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# EGAT/NRM AFRICA MOBIS

FINAL REPORT

OCTOBER 2003—MARCH 2005



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# PREFACE

This final report has been prepared by the International Resources Group (IRG) to summarize accomplishments through the implementation of activities carried out under the Framework for Strategic Planning and Program Analysis for Environmental Investments delivery order under the GSA/MOBIS schedule. The delivery order provides funding for IRG technical support to the EGAT and Africa Bureaus to address field-based activities that accelerate environmentally sound sustainable development in Africa. This final report also describes implementation of activities described in the work plan; a summary table from the work plan showing key results, deliverables and performance indicators is included in the annex to this report (Appendices 1 & 2).

Activities under this contract build upon prior work and progress achieved by previous EGAT/NRM/LRMT and AFR/SD/ENR programs supporting the adoption of sound natural resource management (NRM) practices in Africa and capacity-building for the application of environmental assessment procedures and implementation of related environmental policies and regulations. An important aspect of this effort is the strengthening of African participation and ownership in the areas of strategic analysis, sector assessment, investment-planning and program implementation in order to contribute to the sustainability and impact of USAID investments in E/NR programs in Africa.

Through this contract, IRG has assisted USAID/EGAT, USAID/AFR/SD and REDSO/ESA in implementing their analytical agendas aimed at the following:

- EGAT/NRM: “Enables Missions and partners to make better natural resources management choices”
- AFR/SD Strategic Objective 17: “Progress Accelerated in the Development and Spread of Strategically-Viable and Environmentally Sound Natural Resource Management”
- AFR/SD Strategic Objective 23: “Effective Tools, Methods and Approaches are adopted in Improving Application of Environmental Procedures and Strategies in Missions and Africans’ Programs”
- Regional Economic Development Support Office for East and Southern Africa (REDSO/ESA): Core Support in USAID Environmental Compliance (Regulation 216) to 23 Missions in East and Southern Africa.

# HIGHLIGHTS

The scope of work for the MOBIS delivery order includes three main components or areas of technical support:

- **Component 1:** NRM Assessments and Information Dissemination and a Framework for Strategic Planning and Program Analysis for Environmental Investments in Africa. (FRAME)
- **Component 2:** Environmental Trends Analysis (ETA)
- **Component 3:** Environmental Management Capacity Building (ENCAP VI)

The following section highlights several of the key activities and accomplishments for each component.

## COMPONENT 1: FRAMEWORK FOR STRATEGIC PLANNING AND PROGRAM ANALYSIS FOR ENVIRONMENTAL INVESTMENTS IN AFRICA (FRAME)

- **FRAME Website.** The FRAME Website was converted to the Simplify 4.0 platform, significantly improving navigability and increasing capacity for interactivity. Based on this conversion, all major re-design work was completed. This quarter also saw a renewed emphasis on content development and increased postings from Contact Group members.
- **FRAME-CILSS collaboration.** FRAME collaborated with CILSS (the Permanent Inter-State Committee for Drought Control in the Sahel) to organize a workshop to discuss ways to engage the development community in reflecting on the role of NRM in stimulating economic growth, poverty reduction, and the strengthening of governance structures. Twenty-five people from CILSS, the FRAME Contact Group, the IUCN and the Government of Burkina Faso attended the workshop, which was held in Ouagadougou, Burkina Faso, from 9-13 February 2004. The workshop focused on opportunities to promote recognition of NRM's role more broadly, using the process for developing the national reports on the United Nations Convention Against Desertification (UNCCD). The workshop initiated a major, multi-donor initiative to assess impacts of natural resource management in West Africa in order to raise awareness among decision-makers and to reinforce UNCCD national reports.
- **Training.** FRAME staff provided training in several venues on the use of the interactive functions of the FRAME Website. These included: a 21-day training workshop for representatives of institutional partners in Zimbabwe and FRAME Fellows; a presentation to 25 participants in the May 2004 SASUSG meeting in Addo, South Africa; an intensive workshop for 5 staff members of the Institute of Natural Resources at the University of Natal in South Africa; a half-day workshop for 12 participants at the Feb 2004 FRAME-CILSS workshop in Ouagadougou.
- **Institutional partnerships.** FRAME continued to develop institutional partnerships in Africa; relations were established with three key institutions in southern Africa, on the basis of discussions at the SASUSG meeting: SASUSG, CASS-PLAAS Regional CBNRM Program, and WWF-SARPO Regional CBNRM Program. From these discussions, FRAME adopted a strategy of developing partnerships around concrete stocktaking and advocacy activities. The elements include: a FRAME fellow, a partner page and Simplify training/technical support, funding for a stocktaking activity around a cutting-edge theme, assistance in organizing an advocacy forum to present stocktaking results. Partnership agreements were signed with three organizations: WWF-Southern Africa Regional Program Office, CASS-PLAAS CBNRM Programme, and Guinée Ecologic. Three FRAME Fellows were recruited and placed with institutional partners: two in

Zimbabwe (with CASS-PLAAS and WWF-SARPO) and one in Guinea (Guinée Ecologic). FRAME Fellows will backstop institutional partner stocktaking, generate material for the Website, and help build Communities of Practice.

- **Stocktaking with institutional partners.** FRAME worked with two southern Africa institutional partners to organize stocktaking research on themes that they identified as high priorities. CASS-PLAAS CBNRM Programme conducted stocktaking on Land Tenure and Biodiversity Conservation; WWF-SARPO conducted stocktaking on Community-based Organizations and Biodiversity Conservation. Both of these activities involved collaboration among colleagues across southern Africa and examined experiences in 6 countries of the subregion. With FRAME financial and technical support, Decentralized Natural Resource Management Network in Mopti (GDRN5) completed a stocktaking exercise and special report on barriers to the transfer of NRM powers under decentralization in Mali. FRAME subsequently supported GDRN5 in organizing a national-level policy workshop to roll out the results of its study on barriers to the transfer of powers under decentralization. The workshop, attended by representatives of the Ministry of Environment, the National Assembly, civil society and the development community, shaped preparation of enabling legislation to increase local control over natural resources.
- **Online discussion.** FRAME organized an online discussion group on local conventions in West Africa; 45 NRM specialists from across West Africa participated in the discussion. The results of this discussion will be synthesized into a policy brief to be distributed to policymakers and development practitioners across West Africa.

## COMPONENT 2: ENVIRONMENTAL TRENDS ANALYSIS (ETA)

- **Model development.** With the participation of USAID/Madagascar, and supported by USAID/Washington, the ETA team modified and refined the model of tavy and forest conversion, and developed four sets of model runs. The initial series of six model runs indicates rates of future forest loss over a 20-year time horizon. These runs include a scenario with no further interventions, four scenarios each with a certain intervention, and a scenario with all selected interventions combined. Three additional series of runs show the synergistic effects of the selected interventions. Findings from the model expand and amplify results of previous research on conservation and development in Madagascar, and include effects of broader-based development including non-agricultural employment. New insights derived from the model indicate how certain combinations of interventions may act to complement or compete with one another in reducing rates of forest loss. These findings have important implications for improving cost-effective planning for conservation and development.
- **Modeling Training Workshop.** The ETA team, supported by USAID/Washington and USAID/Madagascar, held a workshop on simulation modeling for natural resource management on June 7-10 in Foulpointe, Toamasina, Madagascar. Tavy was a major topic of discussion. Participants reviewed and revised the tavy model of forest loss previously developed under the ETA component. Participants designed, constructed, and presented their own natural resource management models. These models included three forestry models, hydrologic models, a model of air pollution and dispersion in Antananarivo, a model of community food security (and periodic food poverty), a model of crayfish marketing, and a model of alternatives for scaling up agricultural development initiatives. The ETA team developed and held a 5-day workshop in Foulpointe, Toamasina, Madagascar. The first four days were devoted to analysis and critique of the tavy model, and to training in simulation modeling for natural resource management.
- **Policy Workshop.** The ETA team held a one-day workshop June 11, where higher-level resource managers joined workshop participants to address a broader set of issues related to tavy and forest loss, with an eye toward identifying additional opportunities to break the cycle of poverty, forest conversion, and land degradation.

## **COMPONENT 3: ENVIRONMENTAL ASSESSMENT CAPACITY BUILDING (ENCAP)**

- **ENCAP training.** ENCAP completed four training workshops in Environmental Impact Assessment during the contract period. These included: Kisumu Training of Trainers (ToT) in environmental assessment and sound design for small-scale activities, a Sudan All Womens' Training, Eritrea partners' training, and WARP/Ghana Regulation 216 workshop preplanning. In addition, ENCAP resources were applied to assisting WARP in assessing the potential for ToT in environmental assessment and sound design in West Africa.
- **Model fee structure system for EIA work by African countries (white paper).** ENCAP staff carried out preparatory research on approaches to improving Environmental Protection Agency/National Environmental Management Authority (EPA/NEMA) effectiveness and financial sustainability in African countries, including examination of potential fee structures. The scope was refined and expanded at the request of SAIEA, EAALA (and with USAID Africa Bureau concurrence) to include "resources and expertise for EA review and follow-through." Problem scoping and approach were presented in draft at the CLEIAA Accra meeting in July 2004. The white paper was subsequently revised and presented during the CLEIAA meeting in Marrakech in October 2004.
- **Government of Mali EIA Capacity Building.** ENCAP staff worked with USAID/AFR to provide technical assistance to USAID/Mali to develop a strategy and plan to increase the environmental impact assessment (EIA) capacity and effectiveness of the Government of Mali. The mission, carried out in July 2004, with additional team input from U.S. EPA, resulted in a strategy paper and detailed recommendations for action for Government of Mali environmental assessment and management capacity development. During this mission, ENCAP assisted in preparing a draft strategy and plan for a Mali Course add-on to a U.S. EPA Principles of EIA course. Preplanning was tentatively scheduled for November 2004. The strategy included a proposed analysis of the potential for establishing a Government of Mali Fund for EIA review and follow-up for Economic Sustainability. USAID/Mali also requested a course in Cleaner Production for Medium and Small Enterprises (MSEs). USAID Mali subsequently programmed funds to pay for both courses and the 'fund' analysis.
- **Knowledge Management.** ENCAP team members provided basic updating of the ENCAP Website ([www.encapafrika.org](http://www.encapafrika.org)). Revisions were made on a continuing basis to keep the Website up to date, with new materials posted as they were developed. The most significant addition to the Website was an online prototype "IEE wizard" which provides electronic guidance on preparation of USAID environmental documentation. The prototype was posted for evaluation on a blind portion of the AFR Website.

# COMPONENT I: FRAME

The FRAME program was established in 1999 by the Africa Bureau of USAID to help NRM practitioners and decision makers make greater use of the body of knowledge and ideas on successful and promising NRM experiences. The body of knowledge and experiences produced by localized management has provided champions of the transformation with the empirical evidence needed to fight misperceptions and vested interests. Getting the right information to the right people and linking champions are critical for scaling-out local investments in NRM. FRAME is designed to address this challenge by (a) organizing and diffusing information about NRM experiences and lessons, (b) helping people produce knowledge from NRM experiences, (c) putting people in direct contact with one another to increase exchanges of ideas and information and to strengthen advocacy for positive changes, (d) providing decision-support tools, and (e) supporting USAID Missions and Offices in Strategic Planning and Implementation.

FRAME seeks to serve the broad NRM community but gives particular attention to people who play key roles in encouraging local NRM initiatives by rural populations. This group includes those involved in national-level policy and institutional reforms; those developing and implementing economic growth, poverty reduction and Democratization/Governance strategies; those developing and extending NRM technologies and systems; those providing training and capacity-building; and, those diffusing experience and ideas. The group also includes rural innovators who would inspire and inform others by their inventiveness and pioneering spirit. Finally, FRAME gives particular attention to helping USAID Mission Staff get the information and make the contacts that will help them do their jobs.

The FRAME component of this MOBIS delivery order encompasses eight results for FRAME activities and a ninth result comprises monitoring & evaluation activities. Result numbers are indicated in the following sections. These correspond to the detailed activity summaries in Appendices 1 and 2.

## **UPDATE FRAME WEBSITE (RESULT 2)**

The FRAME Website is one of the core tools to promote knowledge sharing among natural resource practitioners in Africa. The Website was switched to a Simplify platform in June 2003 to enable community members (anyone with a password) to post documents and moderate online discussions without going through a Webmaster. During the contract period, significant effort was made to refine the Website to make it more user friendly. These changes included redesign of core structure (modification of taxonomy, page layout, and interactive features), management of content (posting of content material, communities of practice, online discussions), and routine maintenance (installation of regular software upgrades and service packs).

## **ONLINE CASE MATERIAL (RESULT 3)**

After reflection on the performance of Tracker over the past several years, FRAME CTO and staff made the decision to abandon the NRM Tracker. Existing records were posted to the Website, but no new cases were recruited. Tracker was found to be too rigidly structured to promote active use by FRAME members. Tracker was replaced by a more loosely structured space where FRAME members are able to share case study materials on NRM innovations and success stories. FRAME continues to support the development of Devecol by providing a modest level of support for refining the Devecol database structure and preparing additional records. FRAME also collaborated with Devecol on the development of a case study template based on the Nature, Wealth and Power framework and anticipates implementing a system for generating case studies from stocktaking activities, Contact Group activities and FRAME Fellows.

## KNOWLEDGE MANAGEMENT (RESULT 4)

This result cluster encompasses diverse activities undertaken to stimulate knowledge sharing among the FRAME community. Many of the activities aim to build Communities of Practice using the interactive and functional capacities of the FRAME Website. They include training, helpdesk services, an electronic newsletter, and outreach activities, including online discussions and partner pages.

*Training.* FRAME provided training on how to navigate and use the FRAME Website to CG members during workshops and to institutional partners during special training sessions. Training included how to use Simplify to manage CoP and online discussions. In addition to training in the navigation and use of Simplify, FRAME also provided training in the management of Communities of Practice and of partner pages, during CG and institutional partner workshops. During the present contract period, **training workshops** included:

- 1-day training workshop for representatives of institutional partners in Zimbabwe and FRAME Fellows;
- Simplify training provided to ~25 participants in the May 2004 SASUSG meeting in Addo, South Africa and to ~5 staff members of the Institute of Natural Resources at the University of Natal in South Africa; and
- Simplify training held for 12 participants of the FRAME-CIILSS workshop in Ouagadougou.

*Helpdesk.* Promoting the Website as an interactive platform for community building among natural resource practitioners in Africa has required introducing new behavior and building capacities. FRAME worked with the Zimbabwe-based IT firm, Cyberplex, to develop several types of services to help build capacity. Initially, a helpdesk service was established in Harare to respond to requests for assistance from FRAME users in Africa. However, demand for this service was low as FRAME tried to transform itself from a resource that helps people access information to a program that promoted active, decentralized knowledge sharing. The role of the helpdesk was redefined to encompass three activities: (1) providing active outreach to FRAME members to promote use of the Website; (2) preparation of simple materials for self-instruction in using different features of the Simplify platform, including a comprehensive user's manual, a series of 1-page guidelines, and several 'quick guides'; and (3) posting of content management to the FRAME Website.

*Newsletter.* The FRAME program's bimonthly electronic monthly newsletter, **FRAMEgram**, was completely redesigned to make it less dry and more fully integrated with the Website and other program activities. These changes included (1) a more attractive format, (2) regular features and updated sections focusing on FRAME people and activities, (3) greater contributions from Contact Group members, and (4) hyperlinks from stories to the FRAME Website. The objective of these changes is to make FRAMEgram a more valuable tool in building FRAME network and increasing traffic on FRAME Website. In addition to FRAME-related features, FRAMEgram special topics during this period included: Conflict and Conservation; Domestic Animal, Wildlife and Human Health Linkages; Poverty and Extractive Resources; and Natural Resources and Corruption.

Production and translation of the new newsletter also became more complicated, and this delayed dissemination of several issues. Difficulties in organizing this work had been worked out by the end of the contract period, and a more systematic process was put in place for the FRAME follow-on contract under EPIQ II. FRAME produced 5 issues of FRAMEgram using the new format, and each was distributed to approximately 3,000 recipients around the world.

*Outreach.* One of FRAME's most exciting outreach activities during the contract period was an **online discussion on local NRM conventions**, with the participation of 45 people from West Africa and Europe, including many leaders in the field. The very active discussion was focused on sets of questions posed by the moderator, Boubacar Thiam. Local conventions are becoming increasingly important in Africa as a mechanism to assure secure access to natural resources to promote investment in long-term sustainable management. Most of the local conventions rely on legislative texts or on political reforms to allow a greater safety of the investments of populations and local stakeholders. Given the increasing importance of local

conventions for the promotion of the local management of natural resources, FRAME launched the online discussion to: 1) share information on the local conventions and 2) explore critical questions with their legal situation, negotiation and implementation aspects. The FRAME Website was used as a bank for knowledge and experience with this promising innovation. This forum was open to all who are interested or work in the field of natural resource management in Africa or elsewhere. Participants were invited to post documents, ask questions, and make comments on the questions asked by other participants.

FRAME provides partner pages – small, individual Web pages housed on the FRAME Web – to organizations that do not already have their own Web page but would like to share information. Partner pages provide a simple space for organizations to share their goals, interests, reports, presentations, and other documents. This information is cross-referenced within other sections of FRAME (e.g., Topics, Links, Country Pages). Partner pages do not replace an organization's effort to build their own Web page. Rather, they serve as an interim step, providing a Web presence before an organization gets its own Website up and running. In other cases, partners create a page on the FRAME Website in order to engage more fully with the FRAME community or take advantage of interactive capabilities (e.g., moderated, online discussions). Partner pages are not “free,” as organizations must share their reports, documents, links, and other information in order to participate. During this contract period, partner pages created for GDRN5 (a Malian network-based NGO), Voahary Salama (a Malagasy network-based NGO), and the USDA Forest Service, which sought to share technical papers and consultancy reports with a broader community. Additionally, partner pages for the Africa Biodiversity Collaborative Group and the Mining Community of Practice were further developed and training was provided to the Mining CoP facilitator.

## **STOCKTAKING (RESULT 5)**

Stocktaking/NRM Assessments are field and/or desk studies of NRM initiatives that examine the biophysical and socioeconomic impacts from changes in the way that people manage their natural resources base (soils, waters, forests, wildlife, range, etc.). The assessments identify the enabling conditions that contributed to NRM changes and the actions that produced the enabling conditions. They also assess NRM trends and prospects for future impacts. The assessments are intended to catalyze and inform discussions about NRM trends and prospects by the development community; they do not aim to be the definitive answer to NRM challenges. The objectives are:

- To identify promising NRM initiatives by individuals, communities, private sector, or government (for various agroecological zones);
- To identify and evaluate the biophysical, economic and governance outcomes of those initiatives;
- To identify and assess the factors that contributed to people taking the initiatives; and
- To identify and assess the activities that established the factors.

Field assessments and stocktaking exercises provide much of the substance that FRAME can draw upon to have direct impact on USAID missions and other partners. Stocktaking provides an opportunity to reflect critically on specific bodies of experience and allows the lessons of experience to be brought to bear on strategic planning efforts. Local practitioners and decision-makers are closely involved in (and frequently lead) the assessments. They therefore contribute to the development of knowledge and skills of strategic importance to each country, to their regions, and the overall FRAME community. Where feasible, stocktaking builds on the analytical framework provided by Nature, Wealth, and Power, linking approaches integrating NWP principals to assessments of specific sectoral topics and planning efforts.

FRAME approaches stocktaking and preparation of special reports as a process of generating, sharing, and using knowledge to help integrate FRAME activities. These activities mobilize FRAME's power to influence policy and NRM practices by introducing discussions, papers, and constituencies into the broader policy and

advocacy arenas. Synergy among the components of FRAME is created through Communities of Practice (CoP) and online discussions around specific themes and advocacy opportunities.

Stocktaking encompassed two types of activity: NRM assessments organized by FRAME and stocktaking undertaken by institutional partners with FRAME support. FRAME stocktaking included:

- **CILSS/UNCCD stocktaking.** FRAME collaborated with CILSS (the Permanent Inter-State Committee for Drought Control in the Sahel) to organize a workshop to discuss ways to engage the development community in reflecting on the role of NRM in stimulating economic growth, poverty reduction, and the strengthening of governance structures. Twenty-five people from CILSS, the FRAME Contact Group, the IUCN and the Government of Burkina Faso attended the workshop, which was held in Ouagadougou, Burkina Faso, from 9-13 February 2004. Among the possible ways to achieve recognition of NRM's role more broadly, CILSS suggested using the process for developing the national reports on the United Nations Convention Against Desertification (UNCCD) as a way to underscore NRM's contributions in each country and to educate decision-makers from other sectors on the multiple roles NRM plays in rural development. FRAME members introduced the concepts in Nature, Wealth and Power as a logical framework for this process and invited access to the FRAME Website to facilitate information sharing.

In preparation for the workshop, FRAME supported the preparation of three separate reports (for Burkina Faso, Niger and Mali) describing environmental and policy trends in Sahel over the past 30 years, using the NWP framework. The reports were prepared by West African Contact Group members and served as catalysts for discussion during the 4-day workshop. Final versions of the reports incorporated suggestions and feedback from workshop participants. The draft workshop report pulled together material covered at the workshop and established an agenda for engaging UNCCD focal points to improve effectiveness of the UNCCD national reporting process.

- **Mali/OHVN stocktaking.** FRAME supported Valerie Kelly in the final stages of stocktaking to identify factors influencing the adoption of NRM techniques in the Office du Haute Vallée du Niger. The results include several synthesis reports, which were presented at the SANREM conference, and a research proposal to continue OHVN stocktaking.
- **Perspectives on NWP from grassroots practitioners in Mali.** During the Mali NWP roll-outs (see below), FRAME and its institutional partner, GDRN5, cosponsored a half-day workshop in Sevare, Mali, to explore local perspectives on NWP. Over 40 practitioners and forest service officials attended the workshop. Participants were asked to read and digest the document before coming to the workshop and to bring concrete examples of how they were confronting NWP dynamics in their action zones. The results of the discussion were synthesized in a brief workshop report, which was posted on the FRAME Website.
- **Madagascar stocktaking wrap-up.** FRAME supported the preparation of reports from stocktaking on biodiversity conservation in Madagascar. These reports are based on stocktaking workshops funded by FRAME in October 2002. FRAME continued to develop content material and format a series of 6 brochures. USAID/Madagascar is providing funding for the publication of these brochures separately.

NRM assessments conducted by institutional partners with FRAME support included:

- **Southern Africa stocktaking activities.** Three FRAME staff members attended the May 2004 SASUSG workshop in Addo, South Africa, to establish relations with individuals and institutions operating in southern Africa and to identify opportunities to collaborate. As a result of these meetings, FRAME established formal relationships with two regional, network-based organizations: WWF-SARPO and CASS-PLAAS CBNRM Programme. Scopes of work developed with these partners undertake regional stocktaking assessments on land tenure and biodiversity conservation (CASS-PLAAS) and community-based organizations and biodiversity conservation (WWF-SARPO). These stocktaking activities were ultimately postponed until the FRAME follow-up contract under EPIQ II.

- **Mali decentralization-*Transfert de compétences***. With FRAME support, the *Reseau Gestion Decentralisée des Ressources Naturelles à Mopti* (GDRN5) in Mali completed a field-based study on the barriers to the transfer of powers over natural resources under decentralization. Fieldwork was conducted through interviews with elected officials, administrators, and community members in 12 rural communes across the country. The study contains several case studies on community-based natural resource management and a very thorough discussion of local NRM conventions in Mali. It also lays out an ambitious agenda for accelerating the transfer of powers over natural resources.

## SPECIAL REPORTS AND ANALYSIS (RESULT 6)

Special reports are prepared for each stocktaking activity. FRAME supports the preparation of analytical reports to disseminate lessons learned from NRM experience and to bring these lessons to bear on E/NR policy and decision-making. The objective of these reports is to improve the effectiveness of donor investments and field activities in reducing environmental degradation, improving livelihoods and strengthening governance institutions. Reports reflect the results of empirical stocktaking studies, contributions from related discussion fora, and analytical frameworks, such as NWP. Through this process, FRAME contributes to refining and operationalizing NWP as an analytical framework and to enhancing its effectiveness as an advocacy tool. Some of the case studies and reports fed into the online NWP Reader—a collection of theoretical and empirical papers highlighting linkages among natural resources, livelihoods, and governance.

During the contract period, reports were prepared for the following activities:

- GDRN5 stocktaking report: *Étude sur la problématique de transfert de compétences en gestion locale des ressources naturelles au Mali*;
- Three consultant reports prepared for FRAME-CILSS workshop: NWP and NRM trends in the Sahel over the past 30 years;
- OHVN (Mali) NRM report: prepared by Kelly and OHVN collaborators for presentation at SANREM conference in Bamako, Mali (February 2004); and
- Report on negotiation of local conventions: prepared by Benjamin and Bocoum for presentation at SANREM conference in Bamako, Mali (February 2004).

FRAME continued to promote the dissemination of ideas expressed in *Nature, Wealth and Power* through distribution and discussion of the document and through targeted ‘roll-out’ – workshops designed to promote cross-sectoral dialogue among high-level decision makers and their constituencies. These included:

- **NWP Roll-out in Mali:** From February 16-24, 2004, FRAME co-sponsored (with EGAT/IRM and USAID/Mali) 11 seminars with a wide range of audiences in Mali – both at the regional and national level – reaching well over 200 practitioners and decision-makers. Each of the seminars targeted a particular constituency (e.g. NGOs, government technical staff, USAID missions, elected officials and others responsible for implementing political decentralization, Ministry of Environment, the Prime Minister's Office, etc). These seminars successfully introduced the concepts of NWP and identified potential local NWP champions. Moreover the NWP framework for dialogue was a very good tool to identify opportunities to influence policy and programs. Of particular interest are the political economy of commodity and market chains, the distribution of wealth generated by natural resources, land tenure, the transfer of resource rights, and local organizational dynamics and interactions.
- **Other NWP presentations.** NWP was distributed and discussed during the FRAME-CILSS workshop, the Addo FRAME-SASUSG meeting, the annual institute of the Policy Sciences organization, and a classroom presentation at Bucknell University.

- **Updating and reprinting English version of NWP.** FRAME supported the printing of 3,000 of NWP, after significant editing and updating.

## **CONTACT GROUP (RESULT 7)**

Comprised of 100+ NRM experts from across Africa, the Contact Group is FRAME's core Community of Practice. The role of the Contact Group is to guide FRAME's thematic orientation and to animate FRAME activities. FRAME outreach activities sought to build a sense of community among the members of the Contact Group through CG Alerts, as-needed assistance, and periodic workshops.

The level of participation among FRAME Contact Group members had been very inconsistent, with some members participating very enthusiastically and other essentially disengaged. In early 2004, the FRAME management team initiated efforts to formalize the structure of the Contact Group, to confirm interest among members, and to revitalize the group through recruitment of new members. Moreover, the *Simplify* software introduced new possibilities for CG members to define FRAME priorities and animate discussions. To help them, FRAME managers developed a statement of roles and responsibilities, which was approved by the Steering Committee in January 2004. Shortly thereafter, IRG and Cyberplex finalized the CG list and updated personal information through an outreach campaign. The resulting CG roster included 120 people from over 30 countries.

The FRAME outreach team continued to provide as-needed support to CG members to facilitate their participation through training workshops, knowledge-sharing fora, online discussions and e-conferences, easy-to-use help material, and responding to ideas for new activities. For example, FRAME organized a 4-day workshop for several West African Contact Group members in February 2004, in collaboration with CIISS. This workshop gave the CG members a chance to reconnect face-to-face, as well as an opportunity to bring their collective expertise to bear on the issue of taking stock of achievements in the fight against desertification and the problem of improving national reports under the UN Convention to Combat Desertification. In addition to fruitful discussions between CG members, CIISS staff and other regional decision-makers, the workshop participants were given a half-day workshop on using the FRAME Website to continue building their community of practice. A similar effort to organize a CG workshop in conjunction with the 2004 SASUSG meeting resulted in an abbreviated opportunity to engage with CG members from southern Africa.

FRAME also initiated an email bulletin – CG Alerts – in 2004 as a means of keeping Contact Group members apprised of FRAME activities and of encouraging their active participation in these activities. These emails complement the FRAMEgram and include information of special relevance to CG members in particular. These alerts had a significant impact on revitalizing the Contact Group, received extensive positive feedback, and led to concrete follow-up activities among members (e.g., the Land Tenure in Drylands e-conference with IFPRI/CAPRI under the EPIQII FRAME follow-up contract).

## **INSTITUTIONAL PARTNERS (RESULT 8)**

FRAME has developed institutional partnerships with key institutions across Africa as a means of supporting communities focusing on specific issues or geographic areas and integrating these communities within the broader FRAME community. The objective of these partnerships is to enhance FRAME's ability to identify and address cutting-edge themes based on the priorities of field NRM practitioners. Engaging existing networks of NRM professionals allows FRAME to capitalize on their experience, expertise and relationships; share their work among practitioners across geographic and disciplinary boundaries; and enhance their abilities to analyze and communicate this experience effectively. FRAME provided institutional partners with financial support for stocktaking/NRM assessments on priority themes, FRAME fellowships to recruit promising NRM graduate students, assistance in developing partner pages on the FRAME Website, and specialized training in using the Website to reinforce communities of practice.

Over the past year, FRAME developed partnerships across Africa, including GDRN5 in Mali, SASUSG in southern Africa, CASS-PLAAS in Zimbabwe, WWF-SARPO in Zimbabwe, Voahary Salama in Madagascar, *Guinée Ecologie* in Guinea. Formal MOU were signed with WWF-SARPO, CASS-PLAAS, and *Guinée Ecologie*. Other partnerships were initiated with the USDA Forest Service, the Regional Community Forestry Training Center for Asia and the Pacific (RECOFTC) in Bangkok, the IUCN, and IFPRI-CAPRI. FRAME also expanded its partnership with the Africa Biodiversity Collaborative Group, which continues to be one of the most active users of the FRAME Website.

FRAME provided assistance to partners in developing partner pages on the FRAME Website. FRAME provided technical assistance and created the space for the partners. Partners defined the content and layout of their pages. FRAME partner pages are used to post documents and, to a lesser degree, to manage discussions groups related to partner stocktaking activities or other topics of interest.

During this contract period, FRAME implemented the FRAME Fellows program to give promising African students of natural resource management an opportunity to interact with senior NRM practitioners while supporting the work of FRAME and its institutional partners. FRAME Fellows were recruited and placed with *Guinée Ecologie*, CASS-PLAAS, and WWF-SARPO. Ideally, these fellows assist institutional partners by: (a) supporting stocktaking activities by backstopping research, facilitating communication and disseminating results; (b) updating FRAME content by posting materials to the Website, particularly materials related to the interests of the institutional partners and to the stocktaking activities supported by FRAME; (c) maintaining communication with Contact Group members, other FRAME Fellows, and members of institutional partner networks; and (d) providing material for FRAMEgram related to the activities of the institutional partner. After this first round of Fellows, it became evident that FRAME must focus on reinforcing the mentoring aspect by developing guidelines that clearly express expectations of institutional partners. The funding package (currently \$1000 per semester for graduate students) should be reconsidered, perhaps by providing a higher monthly stipend for a shorter period of time.

## **PARTNERSHIPS WITH EGAT LRMT-SPONSORED INSTITUTIONS (RESULT 9)**

FRAME's CTO and staff engaged in discussions with representatives of other EGAT/LRMT-sponsored initiatives in order to find ways of capitalizing on FRAME's experience with building KM systems and tools and promoting knowledge-sharing networks among diverse communities of practice. These included periodic discussions with GREENCOM and NRIC. While no specific action has yet resulted, discussions are ongoing, and several opportunities were identified to create synergy between initiatives, drawing on relative strengths and expertise.

In addition to these ongoing discussions, FRAME staff also participated in the NWP globalization workshops with SANREM CRSP and assisted the USDA Forest Service's International Cooperation Program by creating a partner page for disseminating technical reports and by training a staff member in use of FRAME's Simplify platform.

## **LESSON LEARNED (FRAME)**

The **e-conference** on local NRM conventions took a significant amount of effort to organize and facilitate. Tasks included recruiting participants, providing instruction on using listserv functions, preparing discussion questions, facilitating discussion, and summarizing contributions. The discussion was based on three themes, for which sets of questions were prepared in consultation with key participants. Each theme was limited in time, though the last theme was not closed in a timely manner in anticipation of further comments. We found that discussion waned when the facilitator was not actively involved (e.g., when he was distracted by other activities). The facilitator approached several participants outside of the structure of the listserv to ask them to participate – so the discussion required effort 'behind the scenes' as it was happening. In sum, we found that the e-discussion was best approached as an event, in contrast to most previous FRAME discussion groups, which frequently languished for lack of consistent facilitation and clear objectives. The e-discussion

format appears to work well when discussions are limited in time, well-defined thematically, actively subscribed, and attentively moderated. In this sense, FRAME can be much more proactive and deliberate in using its substantial technical capacity (e.g., the Simplify software platform) to foster knowledge sharing.

When we initiated our experiment with stocktaking by **institutional partners** after the Addo SASUSG meeting, we envisioned that working with institutional partners would be an effective way of integrating the FRAME's multiple objectives and diverse functional capacities and of capitalizing on partners' field presence and practitioner/advocacy networks. The approach was to provide modest technical and financial support so that partners could mobilize their field-based networks to take stock of themes that they felt were of highest priority and then to bring the findings to bear on concrete policy opportunities. Two issues complicate this scenario in southern Africa: (1) the amount of assistance for stocktaking (\$4,500) was inadequate to generate sustained interest among partners, and (2) the diverse interests among partners resulted in an incoherent set of thematic foci and an increased management load for FRAME. Partner interest waned and FRAME had to cajole them into following through with their stocktaking activities. As a result, we perceived that partners' sense of ownership over the process declined, the activity dragged on, and the resulting reports and advocacy activities were not as we had anticipated. In Mali, by contrast, GDRN5 approached FRAME with a proposal based on its own work, which involved both stocktaking and advocacy. Moreover, the activities were closely aligned with FRAME's objective of mobilizing local experience to bring about enabling conditions for effective local management of natural resources. Ownership by GDRN5 was absolute, FRAME's management burden was low, and the impact of the activity was pronounced.

Based on this experience, we feel that FRAME should establish its own thematic agenda, recruit partners with shared objectives (instead of vice-versa, as in southern Africa), and be prepared to take the lead in defining both focal areas and advocacy opportunities (while remaining open to those identified by institutional partners). By focusing on a limited number of themes, activities, and fora, FRAME should be able to decrease its management burden while increasing the impact of its activities.

# COMPONENT 2: ETA

Over the past three years, the Environmental Trends Analysis (ETA) component of FRAME has supported systems modeling as a tool for organizing available information to develop insights for improved natural resource management. Past modeling and training activities aimed to organize and assess existing data and literature in order to identify key physical, social and economic variables that affect the environment and economic development in Africa today.

These modeling activities have employed STELLA software to address practical management and decision-support problems. Additional training has covered concepts of systems modeling, the use of economic and biological formulae in dynamic systems models, and the use and presentation of modeling results in management decisions. Prior work includes a forest growth and fuelwood model developed for the 2002 West Africa Forest Review in Ouagadougou and a macroeconomic model for Uganda, featured at 2003 modeling workshops in Saly, Senegal and Kampala, Uganda.

During the present MOBIS delivery order, ETA activities focused on building a model of tavy agriculture and forest loss in the Zahamena-Mantadia forest corridor of Madagascar, which was featured at an ETA-sponsored workshop and conference in Toamasina, Madagascar in 2004. Each of the models, and its output, yields new insights to improve resource management in the area studied. To date, approximately 40 individuals have participated in introductory workshops. With coaching by the facilitators and working as individuals or in small teams, participants have developed approximately 20 simple models for natural resource management.

## COMMUNITY OF PRACTICE (RESULT 2)

To facilitate the development of a Community of Practice among past trainees, the ETA team updated the Website (housed within the FRAME Website) with a new introduction, the tavy model, models developed by participants, and related materials. The emphasis of the Web design has been on accessibility and simplicity to make materials available to as wide an audience as possible, especially for those with low Internet connection speeds, in both English and French. The remainder of ETA materials were posted to the site and translated into French where appropriate, and a workspace was established for online discussion. The ETA team established lines of communication for both past and future trainees and others who employ the systems modeling approach; interaction among the community members was significant, but took place by email and phone due to problems with the Simplify software.

To develop the model, the ETA team engaged a 13-member Model Building Team, recruited from past and future trainees (i.e., technical specialists in Madagascar, where the workshop was to be held). The ETA team established the basic structure of the model, which was reviewed, discussed, and modified in consultation with the Model Building Team. The model was modified in response to expert feedback at a modeling workshop, made additional runs to reflect use of low-productivity post-tavy lands, and effects of interdiction, or other methods of preventing tavy, as complementary to agricultural intensification efforts.

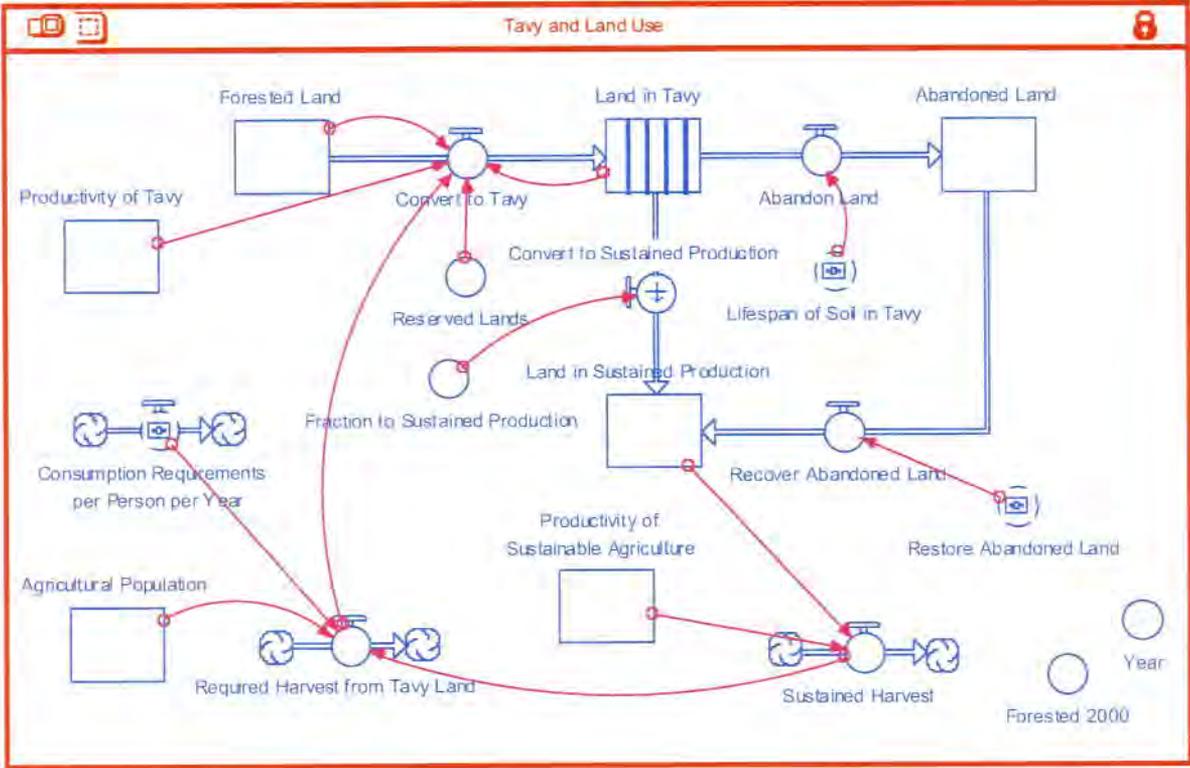
## MODEL (RESULT 3)

The purpose of the modeling activity is to develop insights to help guide conservation and development efforts to ease the problems of poverty and forest loss in the Zahamena-Mantadia forest corridor in eastern Madagascar. To find out more about this serious environmental and economic problem and improve efforts to intervene, USAID/Washington in cooperation with USAID/Madagascar supported development of a systems model of slash-and-burn tavy agriculture and forest conversion.

The model was initially developed in early 2004 in consultation with local natural resource managers. It is designed to help indicate the potential magnitude of future forest loss within the Zahamena-Mantadia forest corridor given certain assumptions about land productivity, food requirements, and the impact of development interventions on productivity and sustainability of agriculture.

The model was designed to help develop a consensus on the structure and workings of tavy expansion, and to estimate the effect of certain interventions on the rate of forest loss. The model, constructed using Stella modeling software, also helps to organize information on ecological and economic relationships concerning tavy agriculture, and to identify data gaps. It draws on findings in previously published literature, and on published data sources, and it also draws heavily on the expertise of natural resource managers in Madagascar, especially those who attended the modeling workshop and conference. The model was used to anticipate rates of forest loss under each of several alternative policy scenarios. It is intended to help guide decisions concerning the most efficient use of limited assistance, and to highlight the need for certain information to refine the decision-making process.

**Figure 1. Schematic Showing the Tavy and Land Use Sector of the Model**



The study area for this activity is the Zahamena-Mantadia forest corridor of eastern Madagascar. The corridor was chosen as a study area because of its rich biological diversity; the threat of expanding tavy; the intensity of conservation and sustainable development work that has been undertaken in the proximity of the corridor; and because of the availability of certain data. The corridor encompasses 517,000 ha of land, including 474,000 ha of remaining forest. This land includes the northern Zahamena National Park, the southern Andasibe-Mantadia National Park, and the forest linking the two parks. In addition to having a rich biological diversity and large areas of primary forest, the southern tip of the forest corridor, in Andasibe-Mantadia National Park, is just a few hours from Antananarivo, and is heavily visited.

Expansion of tavy lands is the major cause of deforestation along the corridor. In addition to agricultural expansion at the forest fringe that reduces the extent of the forested area, clearing within the corridor is

leading to habitat fragmentation. The dual problems of isolation-driven poverty, and forest loss, are particularly serious in the more remote northern areas of the corridor, near Zahamena National Park (Pact 2000). Not only is it especially difficult to develop markets for agricultural products and provide assistance to villagers in these remote areas, but it is also difficult to enforce rules for use of the forest.

#### **WORKSHOP (RESULT 4)**

A workshop and conference were held June 7-11 2004 in Foulpointe, Toamasina, Madagascar. The tavy-forest loss model and its results were featured at both the workshop and the conference, and they reflect input from participants at both of those events. The model, workshop and conference follow similar workshops held in 2003 in Saly, Senegal, and Kampala, Uganda, where a macroeconomic model for Uganda incorporating agricultural production, industrial production, and related feedbacks was introduced.

The four-day training workshop was intended to give Malagasy resource managers the initial skills necessary to write and use systems models to address the natural resource management challenges that they face. Participants modeled relationships relevant to their work, including forests and wildlife, food supply and food scarcity, air pollution, and scaling-up of development initiatives. As part of the training, workshop participants contributed to development of the tavy model by offering critiques and comments to refine and validate relationships and parameters.

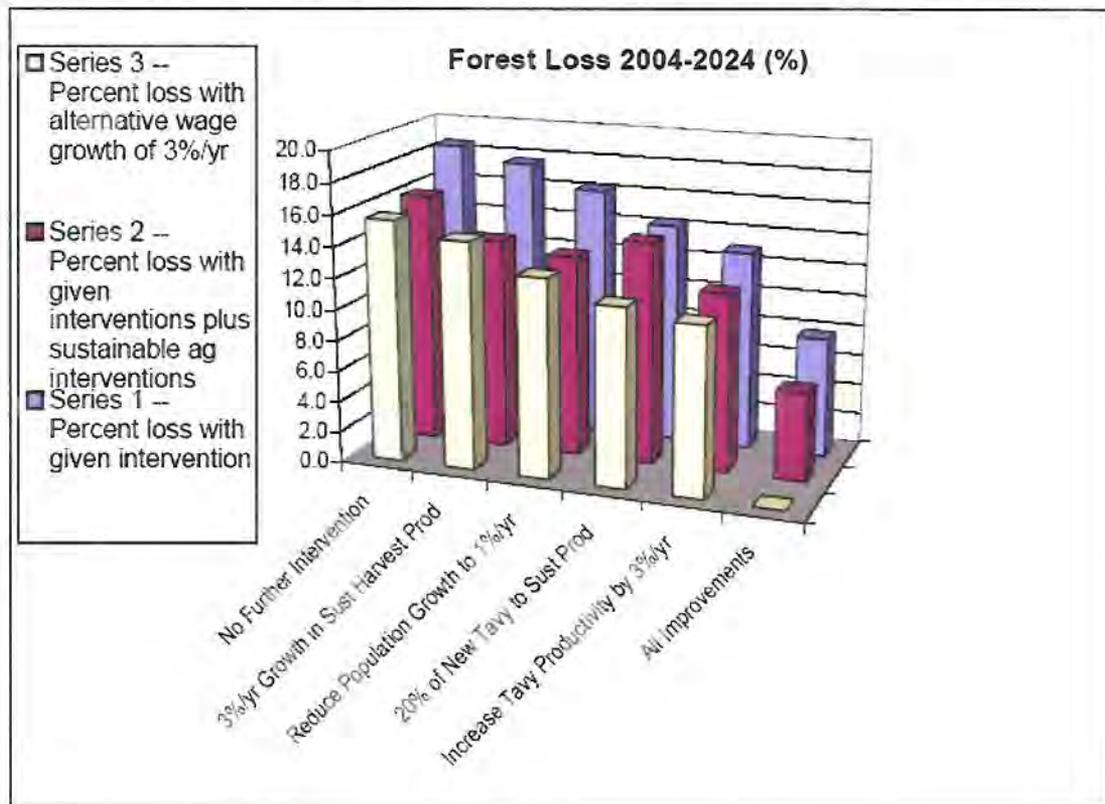
At the outset of the workshop, facilitators reviewed the basic skills and formulas necessary for the approach and then introduced their application for review and discussion. After a round of discussion of participants' topics, the bulk of the time during the workshop went toward individual coaching on model development, calibration, and interpretation of results. Participants presented their work in a plenary session, and were expected to have a rough draft of their papers completed by the end of the workshop.

To help link the tavy model and the four-day training to policy formulation, additional resource managers and policy decision-makers joined the group for a one-day conference. The fifth day was designed as a discussion and synthesis of the challenge of tavy, with a broader group reviewing, critiquing, and responding to the model and the conclusions drawn from it, and sharing expertise on ways to use the model and its results to more effectively approach the problem of expanding tavy.

#### **FINDINGS (RESULT 5)**

The results of the modeling exercise and training workshop were described in a final report in December 2004. Slash-and-burn subsistence tavy agriculture continues to encroach on remaining forest in the Zahamena-Mantadia forest corridor of eastern Madagascar. The systems model of tavy and forest loss indicates future rates of forest loss under given conditions. With no further intervention, 2004-2024 forest loss due to tavy may be 18% of the area of the corridor (0.95%/yr). Increases in agricultural productivity, reductions in population growth rate, and a shift toward sustainable agriculture throughout the corridor may reduce the loss to below 8% (0.39%/yr). Even when these alternatives are available, it is difficult for farmers to break out of tavy. Community forest management contracts or other enforcement is necessary to make sustainable agriculture a relatively more attractive alternative for farmers, and prevent cutting of forest for tavy. Increases in agricultural productivity tend to reduce the land area necessary to support a given population, and may therefore reduce rates of deforestation. Increases in effective wages due to increased productivity in agriculture tend to draw in more farmers and may increase rates of deforestation. To the extent that increases in non-agricultural wages tend to draw farmers out of agriculture (and reduce rates of deforestation), the interaction among these effects suggests a need for careful monitoring when supporting both agricultural intensification, and development of non-agricultural wages.

**Figure 2. Forest Loss in Madagascar under Different Scenarios**



### LESSON LEARNED (ETA)

Based on subsequent feedback from USAID-Madagascar staff and workshop participants, it appears that Stella software may not be suited for the types of decisions that field practitioners normally make. Stella is used to generate scenarios of complex systems under different conditions, such as different policy options. For example, it can suggest priorities among different types of interventions, generally at an abstract level. But Madagascar's experience suggests that trainees have had difficulties in finding appropriate contexts for using the tool in their work. Because Stella is a difficult tool to master, there is also concern that the effort and cost involved in developing capacity may not justify the benefits. Before moving forward with subsequent decision support training, it is suggested to: (1) conduct a systematic assessment of the results of past workshops, (2) consider other tools besides Stella, and (3) reconsider the model-building/training approach, perhaps by organizing a forum for people currently using a variety of decision support tools to share their experience with colleagues from other organizations, project, and geographic regions.

# COMPONENT 3: ENVIRONMENTAL CAPACITY BUILDING (ENCAP)

USAID's Environmental Capacity Building Program (ENCAP) was established in 1995 to help USAID Missions and Mission Partners in Africa apply environmentally sound design and USAID Environmental Procedures to improve the long-term sustainability of Africa Bureau policies, programs and project activities. ENCAP fieldwork in more than 20 countries has demonstrated that environmental failures are unnecessarily common and that environmental co-benefits are too infrequently exploited. USAID's environmental procedures provide one of the few systematic means for helping guarantee sound design and the long-term sustainability of these activities.

ENCAP has delivered 26 courses to over 400 organizations and 1,000 professionals in the last 10 years. The success of this capacity building approach has been evident in the improved quality of USAID environmental documentation submissions and their application to design. ENCAP training was judged directly responsible for the marked increase in quality of initial environmental examinations (IEFs) and other environmental documentation prepared for review by the Bureau Environmental Officers (BEOs) of the Africa and Democracy, Conflict and Humanitarian Assistance (DCHA) Bureaus (Title II).

The courses have received consistently high marks from course participants. The ENCAP evaluation based on trainee/participant feedback was judged to have significantly enhanced the environmental awareness of the participants, and improved the quality of the work being conducted. Ninety-five percent of the respondents indicated that the training materials were either useful or outstanding and have been helpful in their professional work.

The activities of this MOBIS work order fall under four primary categories: (a) Environmental Management Course Facilitation; (b) Environmental Management Guidance & Updating; (c) Training Material Development & Updating; (d) Expansion of ENCAP Training Curriculum. The contract also provided for technical and administrative support to a variety of other USAID-sponsored initiatives, including (a) Support to Other EIA Capacity Building Activities; (b) Technical and Administrative Support to Other EIA Capacity Building Initiatives; (c) Support to the Africa Bureau's Bureau Environmental Officer; and (d) Knowledge Management.

## **ENVIRONMENTAL MANAGEMENT COURSE/FACILITATION (RESULT 2)**

ENCAP courses are intended to provide African environmental practitioners and USAID mission staff with an overview and practical skills in conducting environmental impact assessments, particularly as they relate to USAID Reg. 216 compliance. ENCAP's training model places heavy emphasis on interactive and out-of-classroom learning, case site environmental review, and diffusion of environmental sound 'best practices.' This contract marked the beginning of a transformation into a more fully African-led program by using a Training of Trainers (ToT) approach to build local training capacity. ENCAP completed four training workshops in Environmental Impact Assessment (EIA) during the contract period. These included: Kisumu ToT in environmental assessment and sound design for small-scale activities, a Sudan All Womens' Training, an Eritrea partners' training, and WARP/Ghana Regulation 216 workshop preplanning. In addition, ENCAP resources were applied to assisting WARP in assessing the potential for ToT in environmental assessment and sound design in West Africa. It is significant to note that a Kenyan trainer, who had been trained at the Kisumu ToT, led the Sudan and the Eritrea workshops.

- **Kisumu ENCAP ToT course.** An 11-day training-of-trainers course was conducted in Kisumu, Kenya (3-14 November 2003). The course received an overall assessment score of 4.65 (out of a maximum possible score of 5). Follow-up through the Community Impact Assessment Network for Eastern Africa (CIANEA) continues. The ENCAP team also assisted PACT/Kenya in pursuing World Bank funding for CIANEA support.
- **Eritrea and Sudan ENCAP Training.** IRG consultant Jane Kahata facilitated ENCAP training courses in Eritrea and Sudan. Her participation was envisioned as a way of building on the training-of-trainers approach by working with local specialists to facilitate ENCAP workshops.
- **Pre-planning WARP Standard IEE Course (Swedru, Ghana).** ENCAP team members delivered a training course from February 14-18 in Agona, Swedru, Ghana, primarily for USAID partners in the WARP region. Pre-planning for this course was provided under ENCAP MOBIS and the course itself funded by WARP through Technoserve. The substantive evaluations the course received were generally consistent with those obtained by past courses in the series: 4.48 out of 5 for quality of content, and 4.30 out of 5 for the degree to which the course improved participant understanding of environmental assessment.
- **WARP ToT analysis.** ENCAP staff met with faculty from University of Ghana (20-30 July 2004). At the Kumasi campus, they met with Professor Adimado and at the Legon campus with Professor Gordon. In each case they discussed potential needs with regard to the training of trainers. They also discussed links with the World Bank, which is providing limited support to develop ToT EIA capacity in West Africa. Potential may also exist for CILSS to support Francophone WARP trainings in USAID Environmental Procedures.

Members of the ENCAP team explored the potential for WARP USAID Environmental Procedures and environmental capacity-building needs in West Africa missions. Team members deepened their involvement with CLEIAA and improved their knowledge of past work undertaken to assess EIA needs as well as their knowledge of the activities of the Ghana EPA.

## **ENVIRONMENTAL MANAGEMENT GUIDANCE/UPDATING (RESULT 3)**

By the end of the fourth quarter, all modules of the *Environmental Guidelines for Small-scale Activities in Africa* (EGSSAA) had been completed and posted to the ENCAP Website ([www.encapafrika.org](http://www.encapafrika.org)) except for pesticides and IPM, which were receiving final copy editing by The Mitchell Group. Two hundred hard copies of the EGSSAA were reproduced for distribution.

The EGSSAA has been one of ENCAP's most important contributions. The Guidelines describe best practices and mitigation strategies by sector for environmentally sound design—and thus increased long-term development success—for small-scale activities. These sectors include road construction, micro/small enterprise support, water and sanitation, solid and medical waste, ecotourism, agriculture and irrigation, IPM/pesticides, forestry, humanitarian response, and others. Each sector module draws on literature and materials developed and applied by a number of leading field-based practitioners/institutions and are especially valuable because of the annotated list of useful online references. These materials with annotated links are continually updated and refined on the ENCAP Web site.

## **TRAINING MATERIAL DEVELOPMENT & UPDATING (RESULT 4)**

Training course modules and Power Points were completed and posted to the ENCAP Website ([www.encapafrika.org](http://www.encapafrika.org)). The Bureau's Environmental Screening Form (ESF) was updated. MEO training materials were posted on ENCAP Website. A full MEO sub-site is to be developed during the next fiscal year. The most significant addition to the Website was an online prototype "IEE wizard" which provides electronic guidance on preparation of USAID environmental documentation. An evaluation version (80%

complete) of the IEF Wizard was made available on a blind portion of the ENCAP Website at: [www.encapfrica.org/11-1-2002/Wizard/1.m/Ducap1.001Page.htm](http://www.encapfrica.org/11-1-2002/Wizard/1.m/Ducap1.001Page.htm). A tie-in is planned to connect the Wizard to style tips and recommended language. ENCAP team members are awaiting input from REDSO and others. This initiative is expected to continue in the next fiscal year.

## **EXPANSION OF ENCAP TRAINING CURRICULUM (RESULT 5)**

With support from ENCAP, materials for the Cleaner Production Best Management Practices course were refined for Namibia in November 2003 and posted to ENCAP Website.

## **SUPPORT TO OTHER EIA CAPACITY BUILDING ACTIVITIES (RESULT 6)**

ENCAP organized and implemented an innovative program—called the Professional Development (PD) Program—giving African professionals an opportunity to partake in three-to-six-month mentored positions working on EIA-related activities. PD Fellows have either worked on EIA teams or been involved in tasks that have allowed them to develop their expertise and use the latest in EIA methodology. The pilot EIA PD Program developed by ENCAP and the East African Association for Impact Assessment (EAAIA) was judged highly successful, resulting in the award of eight Fellowships, four of them to women. The private sector has been an active participant in the process, creating nearly 20 positions for Fellows.

During the current contract, a significant effort was launched to obtain a commitment from the International Association for Impact Assessment (IAIA) to serve as the fiduciary agent for a \$3.7 million Professional Development (PD) program. Terms of reference were drafted for a combined SAIEA/Tellus role in seeking donor support for the PD program. In Vancouver in May 2004, the IAIA Board approved IAIA serving as the fiduciary agent. Planning for promoting the program was carried out with the East African Association for Impact Assessment (EAAIA), the Southern African Institute for Environmental Assessment (SAIEA), the West African Association (WAAEA) and IAIA.

ENCAP team members supported completion of the Capacity and Linkages in Environmental Impact Assessment in Africa (CLEIAA) multi-donor solicitation to the World Bank to establish a World Bank PD trust fund. An ENCAP team member attended the CLEIAA meeting in Accra, Ghana, on July 26-27, 2004, to provide technical assistance to planning for donor solicitation in two venues: a September 28, 2004 meeting in Washington, DC, and a donors' meeting at the next CLEIAA meeting in Marrakech October 6-9, 2005. ENCAP team members actively solicited a large number of potential private and public donors for a September 28 donor meeting in Washington, D.C. However, insufficient response resulted in cancellation of this meeting. An ENCAP team member subsequently participated in a CLEIAA donor meeting on promotion of the PD program (October 6-9, 2004 in Marrakech, Morocco). While CLEIAA was unable to secure significant donor participation at that time, the Marrakech meeting was used to revise the strategy, with a particular focus on the 2005 Annual Conference of the International Association for Impact Assessment in Boston.

EAAIA sent out an announcement for EAAIA support to 4-5 fellows in 2004. The announcement was circulated through CIANEA. ENCAP ranking of applicants was completed. The selection of applicants and placement was coordinated by EAAIA. ENCAP also supported visits to regional and sub-regional economic communities by CLEIAA and Nodes and Support for the organization of the EAAIA Annual General Meeting. ENCAP reprogrammed \$15,000 to IUCN to allow EAAIA and SAIEA to meet with potential donors in support of proposed CLEIAA capacity development activities. ENCAP provided funding to IUCN/CLEIAA to purchase 4 notebook computers for use by PD Fellows under loan agreements.

## **TECHNICAL AND ADMINISTRATIVE SUPPORT TO OTHER EIA CAPACITY BUILDING INITIATIVES (RESULT 7)**

ENCAP staff conducted preparatory research on approaches to improving Environmental Protection Agency/National Environmental Management Authority (EPA/NEMA) effectiveness and financial sustainability in African countries, including examination of potential fee structures. The scope was refined and expanded at the request of SAIEA and EAAIA (with USAID Africa Bureau concurrence) to “resources and expertise for EA review and follow-through.” Problem scoping and approach were presented in draft at the CLEIAA Accra meeting in July 2004. The resulting white paper was subsequently revised and presented during the CLEIAA meeting in Marrakech in October 2004. There the concept was presented and discussed and refined further by an ENCAP team member.

NOTE: USAID/Mali is funding a feasibility analysis for *EIA Review and Follow-up for Economic Sustainability*, applying in part the concepts developed in the white paper/technical proposal (See Result 8 below).

## **SUPPORT TO AFRICA BUREAU ENVIRONMENTAL OFFICER (RESULT 8)**

The ENCAP team provided technical assistance for several key tasks at the request of USAID staff. These included:

- To support EGAT’s more active role in inter-bureau cooperation, ENCAP assisted in making case for inter-bureau cooperation on Reg. 216. As part of this process, ENCAP materials were transferred to the ANE Website [www.ane-environment.net](http://www.ane-environment.net).
- ENCAP team members contributed to the development of a concept paper on “Beyond ENCAP: Quality Environmental Management Support (QEMS).” This paper lays out basic rationale and strategies for following up ENCAP training and materials development to continue to promote environmentally sound development.
- ENCAP staff provided technical assistance to USAID/Mali and the Government of Mali (July 19-22, 2004) to assess EIA capacity in the country. During this mission, ENCAP assisted in preparing a draft strategy and plan for a Mali Course add-on to a U.S. EPA Principles of EIA course. Preplanning was tentatively scheduled for November 2004. The strategy included a proposed analysis of the potential for establishing a *Government of Mali Fund for EIA review and follow-up for Economic Sustainability*. USAID/Mali also requested a course in Cleaner Production for Medium and Small Enterprises (MSEs). USAID Mali subsequently programmed funds to pay for both courses and the ‘fund’ analysis.
- IRG consultant Tom Catterson participated in the preparation of a scoping statement for USAID’s Liberia Roads and Bridges project, which was implemented by Development Alternatives, Inc.

## **KNOWLEDGE MANAGEMENT (RESULT 9)**

ENCAP team members resumed responsibility for basic updating of the ENCAP Website ([www.encapafrika.org](http://www.encapafrika.org)). Revisions were made on a continuing basis to keep the Website up to date, with new materials posted as they were developed. The most significant addition to the Website was an online prototype “IEE wizard” which provides electronic guidance on preparation of USAID environmental documentation. The prototype has been posted for evaluation on a blind portion of the AFR Website. Additional basic Website updating tasks were completed in January 2005.

# APPENDIX I: ACCOMPLISHMENTS UNDER MOBIS DELIVERY ORDER

Activity	Targets	Accomplishments
<b>Component I: FRAME</b>		
<b>FRAME 1: Monitoring and Evaluation Plan</b>		
1.1: Monitoring and evaluation system	Periodic progress review meetings Quarterly reports Final report	<ul style="list-style-type: none"> <li>Weekly meetings held to review progress on EGAT NRM MOBIS contract (esp. FRAME)</li> </ul>
<b>FRAME 2: Update FRAME Website</b>		
2.1: Upgrade FRAME Website to strengthen KM functionality	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>Completed upgrade to Simplify 4.0</li> <li>Made final changes to core structure and content of FRAME Website</li> <li>Revised FRAME taxonomy amended; new taxonomy under review</li> </ul>
2.2: Help Desk	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>Help materials developed [1-page guidelines and users' manual];</li> <li>Help Desk SOW refined to promote proactive engagement with CG members, including help material development, outreach, posting of content material</li> </ul>
<b>FRAME 3: Online Case Material</b>		
3.1: Link field innovations to Develcol	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>IRG received the Microsoft Server 2000 from AFR-SD and connected to our Frame TI line in June 2004</li> <li>From June 2004, Develcol has been supported by IRG</li> <li>Installation MYSQL for the backend database and Advanced Log Analyzer for Website statistics</li> <li>Develcol and Tracker approaches evaluated and new KO developed that reflects a more streamlined approach to Tracker, and building upon the Develcol approach and database.</li> </ul>
3.2: Build up online case study material	<p><b>COMPLETE: [At least 50]</b> new case studies added to TRACKER database;</p> <p><b>COMPLETE:</b> Links created to <b>[at least 5]</b> external sites with case study materials;</p> <p>Use of TRACKER increased <b>by 10%</b> (measured by number of hits)</p>	<ul style="list-style-type: none"> <li>Links were created to WOCAT, Agroecological Partners, Develcol, COMPASS, World Bank, and CIESIN <b>[6 sites linked]</b></li> <li>Develcol material integrated into database</li> </ul>

Activity	Targets	Accomplishments
<b>Component 1: FRAME</b>		
<b>FRAME 4: Knowledge Management System</b>		
4.1: Develop Communities of Practice	At least 3 training workshops on Simplify/Communities of Practice  <b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• 1-day training workshop for representatives of institutional partners in Zimbabwe and FRAME Fellows</li> <li>• Simplify training provided to ~25 participants in the May 2004 SASUSG meeting in Addo, South Africa and to ~5 staff members of the <b>Institute of Natural Resources</b> at the University of Natal in South Africa,</li> <li>• Simplify training held for 12 participants of the <b>FRAME-CILSS workshop</b> in Ouagadougou; COP guidebook developed and specialized short course tested; COP selection and support made more strategic</li> </ul>
4.2: Establish Help Desk	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Help Desk became operational, providing training and backstopping for institutional partners and posting documents on FRAME Website.</li> </ul>
4.3: Redesign FRAMEgram	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• FRAMEgram was issued on bi-monthly basis</li> <li>• FRAMEgram was completely redesigned, to be less complex and "dry" and integrated to the Website.</li> <li>• The objective of these changes was to make FRAMEgram a more valuable tool in building FRAME network and increasing traffic on FRAME Website.</li> </ul>
4.4: Facilitate discussions, outreach & partner pages	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• FRAME moderated e-discussion group on local conventions. Forty-five practitioners from West Africa and Europe participated.</li> <li>• Support was expanded for ABCG, Mining, Sustainable Use and other communities.</li> <li>• Groundwork for CoPs on Conservation &amp; Governance, and NTFP Market Chain Analysis;</li> <li>• Partner pages were created for GDRN5, Voahary Salama, and USDA Forest Service. Voahary Salama hired a consultant to help them pull together material for its Website – much of this information was not previously available.</li> <li>• ABCG and Mining partner pages were further developed and training was provided to Mining CoP facilitator. Database structure for mining activities and resources was transferred to the Mining community page.</li> </ul>
4.5: Open FRAME in other regions	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Relations were established with strategic institutional partners – i.e., those with global structures – to systematically expand geographic scope of FRAME.</li> <li>• The FRAME Website was restructured to reflect potential to include additional regions. A small amount of content material posted to non-African pages.</li> </ul>

Activity	Targets	Accomplishments
<b>Component 1: FRAME</b>		
<b>FRAME 5: Stocktaking</b>		
5.1: Ouagadougou stocktaking	Completion of <i>[at least 1]</i> stocktaking exercise  <b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Stocktaking of environmental and policy trends in Sahel over past 30 years, using NWP framework; intended to provide guidelines for synthesizing information that may enhance effectiveness of CCD national reporting process</li> <li>• Draft report prepared to synthesize material covered at the workshop and to lay out agenda for engaging UNCCD focal points to improve effectiveness of country reports.</li> <li>• February 9-13 workshop attended by 25 people from CILSS, FRAME Contact Group, IUCN and Government of Burkina Faso</li> </ul>
5.2: Madagascar stocktaking wrap-up (Gaylord)	<b>ONGOING</b>	<ul style="list-style-type: none"> <li>• FRAME will provide staff time to revise the five sectoral papers and draft a synthesis paper;</li> <li>• USAID mission will fund production costs</li> <li>• Continued to develop content material and format series of 6 brochures;</li> <li>• Brochure material redesigned and outlined approved;</li> <li>• Funding for publication of brochures being provided separately by USAID/Madagascar;</li> <li>• FRAME to fund drafting, design and editorial review</li> </ul>
5.3: Southern Africa stocktaking activity (SASUG/key CBNRM themes)	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Scopes of work developed with WWF-SARPO and CASS-PLAAS CBNRM Programme</li> <li>• 3 FRAME staff members attended SASUSG workshop in Addo, South Africa;</li> <li>• Because of communication problems leading up to the SASUSG meeting and reticence about FRAME's participation in the SASUSG workshop, no stocktaking activity was undertaken;</li> <li>• Activity limited to finding and posting co-management/CBNRM documents on the FRAME Website</li> <li>• Partner page for SASUSG as well as allocation of FRAME Fellows in the region</li> </ul>
5.4: Mali/OHVN stocktaking wrap-up/report (Kelly)	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Mission completed;</li> <li>• Results include preparation of funding proposal to continue OHVN stocktaking &amp; preparation of several synthesis reports presented at SANREM conference</li> </ul>
5.5: Perspectives on NWP from grassroots practitioners in Mali (Benjamin and Taylor)	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• February 16 half-day workshop attended by 40+ practitioners and forest service officials;</li> <li>• Results synthesized in brief workshop report</li> </ul>
5.6: Mali decentralization "Transfert de compétences" (GDRN5)	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Stocktaking activity completed; final report submitted.</li> </ul>

Activity	Targets	Accomplishments
<b>Component I: FRAME</b>		
<b>FRAME 6: Special Reports and Analysis</b>		
6.1: Operationalize and disseminate NWP policy and analytical tools	COMPLETE	<ul style="list-style-type: none"> <li>English version of Nature, Wealth and Power was updated and reprinted.</li> <li>NWP distributed and discussed during Addo FRAME-SASUSG meeting</li> <li>NWP Presentation at Bucknell University</li> <li>Debriefing of Mali rollout in Washington</li> <li>Evaluate status of copies of NWP, and develop budget estimate for reprinting. Allocate copies for Addo meeting.</li> <li>Series of 11 NWP workshops with sectoral decision-makers in Mali (poverty reduction, environment, local government, NGO community and USAID mission)</li> </ul>
6.2: Prepare special reports and analyses	[At least 3] special reports produced and disseminated  COMPLETE	<ul style="list-style-type: none"> <li>GDRN5 Stocktaking Report: <i>Etude sur la problématique de transfert de compétences en gestion locale des ressources naturelles au Mali</i></li> <li>Three consultant reports prepared for FRAME-CILSS workshop NWP and NRM trends – presented &amp; discussed at workshop, posted on FRAME Website</li> <li>OHVN NRM report prepared by Kelly and collaborators, presented at SANREM conference</li> <li>Benjamin and Bocoum report on negotiation of local conventions prepared and presented at SANREM conference</li> </ul>
<b>FRAME 7: Contact Group</b>		
7.1: Restructure FRAME Contact Group	COMPLETE	<ul style="list-style-type: none"> <li>Contact Group restructured, with new mandate and responsibilities – described in <b>CG Roles and Responsibilities</b> document. Members contacted and membership expanded.</li> </ul>
7.2: Support FRAME Contact Group	COMPLETE	<ul style="list-style-type: none"> <li>Contact Group membership stands at around 100;</li> <li>CG list finalized and personal information updated through outreach campaign (IRG and Cyberplex);</li> <li>CG Alerts initiated to improve communication with CG; 4 CG Alerts sent</li> <li>Membership confirmation &amp; recruitment campaign;</li> <li>Addition of new members;</li> <li>Communication of roles and responsibilities</li> </ul>

Activity	Targets	Accomplishments
<b>Component I: FRAME</b>		
<b>FRAME 8: Institutional Partners</b>		
8.1: Establish partnerships with key organizations	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Partnership MOUs signed with WWF-SARPO, CASS-PLAAS, and Guinée Ecologie</li> <li>• FRAME Fellows recruited and placed with Guinée Ecologie, CASS-PLAAS, and WWF-SARPO</li> <li>• Partnership guidelines prepared to emphasize concrete terms of engagement - stocktaking, FRAME fellows, Web page linking;</li> <li>• Partnership MOU template prepared;</li> <li>• Formalization of partnerships with GDRN5 &amp; Voahary Salama;</li> <li>• Partnerships discussions initiated with ILED Drylands (Ced Hesse) and Drylands Research (Michael Mortimore)</li> <li>• Relationships with ABCG expanded;</li> <li>• FRAME Fellows concept redefined to better support partnerships</li> </ul>
<b>FRAME 9: Partnerships with EGAT LRMT-sponsored institutions</b>		
9.1: Support evolving demands of USAID/EGAT programs	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Partner page provided for USDA Forest Service; actively posting technical reports from USAID mission &amp; EGAT/Forestry consultations</li> <li>• Participated in NWP globalization workshops with SANREM CRSP</li> <li>• Periodic meetings held with AED/GREENCOM and CTO;</li> <li>• Initial meeting held with NRIC</li> <li>• Meetings with Ag research community (SANREM) and other parts of EGAT programs</li> </ul>

Activity	Targets	Accomplishments
<b>Component 2: ETA</b>		
<b>ETA 1: Monitoring and Evaluation System</b>		
1.1 Monitoring and evaluation system	Periodic progress review meetings Quarterly reports Final report	<ul style="list-style-type: none"> <li>Met periodically to discuss and review progress;</li> <li>Developed work plan, and monitoring and evaluation plan;</li> <li>Held regular meetings to review progress on modeling, workshop plans, ETA Web page development, and community of practice (CoP)</li> </ul>
<b>ETA 2: Community of Practice</b>		
2.1 Modify ETA Web pages for CoP	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>Structured a more streamlined Web page to accommodate CoP in both English and French;</li> <li>Placed remainder of ETA materials on Web page in English;</li> <li>Translated materials into French where appropriate, and placed available French materials on page</li> <li>Developed ETA page for ease of use, placed all ETA documents and relevant models to date on it, initiated CoP</li> </ul>
2.2 Establish CoP	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>Invited Anglophone participants from Kampala workshop to join in online discussion;</li> <li>Prepared invitation for French participants;</li> <li>Completed training for managing online CoP in both English and French</li> <li>Established lines of communication for both past and future trainees, and others who employ the systems modeling approach</li> </ul>
2.3 Maintain online help services	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>Offered online help services to members of CoP</li> </ul>
2.4 Maintain and expand CoP	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>Drafted letter of invitation to join CoP for participants of Madagascar training workshop</li> <li>Worked to restore proper functioning of software for communication among CoP members</li> <li>Established workspace on Web for online discussion, opened discussion and invited participation;</li> <li>Discussed options for incorporating future trainees and other interested parties into CoP at an early date, possibly during the Madagascar modeling workshop</li> </ul>

Activity	Targets	Accomplishments
<b>Component 2: ETA</b>		
<b>ETA 3: Modeling application</b>		
3.1 Design model	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Researched and continued to review available literature and data necessary for model development. Ramamonjisoa, Seve, and Woodwell met and worked for 5 days developing basic structure of model, data requirements, literature requirements;</li> <li>• Chose, invited, and confirmed participation of 13-member Model Building Team</li> <li>• Established Model Building Team, developed substantial body of literature and preliminary data, and developed basic structure of model;</li> <li>• Completed one-week intensive effort to advance development of model structure, questions model will address, USAID interventions, and their effectiveness</li> </ul>
3.2 Construct model	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Developed a model of tavy (slash-and-burn) agriculture incorporating rice and cassava production, alternative production, forest loss, population growth, interventions, technological development, and interdiction</li> <li>• Established basic structure of model, for review, discussion, and modification in consultation with Model Building Team;</li> </ul>
3.3 Run scenarios	<b>COMPLETE</b> <i>Develop an application of the dynamic modeling tool in consultation with USAID mission.</i>	<ul style="list-style-type: none"> <li>• Ran model with no-intervention base run, and with a series of interventions similar to those that donors have supported in the recent past;</li> <li>• Modified model in response to expert feedback at modeling workshop, made additional runs to reflect use of low-productivity post-tavy lands, and effect of interdiction, or other methods of preventing tavy, as complementary to agricultural intensification efforts</li> </ul>
<b>ETA 4: Training Course</b>		
4.1 Plan course	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Reviewed, amended, and confirmed structure and content of course, with emphasis on modeling training, and tavy;</li> <li>• Scheduled course, selected venue, established criteria for selection of participants;</li> <li>• Developed first four days of course as a training workshop, with emphasis on tavy in general, and our tavy model in particular;</li> <li>• In discussions with USAID, expanded course to incorporate a fifth day of structured working groups to address several aspects of tavy, and possibilities for developing alternatives;</li> <li>• This day included individuals who did not participate in the training, but who have relevant expertise;</li> <li>• Also in discussions with USAID, added a sixth day to review appropriate applications for Netweaver decision analysis, and its relationship with systems modeling</li> </ul>

Activity	Target	Accomplishments
<b>Component 2: ETA</b>		
4.2 Prepare course materials	COMPLETE	<ul style="list-style-type: none"> <li>Reviewed materials to date, and appropriate revisions;</li> <li>Materials include a draft course manual with instructions and useful relationships for NRM modelers, cut-and-paste model components, and sample models</li> </ul>
4.3 Deliver 4-5 day training course	COMPLETE [At least 1] training course in dynamic modeling completed; [10-15] Participants trained	<ul style="list-style-type: none"> <li>Delivered 4-day training course, including review, critique, and revisions to the tavy model. Participants developed 9 different natural-resource-management models, presented models, results, and implications of model runs. An additional 5th day focused on broader issues of tavy, further critique of the tavy model, and approaches to improving agricultural productivity while reducing rates of deforestation.</li> <li>Participated in a one-day USAID-sponsored workshop on possibilities for using Netweaver and Stella in ways complementing the strengths of each approach.</li> </ul>
<b>ETA 5: Final Report</b>		
5.1 Plan final report	COMPLETE	<ul style="list-style-type: none"> <li>Planned final report to include literature review and historical context to the challenge of tavy, rationale for the model, model structure, modifications, model runs, and implications.</li> </ul>
5.2 Write report	COMPLETE	<ul style="list-style-type: none"> <li>Completed &amp; translated final report; incorporates development of tavy model, input from workshop participants, implications drawn from four series of model runs. Each series of model runs includes a no-further-intervention scenario, an all-interventions-combined scenario, and four individual interventions. These combinations of results show synergistic effects of interventions, and have important implications for maximizing cost-effectiveness of conservation and development efforts.</li> </ul>
5.3 Disseminate report	COMPLETE	<ul style="list-style-type: none"> <li>Planned logistics of report editing, translation, printing, and dissemination.</li> <li>Estimated costs and planned logistics of report editing, translation, printing, and dissemination</li> </ul>

Activity	Targets	Accomplishments
<b>Component 3: ENCAP</b>		
<b>ENCAP 1: Monitoring and Evaluation Systems</b>		
1.1 Monitoring and evaluation plan	Periodic progress review meetings Quarterly reports Final report	<ul style="list-style-type: none"> <li>• Additional adjustments made to work plan, to respond to opportunities and constraints</li> <li>• Additional conference call modifications to the work plan in late March</li> <li>• Work plan approved by IRG and submitted to USAID Technical Advisors and CTO;</li> <li>• First quarterly report prepared and submitted;</li> <li>• Work plan adjustments made and second quarterly report submitted</li> </ul>
<b>ENCAP 2: Environmental management course/facilitation</b>		
2.1 Kisumu ToT course	At least four training courses conducted <b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Assistance to PACT/Kenya in pursuing World Bank funding for CIANEA support;</li> <li>• On-going support to CIANEA follow-up</li> <li>• Implementation of 11 day Training of Trainers in Kisumu, Kenya (3-14 Nov 2003)</li> </ul>
2.4 Eritrea ENCAP Training	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Facilitation provided by Jane Kahata</li> </ul>
2.5 Senegal Title II Course	<b>POSTPONED (beyond performance period)</b>	
2.6 Sudan ENCAP Training	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Facilitation provided by Jane Kahata</li> </ul>
2.7 WARP Standard IEE Course	<b>COMPLETE (Preplanning)</b>	<ul style="list-style-type: none"> <li>• ENCAP conducted preplanning activities for WARP funded "standard" course for presentation in Ghana.</li> <li>• Technoserve subcontracted Cadmus Group for principle trainer. Course was delivered Feb. 14-18. Most participants were partners, not MEOs.</li> </ul>
2.8 Mali Course Add-on to US EPA Principles of EIA Course	<b>Course took place June 2005 with USAID/Mali funding beyond performance period)</b>	<ul style="list-style-type: none"> <li>• Fisher and Hirsch undertook TDY to Mali in July to assess Government of Mali EIA capacity needs &amp; to develop programming recommendations for USAID/Mali to build such capacity</li> <li>• Recommendations report distributed July 2004.</li> <li>• US EPA EIA course for GOM postponed due to locust crisis. Activity funded by USAID/Mali in 2005 as Government of Mali EIA capacity program based on Hirsch/Fisher/Wilson (USEPA) programming recommendations under a separate EPIQ TO buy-in.</li> </ul>
<b>ENCAP 3: Environmental management guidance/updating</b>		
3.1 Last Revisions to EGSSA	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• As of end 4th Qtr. all modules have been completed and posted to the ENCAP Website (<a href="http://www.encapafrika.org">www.encapafrika.org</a>) except pesticides and IPM which were undergoing final copy editing by TMG</li> </ul>

Activity	Targets	Accomplishments
<b>Component 3: ENCAP</b>		
<b>ENCAP 4: Training material development/updating</b>		
4.1 Training course and EPTM revisions	COMPLETE	<ul style="list-style-type: none"> <li>Training course modules and Power Points completed by M. Stoughton and posted to the ENCAP Website <a href="http://www.encapafrika.org">www.encapafrika.org</a></li> </ul>
4.2 Incorporate MEO training materials on Website	COMPLETE	<ul style="list-style-type: none"> <li>Posted on ENCAP Website: Full MEO sub-site to be developed next FY</li> </ul>
4.3 Update ESF	COMPLETE	<ul style="list-style-type: none"> <li>Revisions provided by Walter K</li> </ul>
4.4 Complete IEE wizard	COMPLETE	<ul style="list-style-type: none"> <li>Evaluation Version (80% complete) Wizard is on a blind portion of the ENCAP Website at <a href="http://www.encapafrika.org/IIED/20Wizard/EnvDocumToolPage.htm">www.encapafrika.org/IIED/20Wizard/EnvDocumToolPage.htm</a></li> </ul>
<b>ENCAP 5: Expansion of ENCAP training curriculum</b>		
5.1 Ready materials on CP BMP	COMPLETE	<ul style="list-style-type: none"> <li>Refined for Namibia Nov 2003 Cleaner Production course (partial support from ENCAP) and posted to ENCAP Website <a href="http://www.encapafrika.org">www.encapafrika.org</a></li> </ul>
5.2 Electronic version of CP course materials	COMPLETE	<ul style="list-style-type: none"> <li>As above</li> </ul>
5.3 Develop and document CP case materials	COMPLETE	<ul style="list-style-type: none"> <li>As above</li> </ul>
<b>ENCAP 6: Support to other EIA capacity building activities</b>		
6.1 Support of completion of multi-donor solicitation to WB to establish WB PD trust fund	APPROACH REVISED (due to lack of initial response)	<ul style="list-style-type: none"> <li>Fisher attended CLEIAA meeting in Accra July 26-27 to provide TA/input to planning for donor solicitation in two venues: Sept 28 meeting in D.C. and Donors meeting at the next CLEIAA meeting in Marrakech Oct. 6-9.</li> <li>Tellus actively solicited a large number of potential donors for Sept 28th meeting in DC. However, insufficient response resulted in cancellation of this meeting</li> <li>Significant effort launched to obtain International Association for Impact Assessment commitment to serve as the fiduciary agent for \$3.7 million PD program. TOR drafted for combined SAIEA/Tellus role in marketing the proposal.</li> <li>IAIA Board approved IAIA serving as the fiduciary agent for the PD Fellowship Program (May 04 in Vancouver). Planning for marketing of PD proposal carried out with SAIEA, EAAIA and IAIA.</li> <li>CLEIAA was unable to secure significant donor participation at Oct meeting Marrakech.</li> <li>Marrakech meeting was used to revise strategy, with a particular focus on IAIA05 in Boston. Mark Stoughton contributed to this activity.</li> </ul>

Activity	Targets	Accomplishments
<b>Component 3: ENCAP</b>		
6.2 Support to EAAIA program for PD fellowship program	COMPLETE	<ul style="list-style-type: none"> <li>EAAIA sent out announcement for EAAIA support to 4-5 fellows in 04;</li> <li>Announcement circulated through CIANFA;</li> <li>ENCAP ranking of applicants completed;</li> <li>Selection of applicants and placement coordinated by EAAIA</li> </ul>
6.3 Support for visits to regional and sub-regional economic communities by CLEAA and nodes.	COMPLETE	<ul style="list-style-type: none"> <li>Alternative activities to 6.1; to be covered by reprogramming \$15,000 destined for CLEIAA</li> </ul>
6.4 Support for the organization of the EAAIA Annual General Meeting	COMPLETE	<ul style="list-style-type: none"> <li>Alternative activities to 6.1; covered by reprogramming \$15,000 destined for CLEIAA</li> </ul>
<b>ENCAP 7: Technical and administrative support to other EIA capacity building initiatives</b>		
7.1 Develop model fee structure system for EIA work by African countries ( <i>white paper</i> )	COMPLETE	<ul style="list-style-type: none"> <li>Concept was presented and discussed by M Stoughton at the July CLEIAA meeting in Accra to gather CLEIAA input; CLEIAA adopted the issue as a technical initiative to be pursued at the October donors' meeting in Marrakech.</li> <li>Stoughton developed a full technical and cost proposal on behalf of CLEIAA for "resources and expertise for EA review and follow-through" which was distributed in advance of the CLEIAA October 2004 meeting in Marrakech. The technical proposal contains the concept/white paper.</li> <li>Stoughton presented the proposal at the CLEIAA Marrakech meeting in October 2004, and contributed to planning for CLEIAA's IAIA05 strategy.</li> <li><b>NOTE:</b> USAID/Mali may fund EIA review and follow-up for an <i>Economic Sustainability</i> feasibility analysis, applying in part the concepts developed in the white paper/technical proposal.</li> </ul>
7.2 Workshop to discuss <i>white paper</i>	COMPLETE	<ul style="list-style-type: none"> <li>Workshop session on problem scoping and approach at CLEIAA Accra meeting in July. Further discussion scheduled at CLEIAA meeting in Marrakech (October 2004).</li> </ul>
<b>ENCAP 8: Support to Africa Bureau Environmental Officer</b>		
8.1 Assist in making case for inter-bureau cooperation on Reg. 216	COMPLETE	<ul style="list-style-type: none"> <li>EGAT is assuming a more active role in inter-bureau cooperation</li> <li>ENCAP materials transferred to ANE Website <a href="http://www.ane-environment.net">www.ane-environment.net</a></li> <li>Inputs to interbureau cooperation in USAID Environmental Procedures by Tom Catterson with follow-up comments by W Fisher.</li> <li>Follow-up input from Fisher to MEO Conference held in Antigua, Guatemala</li> </ul>
8.4 Inputs to the "Beyond ENCAP" concept paper	COMPLETE	<ul style="list-style-type: none"> <li>Inputs to REDSO/ESA <i>Quality Environmental Management Support (QEMS)</i> Concept Paper provided to W. Knausenberger by Fisher</li> </ul>

Activity	Targets	Accomplishments
<b>Component 3: ENCAP</b>		
8.5 Model language and guidance on environmentally conscious procurement	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Language developed by Hirsch/Knausenberger instead of ENCAP under the title: <i>Recommended Acceptable Language and Formats (RALF)</i> and available on the AFR/SD Sharepoint Website. Last updated by B. Hirsch June 21;</li> <li>• Environmental Documentation Style Tips also developed by Hirsch &amp; Knausenberger and placed on Sharepoint site</li> </ul>
Activity 8.6: Assistance as needed		
Activity 8.6.1: Government of Mali EIA capacity assessment	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Hirsch, Fisher, &amp; USEPA Wilson provided TA to USAID/Mali and Government of Mali in July 2004</li> <li>• As a result of USAID/Mali TA provided by ENCAP 19-22 July 04, ENCAP assisted in preparing a plan for a Mali Course add-on to US EPA Principles of EIA course with preplanning tentatively scheduled for Nov 04; see 2.4 above;</li> <li>• The plan also includes analysis of potential for establishing a GoM Fund for EIA Review and Follow-up;</li> </ul>
Activity 8.6.2: WARP EIA Capacity Building Support	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Planned in conjunction with activity 8.6.1 above</li> </ul>
Activity 8.6.3: Liberia Roads and Bridges EA	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Tom Catterson participated in PEA Scoping Exercise for USAID's Liberia Roads and Bridges project (August 2004)</li> </ul>
<b>ENCAP 9: Knowledge Management</b>		
9.1 ENCAP resumes management of Website	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Basic updating of Website</li> <li>• Continuing revisions to Website by N Odeh and M Stoughton</li> <li>• Website is up-to-date; new materials posted as they were developed. Major anticipated Website addition by end of contract was the IEE wizard.</li> </ul>
9.2 Sharepoint participation	<b>COMPLETE</b>	<ul style="list-style-type: none"> <li>• Further transfer of selected ENCAP Tellus files to Sharepoint site.</li> </ul>

# APPENDIX 2: KEY RESULTS, DELIVERABLES AND PERFORMANCE INDICATORS

Red – completed objective (minimal contractual obligation)  
 Strikethrough – eliminated objective (in consultation with CTO)

Key Results	Deliverables	Targets/Performance Indicators
<b>Component 1: FRAME</b>		
Smooth and effective execution of contract deliverables Responsiveness to lessons from experience	Monitoring and evaluation plan	<ul style="list-style-type: none"> <li>• Periodic progress review meetings</li> <li>• Quarterly reports</li> <li>• Final report</li> </ul>
Improved technical capacity to maintain discussion groups, communities of practice and knowledge management	Update FRAME Website as KM portal	<ul style="list-style-type: none"> <li>• Annual upgrades to Simplify made</li> <li>• Increased functionality and use of FRAME Website</li> <li>• Customization of Simplify Website completed to enhance discussion management</li> <li>• Email/Web interface refined</li> <li>• FRAME Website upgraded to include material and users from Asia and Latin America</li> </ul>
Increased accessibility of knowledge of NRM experience	Build up online case study material	<ul style="list-style-type: none"> <li>• Links created between Develcol and field innovation information (NR Tracker)</li> <li>• [At least 50] new case studies added to TRACKER database;</li> <li>• Links created to [at least 5] external sites with case study materials;</li> <li>• Use of TRACKER increased by 10% (measured by number of hits)</li> </ul>

<sup>1</sup> Bracketed information indicates contractual obligation.

Key Results	Deliverables	Targets/Performance Indicators <sup>1</sup>
Increased dialogue, information sharing and community building among African E/NR professionals	Continue to develop KM system to connect decision	<ul style="list-style-type: none"> <li>Increased participation in communities of practice working groups</li> <li>Completion of Simplify editor and CoP training for CG members</li> <li>Discussion groups initiated and maintained by CG members</li> <li>Help Desk functional; use by CG members (measured by number of requests fielded by Cyberplex)</li> <li>FRAMEgram redesigned; contributions from CG members increased; FRAMEgram managed by Cyberplex</li> <li>FRAME expanded to include members from Asia and Latin America</li> </ul>
Increased knowledge of the economic benefits of E/NR investments	Stocktaking (NRM field assessments)	<ul style="list-style-type: none"> <li>Completion of <b>[at least 1]</b> stocktaking exercise</li> </ul>
Innovative analysis and analytical tools to facilitate decision-making by African NRM professionals	Special reports and analyses	<ul style="list-style-type: none"> <li><b>[At least 3]</b> special reports produced and disseminated</li> </ul>
Increased impact and sustainability of FRAME Contact Group	Support FRAME Contact Group	<ul style="list-style-type: none"> <li>Regional training courses/ meetings conducted with CG members</li> <li>Strategic plan developed with participation of FRAME Steering Committee</li> <li>Increased African leadership</li> </ul>
Broaden and strengthen impact of FRAME by building strategic partnerships with organizations in Africa, Asia and Latin America	Partnerships with key organizations	<ul style="list-style-type: none"> <li>MOU establishing formal partnership with at least one organization</li> </ul>
Increase utility and access of FRAME Knowledge Management potential to other USAID-sponsored programs	Strengthen partnerships with EGAT LRMT-sponsored institutions	<ul style="list-style-type: none"> <li>Cooperative partnerships established between FRAME and at least one other USAID-sponsored institution</li> </ul>

## Component 2: ETA

	Monitoring and evaluation plan	
Improved sharing of knowledge and development of dynamic modeling capabilities among interested African E/NR professionals	Maintain Community of Practice (Stella)	<ul style="list-style-type: none"> <li>Organization of Community of Practice</li> </ul>
Improved analysis of systems dynamics and economics-environment linkages by African decision-makers	Application of dynamic modeling tool	
	Training course	<ul style="list-style-type: none"> <li><b>[At least 1]</b> training course in dynamic modeling completed;</li> <li><b>[10-15]</b> Participants trained</li> </ul>
	Final report	<ul style="list-style-type: none"> <li>Final report written, printed &amp; disseminated</li> </ul>
	Monitoring and evaluation plan	

Key Results	Deliverables	Targets/Performance Indicators <sup>1</sup>
<b>Component 3: ENCAP</b>		
Build sustainable practice of EIA professionals	Course preparation, facilitation, & follow-up	<ul style="list-style-type: none"> <li>• Training of Trainers approach implemented</li> <li>• [At least 4] training courses conducted</li> </ul>
	Environmental management guidance development & update	<ul style="list-style-type: none"> <li>• Final version of EGSSAA prepared</li> <li>• <del>Survey and brief report of ENCAP performance</del></li> </ul>
Increased cost effectiveness of training methods in support of EIA/EA	Training material development & update	<ul style="list-style-type: none"> <li>• Participant sourcebook and EPTM updated</li> <li>• Website pages updated</li> <li>• IEE wizard updated</li> <li>• ESF format/methods updated</li> </ul>
	Expansion of ENCAP training curriculum	<ul style="list-style-type: none"> <li>• Completion and dissemination of new ENCAP training modules</li> </ul>
Deepening of knowledge of priority technical areas in EA	Environmental management guidance development & update	<ul style="list-style-type: none"> <li>• Completion and dissemination of guidelines &amp; ENCAP materials</li> </ul>
	Support other EIA capacity-building activities (including PD program for EIA professionals in Africa)	<ul style="list-style-type: none"> <li>• Completion of multi-donor solicitation</li> </ul>
	Support to other EIA capacity-building initiatives by selecting African institutions	<ul style="list-style-type: none"> <li>• "White paper" on sustainable finance of EIA in African country context</li> </ul>
	Support BEO in preparation of EIA and training as needed	<ul style="list-style-type: none"> <li>• "Think piece" on inter-bureau cooperation completed and circulate among appropriate USAID bureaus</li> <li>• <del>CARPE PEA SOW completed</del></li> <li>• <del>Model procurement language prepared</del></li> <li>• Assistance is provide to BEO as needed</li> </ul>
	Apply KM principles & tools to assist BEO, REO, MEOs	<ul style="list-style-type: none"> <li>• ENCAP Website is fully functional &amp; updated</li> <li>• Sharepoint mechanism is operational</li> </ul>

Red – completed objective (minimal contractual obligation)  
Strikethrough – eliminated objective (in consultation with CTO)