is expected to review the present set-up of the Bank and develop a medium term staffing plan, with appropriate analysis, that will help the Bank to address the issues of environment in its operational program. The specific duties will include but not be limited to:

- i. review the Bank Group's five year operational programme and the ADF lending policy;
- ii. review the Bank's environmental policy paper and plans related to its environmental activities to determine the major activities to be undertaken and their timing in accordance with the Bank's Lending Programme;
- iii. review the existing (i.e. as of September 1, 1992) organization and staffing for environmental activities;

- iv. Identify the types of positions needed and the related skills and qualifications. The consultant will specify the educational and experience profile for each position;
- v. determine the number of positions needed by position type;
- vi. develop a phased staffing plan showing by position when the staff member should be in place;
- vii. refer, in preparing the staffing plan, to the types of projects funded by the Bank in the past and those in the three year lending programme as well as existing operational policy statements and operation guidelines;
- viii. define recruitment strategies for environmental positions.

IV. Project Management

The Director, AHRM, will be the Bank's Project Manager. As such, the Director AHRM will be responsible for ensuring that the consultant is provided with the necessary documents and information, providing logistical and administrative support for the consultant and ensuring that the terms and conditions of the contract are met satisfactorily. The Director AHRM will collaborate directly with the Director CEPR, and other Directors required (i.e. Operations, Research and Training).

V. Qualifications of the Consultant

The consultant(s) should have the following qualifications and experience:

- i. advanced degree in environmental sciences or related field;
- ii. significant experience in environmental issues facing developing countries, preferably in Africa;
- iii. significant experience in environmental policies and procedures, particularly the conduct of environmental impact assessments and the development of sectoral environmental guidelines;
- iv. capability to critically examine the skills and experience of candidates for environmental positions;
- v. capability to prepare practical and implementable plans related to environmental activities and assess their human resource needs;
- vi. capability to develop a human resources development plan.

ANNEX 2. DOCUMENTS CONSULTED

1. ADB/ADF, Environmental Policy Paper, July 1991, 56 pages
2. ADB/ADF, Environmental Assessment Guidelines, May 1992, 56 pages with 2 annexes
3. Environment and Social Policy Division, Central Projects Department, The African Development Bank and the Environment, Abidjan, December 1992, brochure
4. ADB/ADF/NTF, The ADB Group in Brief, 12 page brochure
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7. Environment and Social Policy Division, Eco-Afrique Newsletter, December 1992, Vol 1, No. 2
8. Knut Opsal, Environment and Social Policy Division, Central Projects Department, The African Development Bank and the Environment: Recent Development and Future Perspectives, undated, 7 pages
9. African Development Bank, African Development Fund Policy Paper on Population and Strategies for Implementation, October 1992, 29 pages plus annexes
10. Joel A. Barker, Future Edge, Discovering the New Paradigms of Success, William Morrow and Co., Inc. New York, 1992
11. ADF, ADF-VI Lending Policy, adopted 28 October 1991, and Guidelines and Procedures for Utilization of the Technical Assistance Fund
12. H. Meliane, Secretary General, The 1993-95 Indicative Lending Programme (ADB\BD\WP\92\146), dated 25 November 1992
13. ADB\ADF, Policy Paper on Population and Strategies for Implementation, October 1992
14. A.B. Beye, Secretary General, Transport Policy Paper, 9 October 1991
15. ADB/ADF, Health Sector Policy Paper, January 1987, 27 pages and annexes
16. ADB/HRD, Agricultural Policy Paper, 96 pages
17. ADB/AFD, Water Supply and Sanitation Sector Policy, March 1991, 48 pages
18. ADB/ADF, A Framework for Public Utility Tariff Policy, March 1985, 20 pages

19. ADB/ADF, Industrial Sector Policy Guidelines, 40 pages
20. A.B. Beye, Secretary General, The African Development Bank Group in the 1990's: Operational Programme for the Period 1992-96, and Beyond (ADB/BD/WP/91/182--ADF/BD/WP/91/197)
21. Babacar NDiaye, President, Draft 1993 Operational Programmes and Administrative and Capital Expenditure Budgets (1 January 31-December 1993), ADB/BD/WP/92/104/Add.1, ADF/BD/WP/92/117.Add.1
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23. ADB/ADF, Procedures, Mechanisms and Guidelines for Cooperation Between the African Development Bank and Non-Governmental Organisations in Africa, Adopted November 1991
24. ADB/ADF, Directory of Non-Governmental Organisations in Africa, First Edition
25. Aminata D. Traore, Environnement et Developpement, Rapport du Seminaire BAD/ONG sur le suivi de la CNUED, Abidjan, 8-9 decembre 1992
26. ADB/ADF, Policy Paper on the Promotion of Cooperation Between the African Development Bank and Non-Governmental Organisations in Africa
27. Speech of President Babacar NDIAYE, President of the Bank Group, before the UNCED Summit Conference, June 1992
28. Speech of President Babacar NDIAYE, before the Annual Symposium, Population Conference, 1992

ANNEX 3. PERSONS CONSULTED

1. E.T.K. Lwanga, Chef, Division Planification and Recrutement
2. G.R. Nanthambwe, Division Chief, Agricultural Development, Policy Division, Central Projects Department
3. Knut Opsal, Environmentalist, Central Projects Department
4. Arne Malme, Environmentalist, Central Projects Department
5. Charles Lufumpa, Economist/Statistician, Central Projects Department
6. Eugene H. Shannon, Geologist/Environmentalist, Central Projects Department
7. T. Fadayomi, Senior Demographer, Environment and Social Policy Division, Central Projects Department
8. Oumar Aw, Forestry Officer, Central Projects Department
9. Abdoulaye Sawadogo, Coordinator, EDDIA
10. Vivianus S. Ngong, Project Associate, Central Projects Department
11. Bernard Kouassi, Specialist in Programme Management, REDSO/USAID/WCA
12. Jennifer Notkin, Project Development Officer, USAID/REDSO/WCA
13. Idrissa Samba, Environmental Adviser, USAID/REDSO/WCA
14. Robert Hanchett, Environmental Officer, USAID/REDSO/WCA
15. A.J.Mohamed, Deputy Director, Agriculture and Rural Development Dept. North Region
16. Shashi Desai, Chief Public Utilities Division (SISI)
17. Dinesh C. Purohit, Power Engineer, (SISI)
18. Diakite Sekouna, Principal Water Engineer, Project Officer (SISI)
19. Douglas A. Barnett, Senior Loan Program Coordinator, Central Projects Department
20. Terry Jon Farnham, Principal Classification Officer, Human Resources Management Department
21. Suleiman Y. Elmi, Expert en Ressources Humaines, AHRM

22. Stephen Owusu, Division Chief, Economic Analysis and Projections Division, Development Research and Policy Department
23. Chuku-Dinka Spencer, Chief of Agriculture Division, Southern Region
24. E. Chukwuma Anusionwu, Senior Economist, Country Programmes Department
25. David Bloomgarden, Advisor to the U.S. Executive Director, African Development Bank
26. Gabriel M.B. Kariisa, Director, Department Central Des Projects
27. Ingvar Westergren, Forester, NARD
28. Gennet Yirga, Division Chief, NISI, Public Utilities
29. B. Fikru, Senior Power Engineer, NISI 2
30. Matodo, Electrical Engineer, NISI 2
31. Hospice H.D. Alves, Principal Sanitary Engineer, NISI
32. Ebou M. Tall, Senior Cooperation Officer, NGO Coordinator, Cooperation Department
33. Karin Refsnes, Head of Section, Det Norske Veritas, Oslo, Norway
34. A.M. Satti, Associate of African Universities, Accra, Ghana
35. T. Kebede, Deputy Director, Country Programmes Department, South Region
36. C.T. Sarr, Director, AHRM
37. Laul A. Deng, Division Chief, CEPR
38. Roland E. Obugu, Senior Training Officer
39. Benhamin N. Kamugasha, Environmental Lawyer, CEPR-3

ANNEX 4. PROJECT BRIEF

0. PIPELINE CODE
1. COUNTRY
2. NAME OF PROJECT/LOCATION
3. LENDING INSTRUMENT
4. SECTOR
5. DURATION OF PROJECT
6. ESTIMATED COST
7. PROPOSED FINANCING
ADF/TAF Grant
8. PROJECT PROCESSING SCHEDULE
9. CURRENT STATUS
10. APPRAISAL AND PRESENTATION TO THE BOARD
11. PROJECT BACKGROUND
12. PROJECT RATIONALE
13. PROJECT OBJECTIVES
14. PROJECT DESCRIPTION
15. PROJECT BENEFITS
16. IMPLEMENTATION RESPONSIBILITIES
17. TECHNICAL ASSISTANCE REQUIREMENTS
18. ISSUES AND PROPOSED ACTIONS
19. RISKS

ANNEX 5. NOTES ON REALLOCATION OF RESPONSIBILITIES

As the ADB environmental programme becomes more thoroughly institutionalized into the organisation, and policies and procedures are refined and rigorously applied to deal with severe and complex problems and operating departments are more experienced in environmental activities, reallocation of responsibility between policy and operations should evolve, with the policy division decreasing its operational inputs and operating units increasing theirs. A logical prescription then would be that some activities of CEPR-3 would be phased out, some staff shifted to operations, and a core group carries out new and refined responsibilities while operations assumes greater responsibilities in implementation of IEE/EIA policies and procedures.

An evolution of this type would lead to redefinition of the terms of reference of these groups, possibly along the lines identified below.

The Central Projects Department (CEPR)

(1) has overall responsibility for developing and constantly reviewing the guidelines, policies and procedures relating to environmental protection and Bank-financed projects and programmes and maintains a continuous policy dialogue on environmental issues with Regional Member Countries.

(2) participates in joint meetings with the relevant Operations Departments and approves or disapproves results of the Initial Environmental Examination.

(3) approves the Terms of Reference prepared by the Operations Departments for EIA studies.

(4) reviews and approves EIA studies, including their summaries, after completion to ensure their adequacy before the summaries are submitted to the Secretary General for circulation to the Board of Directors.

The Operations Departments (Country Programmes and Projects Departments)

(1) Are responsible for project briefs that justify environmental categorization and reasons therefor.

(2) Submit certified briefs to CEPR for final clearance of environmental categorization.

(3) Certify that environmental considerations have been accounted for in the preparation of projects.

(4) Prepare the Terms of Reference for EIA studies.

(5) Indicate to the relevant Vice President of Operations the funding needs of EIA studies.

(6) Obtain approval from CEPR of consultants for EIA studies.

(7) Supervise preparation of EIA studies and submit summaries to the Secretary General for circulation to the Board of Directors.

(8) Monitor and report on the effectiveness of mitigating measures undertaken to protect the environment.

Additional and specific responsibilities of CEPR-3 might include the following.

(1) Complete, refine, update policy papers.

(2) Prepare sectoral guidelines, complete, refine and update.

(2) Promote, organize, coordinate special studies.

(4) Oversee and monitor application of policies and procedures of operating departments.

(5) Assist in development of training programmes.

(6) Develop and oversee institutionalization of environmental analysis and design programmes in RMCs.

ANNEX 6. An Approach to Develop an Environmental Training Programme

Introduction

Sufficient numbers of persons with capabilities to carry out responsibilities required by an environmental programme are the keys to implementation. Appraisals of human resources required for environmental activities in ADB revealed a severe shortage of operational personnel with skills specifically suited to management requirements of an environment programme.

Skill shortages in environmental impact assessment are readily understandable, considering the absence of a market for such skills until the relatively recent emergence of concerns about environment. The challenge now is how to respond to skill requirements as the programme moves forward in ADB. Specific responsibilities of operating departments and divisions were identified in the text. Skilled manpower to enable environmental programmes to function effectively is implicit in every aspect of programme operations and in every stage of the project cycle.

This annex lays out requirements of a training programme, it deviates from conventional approaches to training that commonly submit trainees to a series of stylized, frequently academic courses which are intended to be universally applicable but are not specifically related to on-the-job problems tied to the peculiar responsibilities confronting the trainee. Since needs are urgent in the environment programme and the pace of activity is accelerating, moving quickly in a training and problem-solving programme must proceed concurrently. One method for doing this is through simulation exercises that put working staff into situations as close as possible to reality, using information drawn from actual situations to solve problems confronting IEE and EIA reviewers. Examples of on-the-job problem-solving oriented simulation exercises are contained in Annex 7.

Design of a Training Programme

In designing a programme to fill environmental requirements, the following assumptions were made.

1. Environment impact assessment has relatively recently emerged in ADB as part of its lending programme, particularly since the appearance of the sustainable development concept which is favorably endorsed by the Bank.
2. Assessment thus has emerged as an important tool for environmental management and is not inconsistent with economic development.
3. Formal training institutions are generally slow to respond to requirements for personnel in new and/or intersectoral subject areas.
4. Capability already exists and/or is able to be developed in ADB to conduct training programmes, but the types of programmes required do not exist.

5. In-house training built around actual work situations is a practical and acceptable method for training or retraining staff in the requirements of environmental impact assessment.

Merely to point out that sufficient numbers of adequately trained personnel do not exist or that a full scale training programme should be launched immediately does an injustice to an appreciation of the changes in thinking in environmental management to the many and interrelated components of the subject. Not only is an appreciation required of the enormity of the training task, but also of the difficulty of designing a strategy when much uncertainty exists regarding future pollution control programmes, types of skills required for them, the numbers of persons to be trained or retrained, the variety of skills to be learned and the limited number of trainers and financial support available.

Existing Situation

Activities essential for conducting an environmental impact assessment programme are relatively new to the Bank. Included in such a programme would be activities in programme planning and development functions of design, problem-solving, coordination, interdepartmental cooperation, data processing and problem-referral when complex projects are evaluated that go beyond skills of the IEE and EIA reviewer. etc. These activities are supported by operational functions or technical abilities in areas of project design, operation and maintenance, data collection and processing and analysis, and report writing, etc. Many of these tasks are now conducted through frequent consultation with policy staff, working together on informal committees.

Since training programmes have not been developed to provide capabilities required to fill the first series of activities listed above, the first step in preparing a strategy is to establish initiatives for an appropriate schedule.

Inadequacies and/or gaps in training in environmental assessment in this formative stage of ADB's programme present an unusual opportunity for careful planning and innovation. The current situation provides an opportunity to assess needs that are precisely tailored to assessment requirements and may be adjusted as needs change. Stylized, fixed sets of courses which may expand knowledge, but do not necessarily respond to ADB's immediate and urgent needs would be inappropriate to continuously changing needs and thus should be avoided. Rather than dwell on surveys of existing inadequacies, a more positive and useful approach would be to examine what is needed as reflected in the results of surveys and recommended in Chapter V.

Training Programme Requirements

The intersectoral nature of environmental activities is reflected in ADB's approach to the IEE and EIA categorization process by policy and operational levels. Thus a desirable training programme is one designed to satisfy skills required by the respective reviewers rather than one that provides the same training course for all staff. The expected result would be an improvement in usefulness of training of those closest to the problem or work situation.

The nature of training programmes at the operational level will be influenced by responsibilities allocated to them. These responsibilities would include initial preparation of project briefs and analysis of project environmental impact.

A training programme serving needs of operating departments and divisions may be designed by undertaking the following steps.

1. Identify IEE and EIA Related Staff

Directors of AHRM and CEPR identify persons who are closest to the categorization process.

2. Conduct Situation Assessment

Individuals identified are requested to attend a meeting for the purpose of discussing establishment of an on-going ad hoc, flexible, in-house programme-oriented training programme. Obstacles for conducting such a programme (no time, preoccupation with other responsibilities, no priority, no incentive, no previous experience, etc.) and opportunities (possible promotion, prestige, greater efficiency, new horizons, etc.) would be identified.

3. Establish Training Task Force

A training task force is established from this group and requested to prepare terms of reference for a training programme. AHRM/CEPR staff identify skills required to carry out respective steps in IEE and EIA process.

4. AHRM Initiates Action to Design Training Courses

AHRM reviews task force report; assuming task force proposes a training plan, AHRM takes necessary steps to initiate it, including hiring individuals to design course and serve as facilitator if necessary. Facilitator should be drawn from task force membership. Selection of facilitator would depend on willingness of their department to permit them to participate in the course. Expression of support by the appropriate vice president would encourage participation. Technical knowledge is secondary in importance to abilities of a facilitator to stimulate group intervention in working toward solutions to particular problems. Emphasis on the problem-solving method should include use of simulation or role playing exercises.

5. Substance of a Practical In-house Training Programme

This programme would be aimed at operational staff who are engaged in preparing assessments.

Training Level

A planning, prioritizing, design and coordination of activities to develop the course should occur in 1993. As the environmental programme becomes institutionalized in ADB, the level of assessment effort should increase, especially if operating departments are assigned more responsibility. Courses should be built on actual development projects carrying out the environmental programme.

The following steps may be undertaken to design the programme for problem-solving purposes and to identify persons as facilitator.

1. Planning Meeting

AHRM requests operating departments to invite representatives to attend a pre-planning meeting to identify specific environmental review activities which they now are undertaking.

2. Identify Training Problems Peculiar to ADB

At the meeting, aided by a trained facilitator, lists are reviewed and subject areas identified that are of special concern to operating department staff, such as how to actually use environmental guidelines.

3. Prepare Training Priority Schedules

Assess priorities and resources required, and adapt schedules and locations for ad hoc short courses.

4. Feedback

Facilitator report to AHRM; subject areas identified for which training is urgently needed, such as guideline interpretation, how to use guidelines, applying basic environmental principles and identification of key issues in preparing project briefs; means to assure reliability of data and identification of supporting information sources.

5. Prepare Training Work Plan

AHRM staff, aided by CERP-3, work with departmental offices to draw up a training work plan, resource requirements, schedule, courses, budget, etc. to provide the training Centre with information to set up the course.

6. Training Programme Design

AHRM commissions course preparation and seeks external support from bilateral agencies experienced in the subject and which support development of instructional guidelines as a basic framework for ad hoc training courses.

Training programmes should be specifically oriented to enable operating staff to carry out responsibilities to cope with urgent but diverse training needs. Programmes not specifically cognizant of special problems and situations relative to Bank lending will waste time in responding to current and future requirements.

ANNEX 7. Simulation Exercises and the Role of the Facilitator

Purpose

Simulation exercises are staged replications of work experiences used as learning devices to enable participants in an exercise to acquire abilities needed in similar real life situations. Using standardized activities that are based on actual examples or closely approximated work experience, participants may objectively analyze their own performance and that of others in problem-solving and decision making situations that may be encountered when on the job.

Participants in simulation exercises are usually assigned different roles to play from those they hold on the job; participants are requested to relate to a specific topic explained to them orally in advance of the exercise by a "facilitator" or in written situation statements, such as "in-box exercises." Instructions may differ from participant to participant but all are designed to require some action leading to a decision and further action and/or decision. Actions are generally timed to enhance the feeling of a real life dilemma and to train people to think and act quickly and rationally in the absence of adequate information.

The Role of the Facilitator

A proper facilitator in simulation exercises is passive in terms of avoiding personal involvement in the exercise discussions or actions, but rather encourages participants to make decisions and/or suggests new avenues to pursue if the exercise goes astray and actions or decisions are not taken. The facilitator may explain the exercise, make assignments and maintain schedules, but does not enter into discussions or influence the outcome in any way.

At various points during the exercise, a facilitator may summarize actions to that point of the exercise and clarify any confusion that might occur during the exercise. The facilitator may also assist participants to arrive at decisions or conclusions by recording on a blackboard or flip charts the respective points made or actions taken by participants or groups of participants. The facilitator may ask questions to clarify points or actions, but never gives any answers except on matters of procedure.

The two simulation exercises that follow were prepared to train in-house staff in cooperative design of a programme and problem-specific training course. Exercise one is oriented toward operating department staff engaged in ADB EIA project analysis and concentrates on training in the categorization process.

Example 2 is oriented toward staff who are to design in-house training programmes for analysis of problems they themselves identify.

Simulation Exercise 1

Preparation of a Project Analysis

Purpose

This exercise is to introduce staff engaged in project reviews to learn how to work together to prepare a team report.

Prerequisites

1. A group of up to 10 people from NARD, SARD, NISI and SISI experienced in some aspect of project identification and review is required.
2. A facilitator trained in group dynamics or simulation exercises.
3. A resource person or "consultant" who has a broad knowledge of planning, development or resources management or EIA. Consultants who have prepared EIA reports for ADB would be useful participants.

Materials Required

1. Meeting room or rooms to enable three groups of three to five persons to work apart from each other. Separate rooms are preferred.
2. Flip charts with large pieces of paper or large pieces of blank paper that can be attached to walls, for each group.
3. Marker pens for flip charts, sticking tape for blank paper, marker pens, each group.
4. Tables to spread papers, chairs, all groups.
5. Blackboard, flip chart, large sheets of paper for the facilitator.

ACTION	PERSONNEL*	TIME (MINUTES)
1. Facilitator gives background to exercise (review project)	F	30
a. Sources, seriousness of environmental problem;		
b. Need to work together to pool limited resources;		
c. Need to allocate responsibilities, identify		

resources and key problems, identify solutions to problems; prepare strategy and schedule.

- | | | | |
|--------------|---|--------|----|
| 2. | Participants identify themselves, their agency, position, responsibility. | P | 30 |
| 3. | Facilitator gives each person a numbered card; cards collected, mixed in bag or box; each participant draws a number; two numbers selected by facilitator, one is chairman, second is deputy. | F | 20 |
| BREAK | | | 15 |
| 4. | Facilitator, Chairman, Deputy assign participants to one of 3 working groups (by number). | F,C,DC | 10 |

PARTICIPANTS RECONVENE

- | | | | |
|----|---|--------|----|
| 5. | Each group instructed to prepare an outline on the following: | F | 30 |
| | <ul style="list-style-type: none"> a. principal environmental problems identified in report; b. priorities to solve problems; c. sources of information available; d. resources available to solve problems; e. strategy to identify information gaps, fill gaps, find and develop resources required (training, consultants, etc.); and f. procedures for carrying out necessary steps to solve problems and implement strategy. | | |
| 6. | Facilitator announces that groups must not talk to one another; however, chairman and deputy chairman available for consultation, by appointment through facilitator. | F,C,DC | 5 |
| 7. | Facilitator announces that services of a consultant also available, by appointment, through facilitator. | F,Con | 5 |

8.	Facilitator allows procedural questions only (i.e. clarification of assignments).	F	30
	LUNCH		30
9.	Group reconvenes and begins to prepare outlines.	P	60
	BREAK		15
10.	Facilitator reconvenes all groups for clarification of any final procedural questions.	F	30
11.	Three groups continue work to complete outlines	P	60
12.	Facilitator assembles all participants to make reports to C and DC.	F,P	30
13.	Facilitator summarizes reports on flip charts, blackboard, large papers.	F	30
14.	Training course ends.		
	Facilitator leads discussion on:		
	a. how to improve course to better simulate real situations;	F	30
	b. how members of their department or division might benefit from such a course;		
	c. steps to help develop a comprehensive report;		
	d. insights on how to work as a group under pressure.		

*Symbols identified at end of attachment

SIMULATION EXERCISE 2

Training in Identifying and Solving Problems

Purpose

To design a long-term training programme of how to do it courses which have the following specific training objectives: 1) train in-house staff in learning how to identify and define environmental problems; and 2) train personnel in designing solutions to specific problems; 3) train staff in defining assistance requirements when resource requirements exceed capabilities.

General Objective

To prepare a long-term training programme for personnel engaged in some aspect of EIAs which will consist of many short courses designed to train personnel in solving specific environmental problems. Courses will be designed by those who know some specific problem and are aware of resources available to solve those problems as well as limitations of resources and their use. The current exercise should result in: 1) a scheme or strategy that relates problems to courses; 2) a list of courses that may be revised or supplemented; and 3) a relatively standardized training course methodology.

Prerequisites

1. Select group of in-house representatives now engaged in some form of EIA activity, e.g., public health, soil erosion control, solid waste collection and processing, fisheries, transportation, irrigation, etc.,
2. A facilitator experienced in conducting simulation exercises.

Materials Required

1. Meeting rooms with tables, chairs for up to 20 people.
2. Flip charts, large quantity of blank paper (flip chart size), adhesive tape, marking pens.

	Action	Personnel	Time
1.	Facilitator convenes group and explains purpose and objectives.	F	30
2.	Facilitator leads "brain storming" session, requesting participants to identify all conceivable EIA problems under review. Appoints rapporteur.	F	60
	BREAK		20
3.	Rapporteur records and synthesizes problems identified by group.	R	
4.	Group reconvenes for discussion of rapporteur report; selects 5 priority problems.	P	60

LUNCH

- | | | | |
|----|--|-------|-------|
| | | | 30 |
| 5. | Group reconvenes; facilitator distributes numbered cards (1-5); participants pick card indicating assignment to a group. | F | 20 |
| 6. | Participants break up into 5 groups, elect chairman and rapporteur. | G 1-5 | 10 |
| 7. | Each group prepares report on priority assigned, including: | G 1-5 | 60-90 |
| | a. statement defining priority; | | |
| | b. signs to look for to predict and/or recognize problem (e.g., inadequate data, data not quantified; no reference to sensitive areas, etc.) | | |
| | c. each group devises investigation strategy, including: | | |
| | 1. factors used to describe problem, situation; | | |
| | 2. factors used to describe site; | | |
| | 3. factors used to identify causes; | | |
| | 4. how to assess significance; how know; who is affected; | | |
| | 5. possible solutions; | | |
| | 6. alternative actions for solutions; | | |
| | 7. contents of report; and | | |
| | 8. factors to identify report receiver. | | |

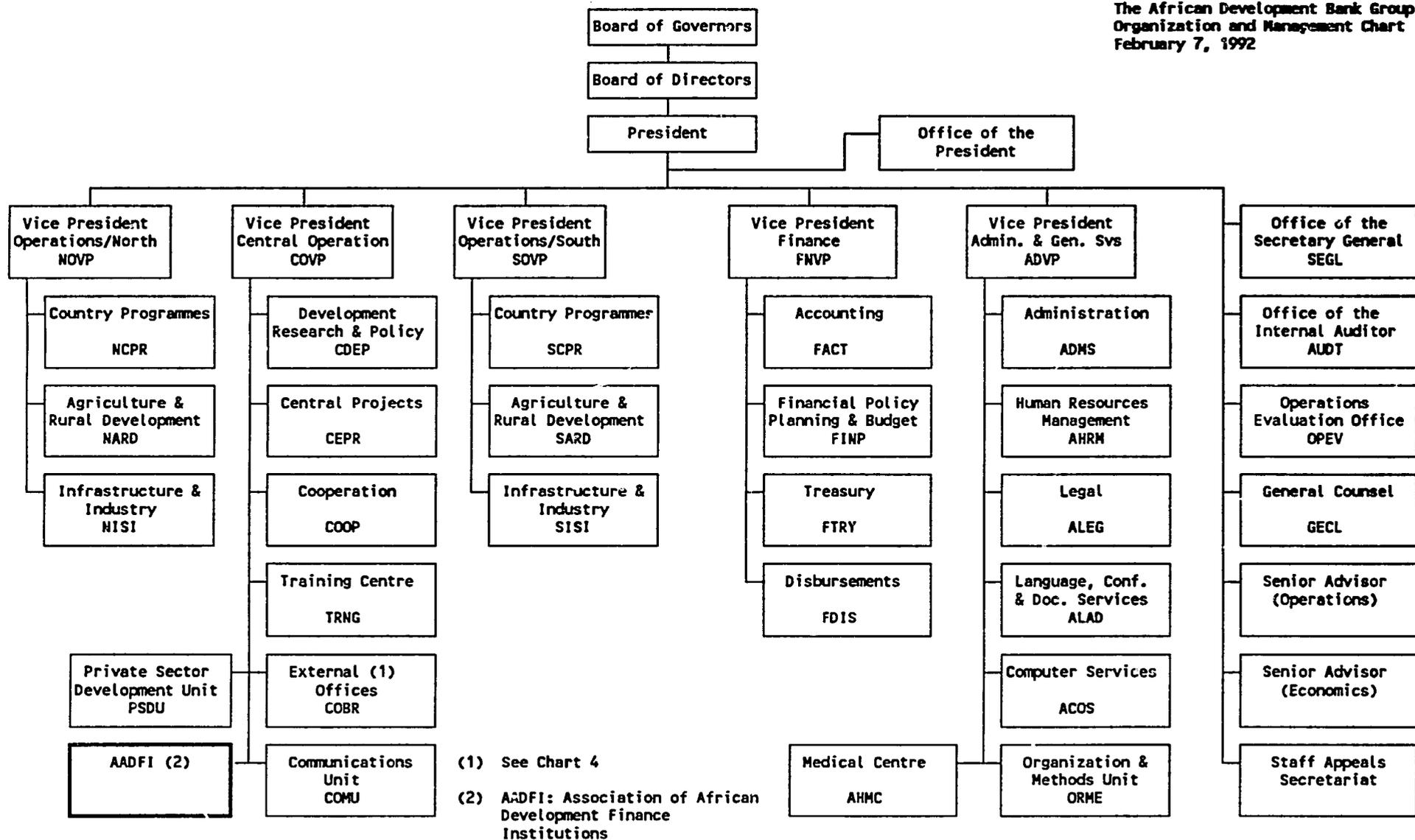
BREAK

- | | | | |
|----|--|--------|----|
| | | | 15 |
| 8. | Facilitator reconvenes all groups. Rapporteur of each group reports progress (lists main points on large papers) | F
R | 15 |
| 9. | Facilitator leads discussion on use of the exercise as a self-training device for problem-solving | F | 30 |
| | a. did participants contribute willingly?; | | |
| | b. did participants feel that they could carry out a similar course alone?; and | | |
| | c. did participants feel they could use the method in a practical situation; why, or why not? | | |

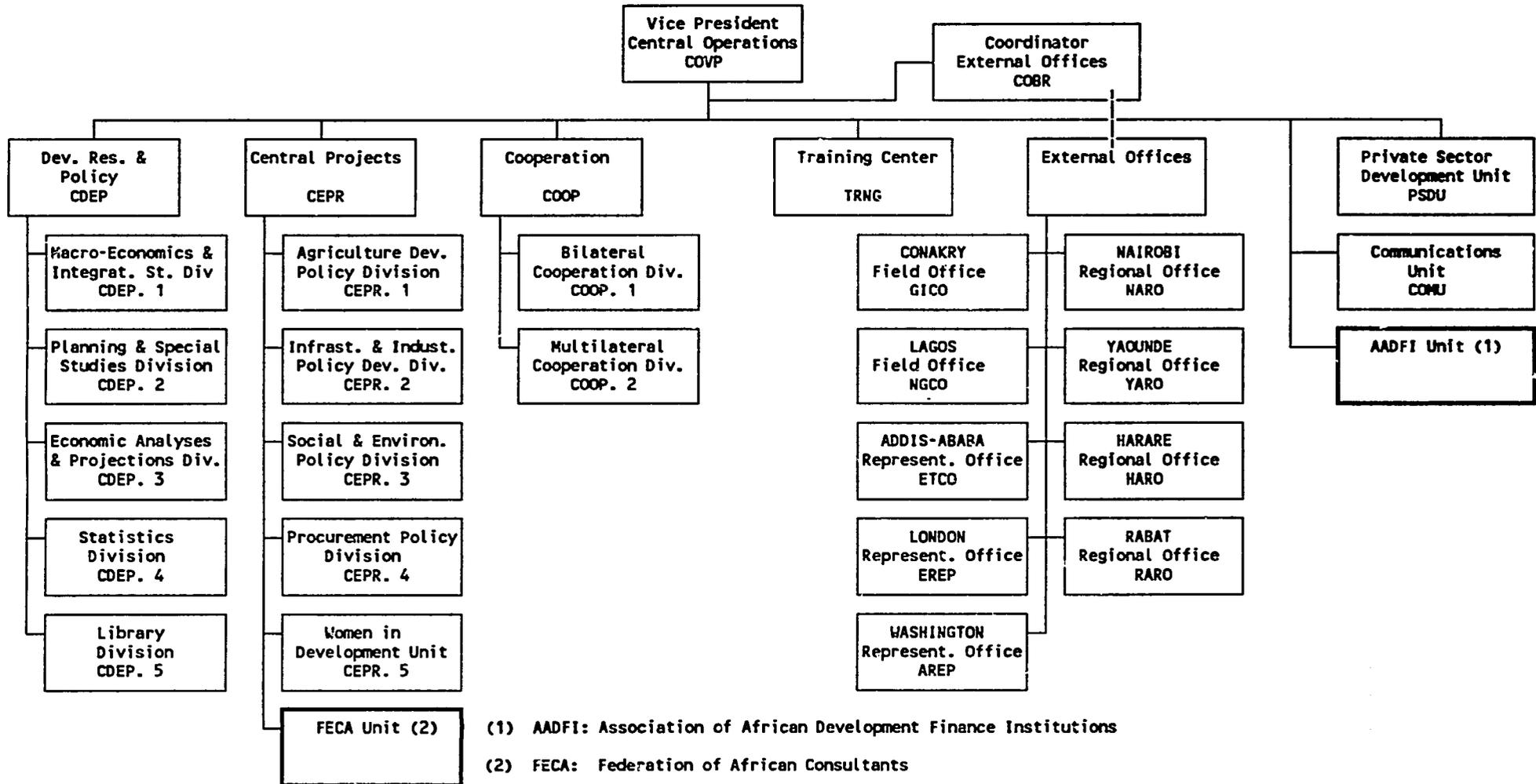
***Symbols used to identify personnel**

F = Facilitator
P = Participant
C = Chairman
DC= Deputy chairman
Con = Consultant
R = Rapporteur
G 1-5 = Groups 1-5

ANNEX 8. RELEVANT ORGANIZATIONAL CHARTS

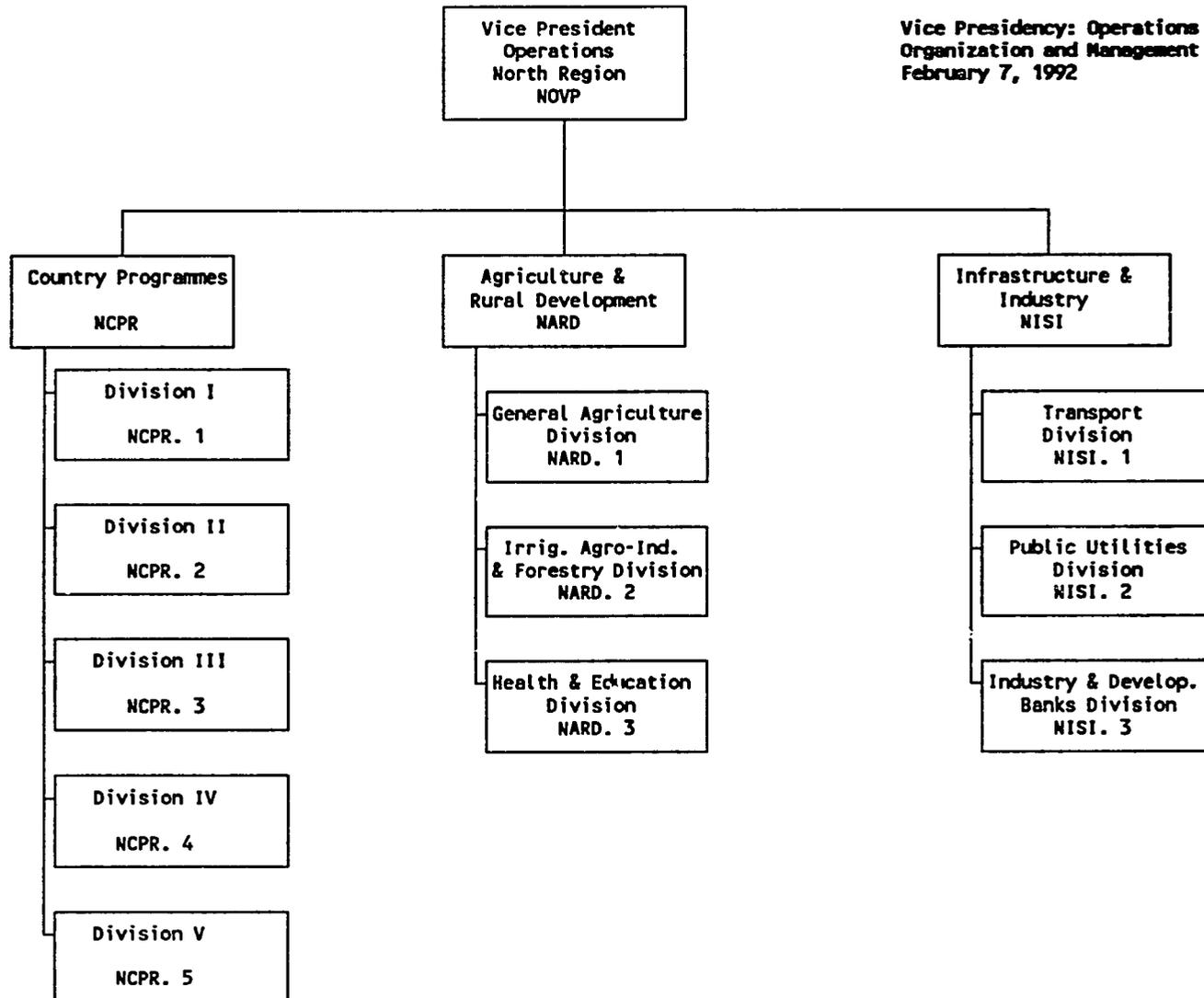


Vice Presidency: Central Operations
 Organization and Management Chart
 February 7, 1992



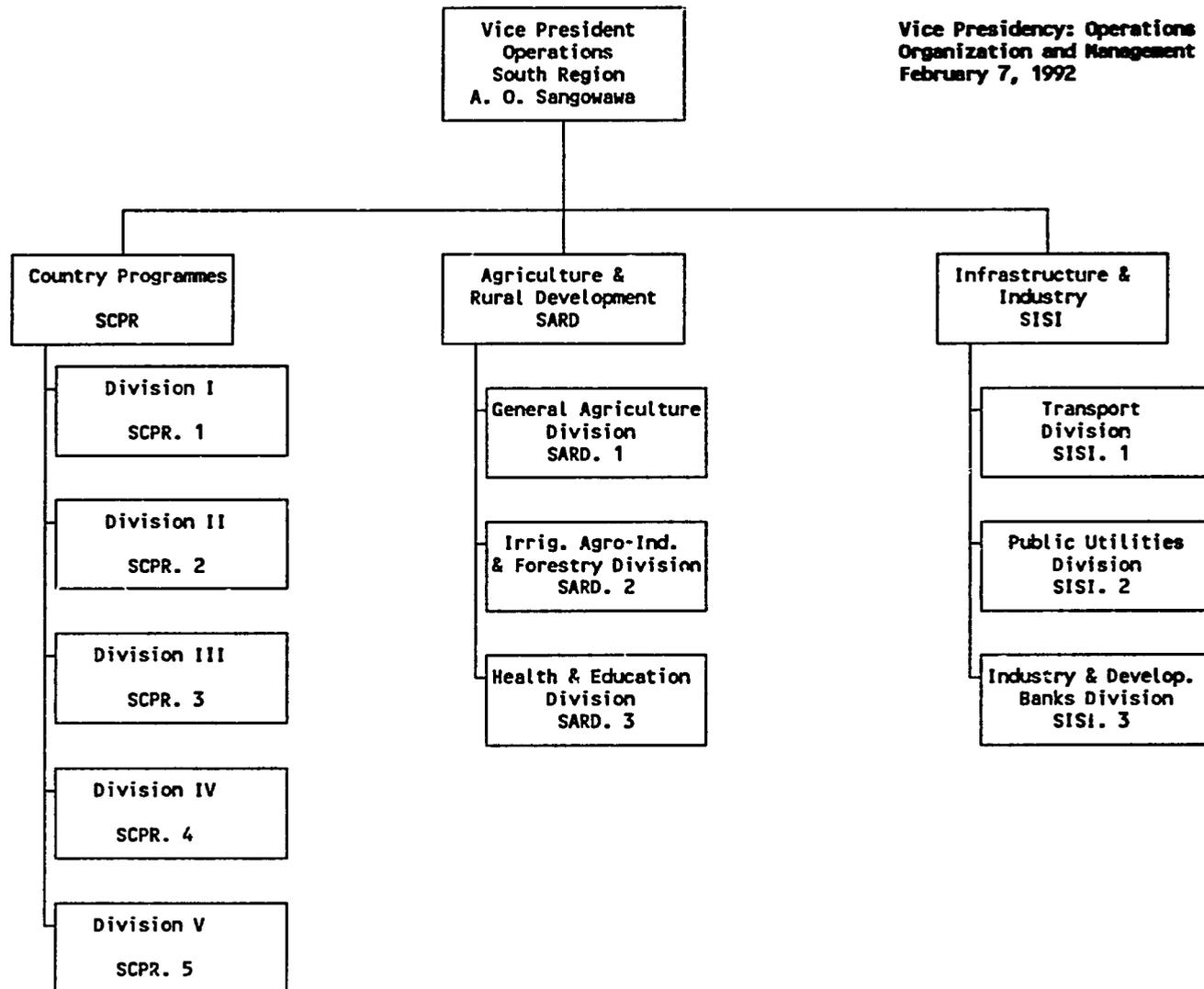
ANNEX 8-3

Vice Presidency: Operations - North Region
Organization and Management Chart
February 7, 1992



ANNEX 8-4

Vice Presidency: Operations - South Region
Organization and Management Chart
February 7, 1992



ANNEX 9. DRAFT TERMS OF REFERENCE

ENVIRONMENTAL GENERALIST

OBJECTIVE

The African Development Bank has adopted a policy to ensure that environmental concerns are integrated into its lending operations to member countries so that "African ecology and economy are in a sustained equilibrium and harmony." All projects submitted to the Bank under its lending programmes are to be subjected to an environmental screening process, beginning with an initial environmental impact assessment (IEE) that may culminate in a requirement to conduct a full environmental impact assessment (EIA).

A systematic procedure has been established for this purpose that involves three departments: Country Programmes, Central Projects and Operations Departments. At present, staff implementation of the policy has been carried out by the Central Projects Department (CEPR), and a division within that department, the Environmental and Social Policy Division (CEPR-3), working in close cooperation with the Country Programmes department and the technical staff of the Operations Departments.

Professional staff from the operating departments, i.e. Agriculture and Rural Development and Infrastructure and Industry, have been intimately associated with environmental assessment procedures. The Bank is strengthening capabilities of the operating and country programme departments in its environmental activities and adding environmental generalists to its staff. Environmental generalists, not specialists, are required because generalists are expected to identify environmental problems at the earliest stage of the project planning cycle and because of the nature of most ADB environmental activities which are intersectoral and at a level that needs not only broad knowledge but an ability to recognize when specialized skills are required.

QUALIFICATIONS

The following are minimum qualifications for positions of environmental generalist.

1. At least a bachelor's degree in environmental studies, natural resources planning, resource economics or environmental engineering.
2. At least 10 years experience in any of these fields in developing countries, preferably in Africa, in environmental impact assessment and/or project development.
3. Good working knowledge in French and English.
4. Experience in working with international agencies (desirable).
5. Willingness to travel.
6. Good communication skills.

SPECIFIC ABILITIES

In addition to the above qualifications, an environmental generalist should have a foundation in the following.

1. Basic environmental principles, i.e., interrelationships, bio-ecosystems, interdependencies, synergistic effects, food chains, predator-prey relationships, bio-magnification, bio-physical chemical interactions, biodiversity, etc.)
2. Design of sustainable development projects
3. Principles of environmental impact assessment.
4. Problem identification and analysis skills.

RESPONSIBILITIES

1. Provide advice to operating departments and divisions in implementing ADB environmental policies and programmes.
2. Interpret the ADB environmental policy paper, guidelines and instructions and to translate the substance of those documents into operational programmes and projects, especially with respect to the Bank's lending programme.
3. Cooperate with relevant departments and divisions in implementing ADB policies.
4. Work with the CEPR in carrying out IEE/EIA responsibilities.
5. Conduct field visits to FIMCs and to RMC projects and assist as necessary in implementing EIA procedures.
6. Work with and review reports prepared by consultants, summarize reports and recommend approval or disapproval.
7. Identify needs for specialized technical assistance and when to call upon that assistance.
8. Maintain an awareness of ADB participation in broad national, regional and global issues.
9. Assist in design and conduct of environmental training programmes.
10. Perform other duties as assigned.