



UNEP

Integrated Environmental Assessment Training Manual for the Arab Region

Module 2

***National IEA process
design and organization***



Sessions at a Glance



Session 1: Introduction and objectives

Session 2: IEA process features

Session 3: Overview of the IEA process





Purpose of Module 2



- Understand the **role, design and organization** of the IEA process;
- Identify the **main steps and activities** to achieve IEA's goals.



Objectives of Module 2



- To understand the **main stages of the IEA process**.
- To understand the **institutional arrangements**.
- Learn to **lead an IEA process** in an interactive and participatory way.
- To identify the **main activities** and procedures for preparing IEA reports and promoting their findings.
- To be aware of and able to manage the **challenges** of running the process while involving the public.



Key IEA Process Attributes



- Participatory
- Multi-disciplinary & Multi-sectorial
- Integrated
- Multi-product
- Institutionalized





IEA process objectives



1. To **bring together organizations and people** with an interest in IEA that may not have a history of collaboration.
2. To **involve the policy-makers** in order to secure their support for the process and its key findings.
3. To **facilitate the process of interaction** based on a common methodology, fostering the dialogue between **science and policy**.



Some IEA Activities



- Establishment an **institutional framework** for collaboration and organization of the IEA
- Establish and maintain an **information base**.
- Discussion **forum**.
- **Capacity building**.
- Define and implement a **communication strategy**.





Basic Conditions for IEA Process



- **Political Will** and commitments.
- Adequate management and technical / scientific **capacity** to conduct the process.
- **Experienced officials** on environmental issues to lead and enhance the analysis.





Group Discussion: IEA in Your Country

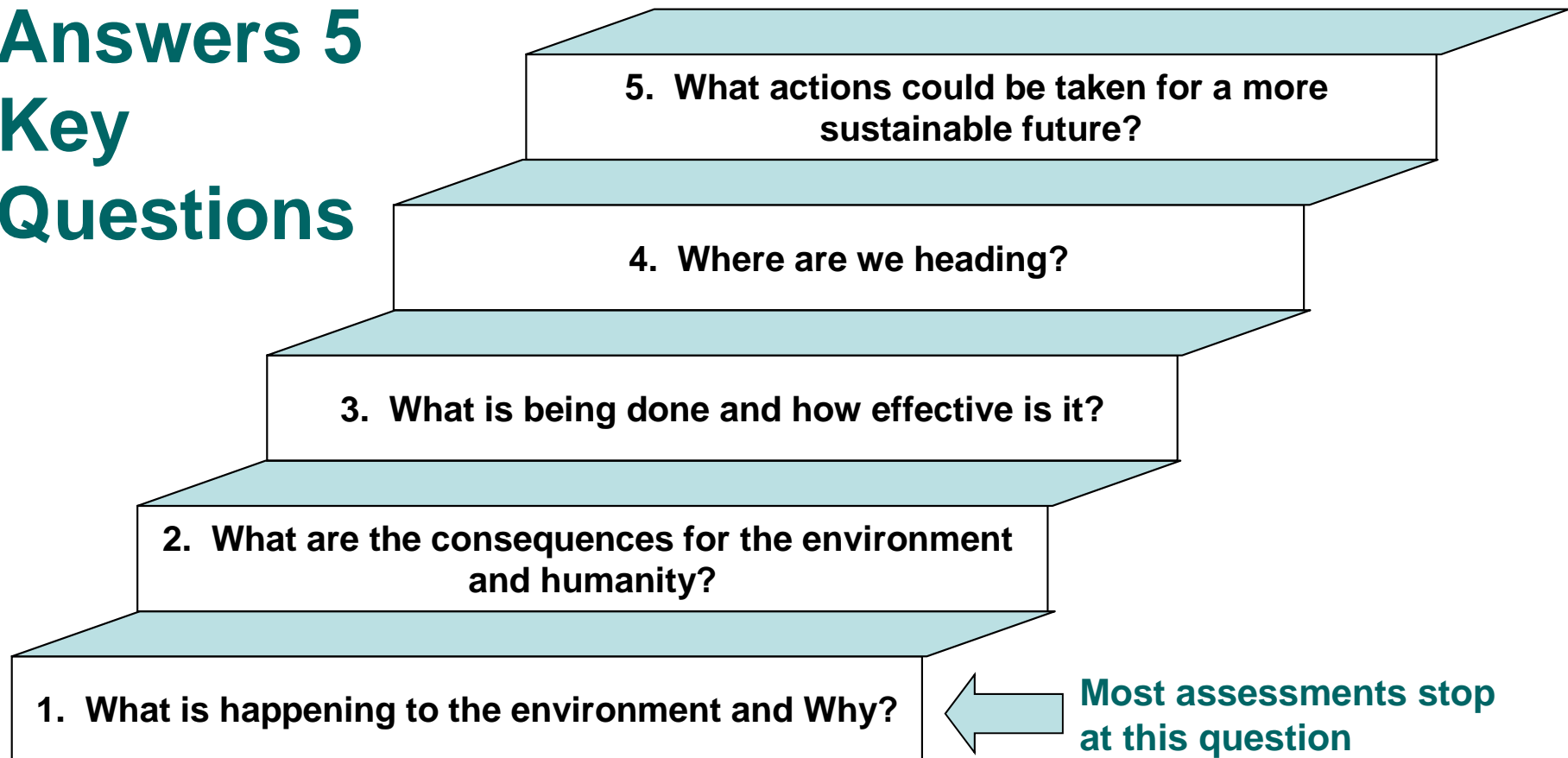


- Identify the **main organizations** that use an integrated approach to lead participatory processes focused on environment-development interactions in your country. Explain briefly the main activities that were/are involved.
- What **key initiatives** are going on in your country that could be strengthened by IEA process?
- What **opportunities** do you see in your country to help drive the IEA process?





Answers 5 Key Questions



Examples of Legal Mandate



Syria case

Article 10 provision 3 and article 17 provision 8 of the environmental protection law No.50 declared in 2002.

Source: Environment protection Law. Ministry of Municipalities and Environment



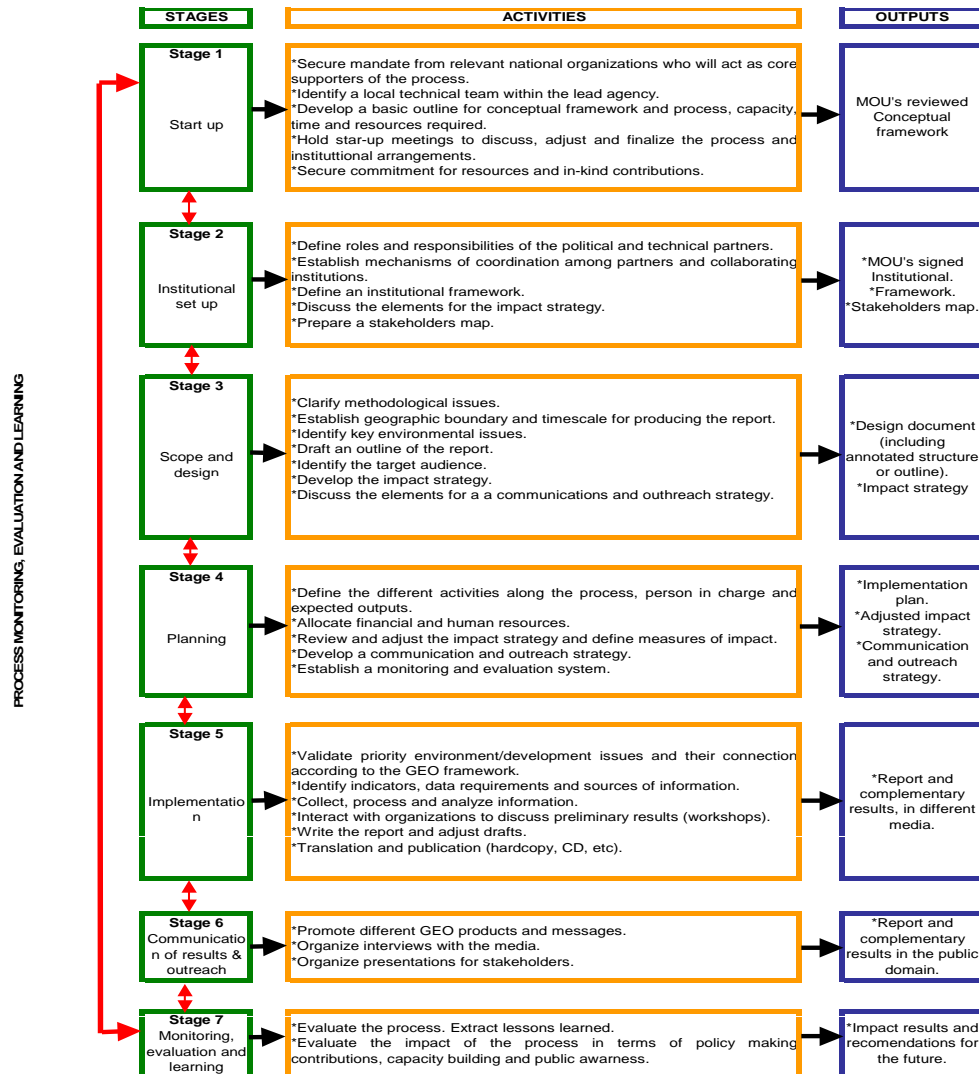
The Egyptian mandate case

Article 5 of chapter 2 of Law number 4 of 1994

<http://www.eeaa.gov.eg/english/law4.doc>

http://www.eeaa.gov.eg/english/law4_arb.doc

The 7 Typical Stages of the IEA Process





The role of participation in the IEA Process



Who are the Stakeholders?

- Their **interests** are affected by environmental problems or their **decisions** have environmental effects;
- Have **information, resources or expertise** required for policy formulation and strategy implementation;
- **Control key mechanisms** for policy formulation and strategy implementation.



Examples of potential Stakeholders?



- Leaders;
- Officials of national and regional public offices
- Political party representatives;
- Scientific community;
- Representatives of industry or entrepreneurial associations;
- Private sector representatives;
- Professional schools or associations;
- Academia (universities and research centres);
- Non-government organizations;
- Mass media;
- Youth groups, women groups;
- Indigenous communities and groups;
- Civil society organizations;
- Community and religious groups; and
- Opinion leaders.

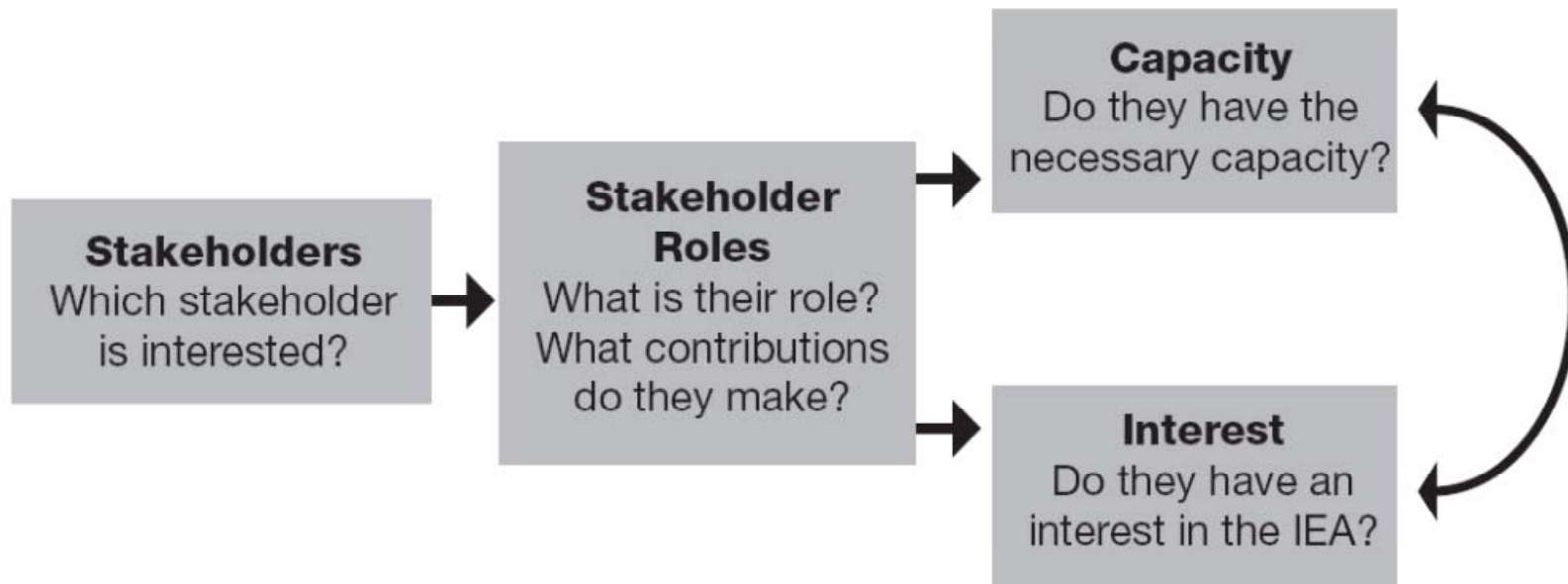


Principles for engaging stakeholders



- **Inclusivity**
Include a full range of stakeholders representing different interests, including marginal and vulnerable groups.
- **Pertinence**
Include stakeholders with significant interest in the process.
- **Gender perspective**
Inclusion of women and men allows formulating and implementing better integrated policies and strategies.

Identifying stakeholders (role and interest)



Source: UN HABITAT (2002). Herramientas para una gestión urbana participativa. Colección de Manuales. Ediciones SUR.



Keeping stakeholders engaged in the process



- Listen and take into account their points of view
- Keep them informed of the activities and results of the process
- State clear rules for participation and define expectations
- Incorporate key stakeholders in the monitoring process
- Develop a range of activities to keep close relationships with the stakeholders





Exercise: Identifying Stakeholders



- As individuals, identify the main stakeholders in your country that should be included in an integrated environmental assessment process.
 - a. _____
 - b. _____
 - c. _____
- For each stakeholder, list the main organizations or people that should be included.





Stages of The GEO-based IEA Process



STAGES

ACTIVITIES

OUTPUTS

Stage 1
Start-up
(4-6 weeks)

- * Secure legal mandate for environmental assessment and reporting.
- * Identify a local technical team within the lead agency.
- * Develop a basic outline for conceptual framework and process, capacity, time and resources required.
- * Hold start-up meetings to discuss, adjust and finalize the process and institutional arrangements.
- * Secure commitment for resources and in-kind contributions.

- * MOUs reviewed
- * Conceptual framework

Stage 2
Institutional
set-up
(1-3 months)

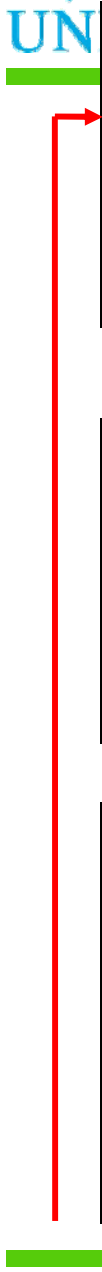
- * Define roles and responsibilities of the political and technical partners.
- * Establish mechanisms of coordination among partners and collaborating institutions.
- * Define an institutional framework.
- * Discuss the elements for the impact strategy.
- * Prepare a stakeholder map.

- * MOUs signed
- * Institutional Framework
- * Stakeholders map

Stage 3
Scoping and
design
(2-4 weeks)

- * Clarify methodological issues.
- * Establish geographic boundary and detailed timeline for producing the report.
- * Identify key environmental issues.
- * Identify indicators, data requirements and sources of information.
- * Draft an outline of the report.
- * Identify the target audience.
- * Develop the impact strategy.
- * Discuss the elements for a communications and outreach strategy.

- * Design document (including annotated structure or outline).
- * Impact strategy





Stage 4
Planning
(4-6 weeks)

- * Define activities in the process, assign responsibilities and identify expected outputs.
- * Allocate financial and human resources.
- * Review and adjust the impact strategy and define indicators of impact.
- * Develop a communication and outreach strategy.
- * Establish a monitoring and evaluation system.

- * Implementation plan.
- * Adjust impact strategy.
- * Communication and outreach strategy.



Stage 5
Implementation
(10-12 months)

- * Validate priority environment/development issues and their connection according to the IEA framework.
- * Collect process and analyze data and information.
- * Present and discuss preliminary results with relevant partner organizations.
- * Write draft report, organize peer review and finalize report based on feedback.
- * Translation and publication (hardcopy, CD, website, etc).

- * Report and complementary products in different media.



Stage 6
Communication of results & outreach
(1-2 months)

- * Promote different IEA products and messages.
- * Organize interviews with the media.
- * Organize presentations for stakeholders.

- * Report and complementary products in the public domain.



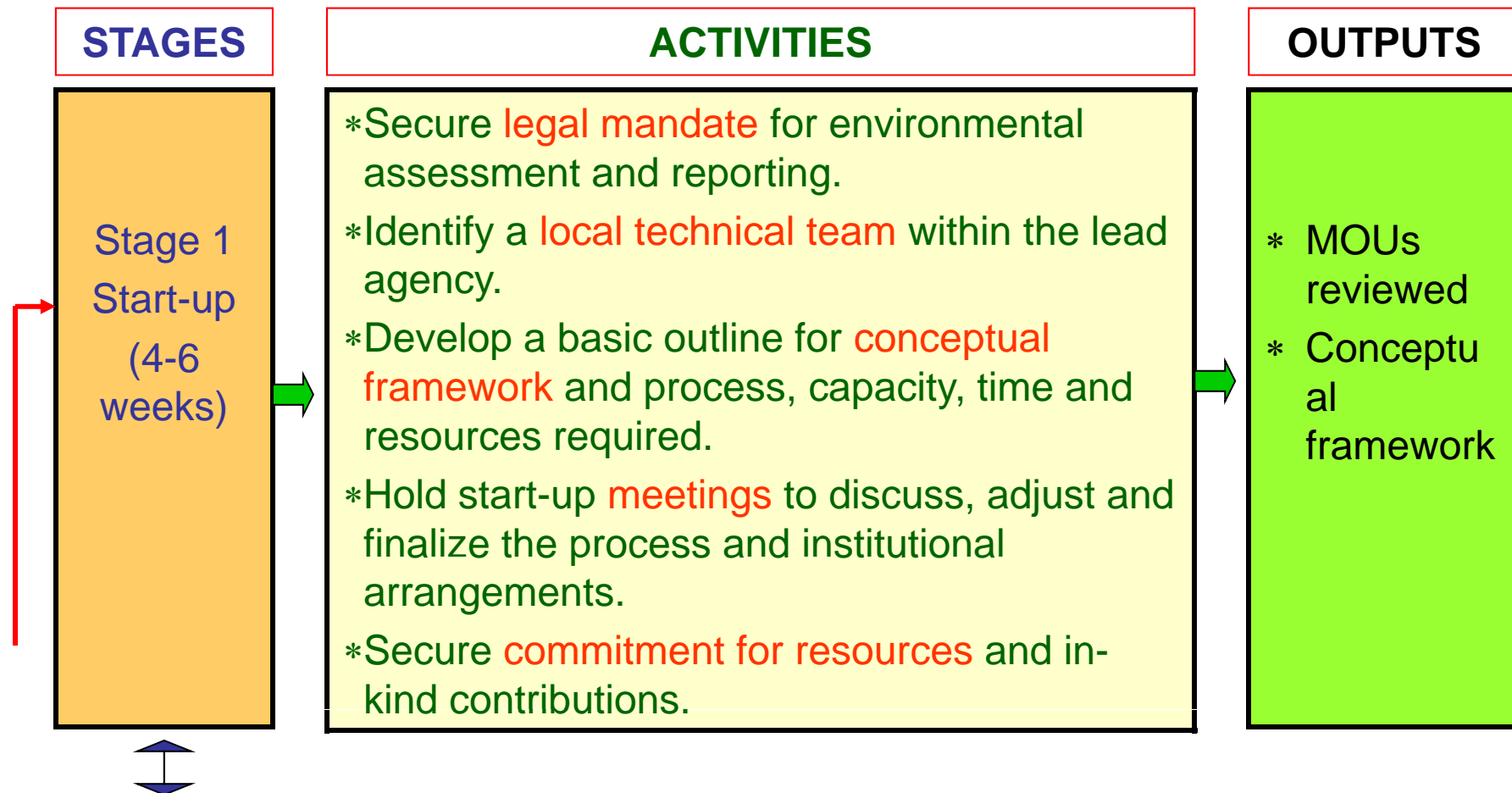
Stage 7
Monitoring, evaluation & learning
(1-2 months)

- * Evaluate the process. Identify lessons learned.
- * Evaluate the impact of the process in terms of contribution to policy planning capacity building and public awareness.

- * IEA impacts and recommendations for the future.



Stage 1: Start-up





Key Outputs from Start-Up



1. Memorandum of Understanding

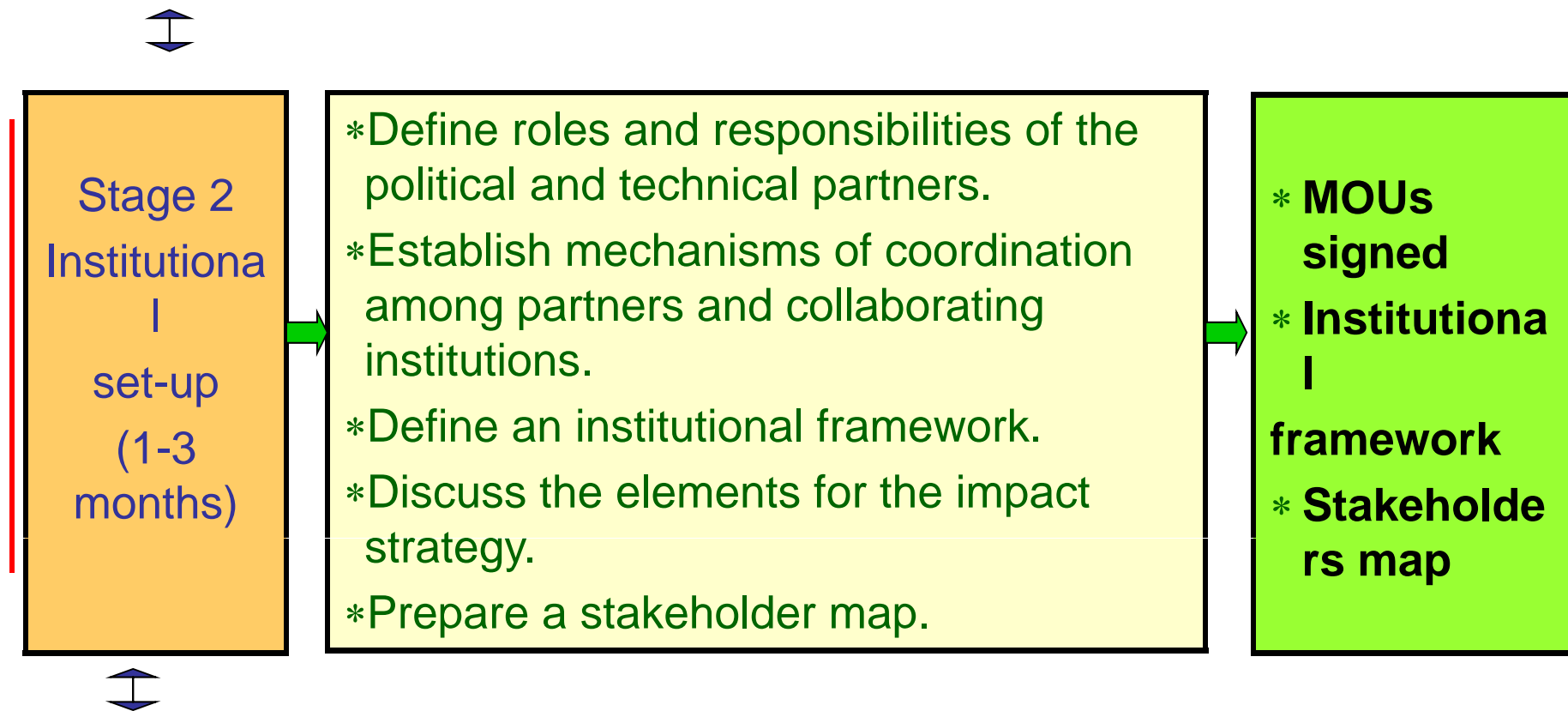
2. Conceptual framework

Prepared by the national environmental authority and the core team includes:

1. general organization
2. methodology
3. the IEA process
4. guidance for implementation
5. an assessment of resources required
6. further fund-raising or identification of in-kind contributions



Stage 2: Institutional Set-up and identification of stakeholders





Key partners

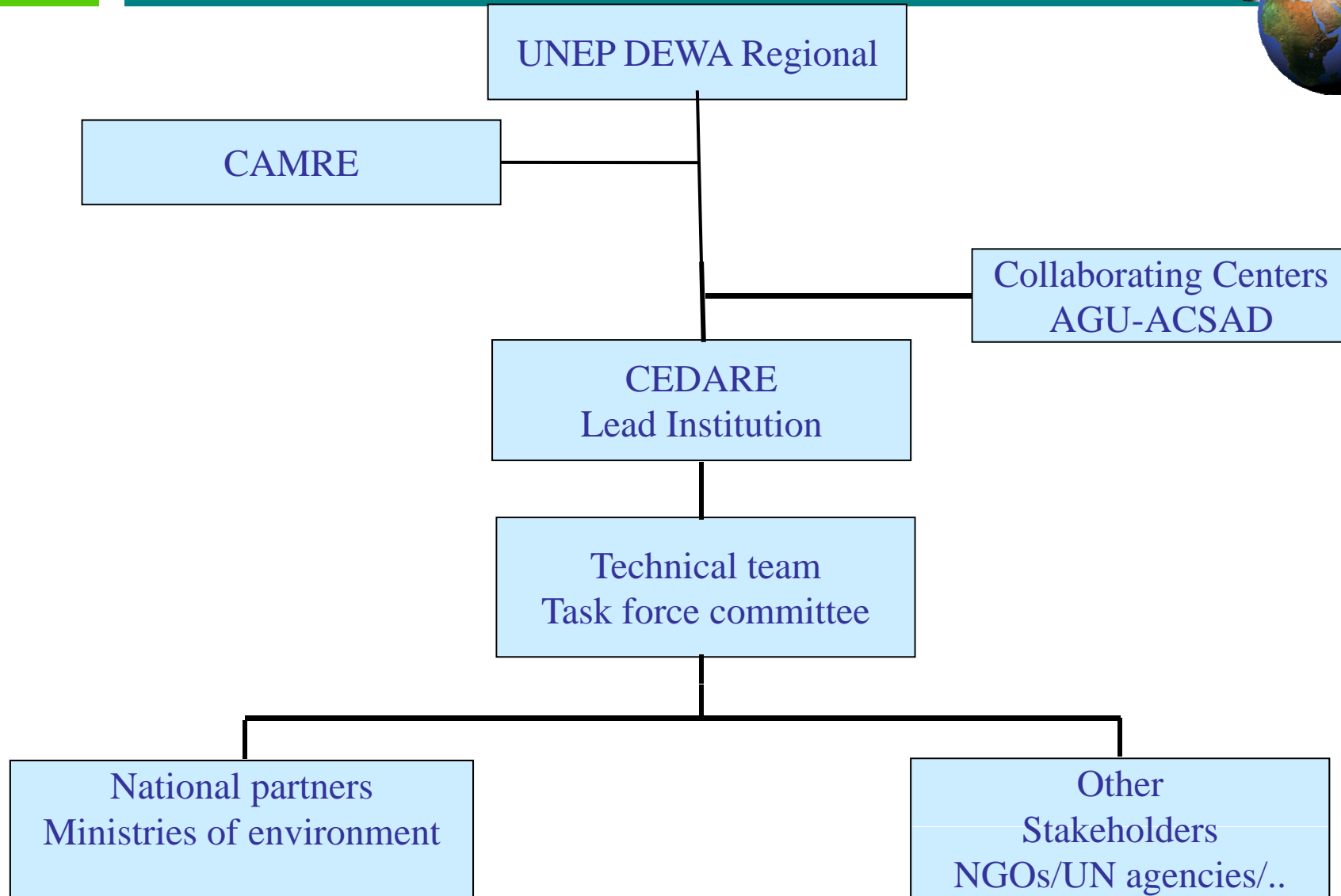


- National Environmental Authority
- Technical team
- National collaborating institutions (public and private)
- UNEP Collaborating Center
- UNEP Regional DEWA





Typical organizational framework, Arab Region





Lead Institution



- Manages and coordinates the process
- Must have a legal mandate to do IEA
- National agency such as Ministry of Environment or Environment National Council
- Private institution (e.g., NGO, university) with support from government





Criteria for Selecting the Lead Institution



- Capacity to engage key stakeholders
- Sufficient capacity to manage the process
- Recognized ability to carry out high quality assessment and reporting on time and on budget
- Acceptable to a wide range of stakeholders





Criteria for selection of a Local Technical Team



- Experience in IEA
- High public profile and recognized leadership capacity
- Good relationship with the NEA
- Capacity to dialogue with different stakeholders
- Experience in organizing and facilitating workshops
- Sufficient human resources to dedicate time to a demanding assessment



Small technical team (3-5 people)

- One researcher responsible for whole report
- Team of researchers in charge of many aspects of the report, from data collection, to analysis, writing and organizing consultations

Extended technical team

- Small technical team can add experts that have access to data and information in specific areas



Collaborating Institutions and other Stakeholders



- Collaborating institutions have a direct role in the IEA.
- Secondary stakeholders may include:
 - social and business leaders
 - political party representatives
 - scientific community
 - representatives of private sector and business associations
 - professional schools, associations and academia
 - NGOs
 - media
 - Women's and youth groups
 - indigenous communities
 - civil society
 - religious groups
 - ... many others



Activating Relationship with the Collaborating Institutions



- Identify a contact person for the duration of the process
- Establish a clear definition of their role and responsibilities
- Keep the contact person regularly informed about the IEA progress





GEO Collaborating Centres



- Clarify methodological issues in the process.
- Provide technical support to the local team for preparing workshops.
- Help facilitate capacity building and other workshops.
- Review drafts.



Developing an Impact Strategy



- What is an impact strategy?
 - Steps that enable your work to be effective
- Why an Impact Strategy?
 - Increase impact a national IEA process has on policies.





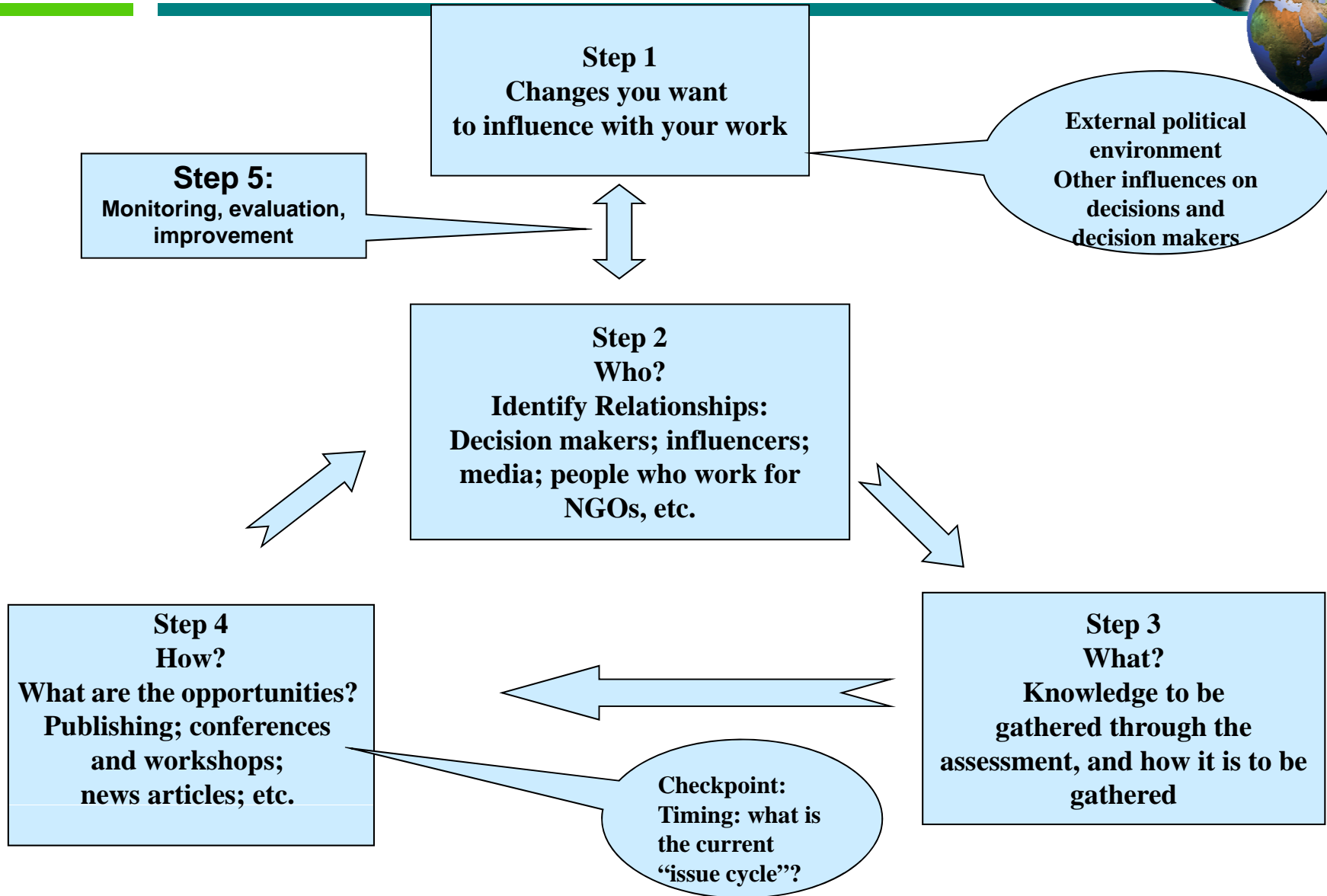
Steps in Developing an Impact Strategy



1. Anchor the assessment with a change statement
2. Relationship management
3. Knowledge management
4. Management of opportunity
5. Monitor, evaluation and improvement



Steps in Developing an Impact Strategy



Stage 3: Scoping and design



Stage 3
Scoping
and
design
(2-4
weeks)



- *Clarify methodological issues.
- *Establish geographic boundary and detailed timeline for producing the report.
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- * Design document (including annotated structure or outline).
- * Impact strategy





Exercise: Challenges and strategies for a national IEA



Individually, consider:

- Why you think it is important for your country to be involved in a national level IEA?
- What you would hope to see as a result of that involvement?
- What constraints you might face?



Planning outcomes



- Participants understand the IEA methodology
- Timetable and well- defined results at each stage
- To identify the requirements
- Coordination mechanisms
- Review and adjust the impact strategy and define measures of impact
- Develop a communication and outreach strategy
- Establish a monitoring and evaluation system.

Stage 4: Planning



Stage 4
Planning
(4-6
weeks)

- *Define activities in the process,
- *Assign responsibilities and identify expected outputs.
- *Allocate financial and human resources.
- *Review and adjust the impact strategy and define indicators of impact.
- *Develop a communication and outreach strategy.
- *Establish a monitoring and evaluation system.

- *Implementation plan.
- *Adjust impact strategy.
- *Communication and outreach strategy.

Example: Budget Structure



Component	Explanation
Personnel (includes subcontracting)	In cases where the IEA is done exclusively by permanent government employees, personnel costs may not be applicable. However, in most cases there is a need to involve external consultants and experts who need to be paid. In some cases, even stakeholders who attend several meetings throughout the process and have a specific role may require compensation.
Equipment	In some cases, the purchase of new computers for instance may be necessary. Also, there may be a need for specialized software (e.g., for undertaking spatial analysis).
Data	Data from statistical offices in many countries is freely accessible; in others, it needs to be bought. Unless special provisions can be secured for the IEA, the budget may need to include the cost of data.
Meetings	The IEA model following the GEO approach is based on a heavy interactive process, with expert and stakeholder meetings throughout. The cost per meeting of course varies by the number of participants, length, location, and equipment rental, among other elements. Main costs may be related to travel expenses, hotel and per diem.
Administrative expenses	Again, these may vary and include elements such as photocopying, telecommunication, administrative staff support, etc.
Publishing	This may include provisions both for electronic and print publishing and cover the cost of a professional editor, graphic designer, proofreading and printing expenses. In terms of electronic publishing, there is a cost to web design.
Outreach	This would cover expenses related to a public launch event, if one is planned. Outreach materials, such as separately printed executive summaries, may also need to be printed.
Process monitoring and evaluation	It may be useful to explicitly budget for this phase ahead of time.

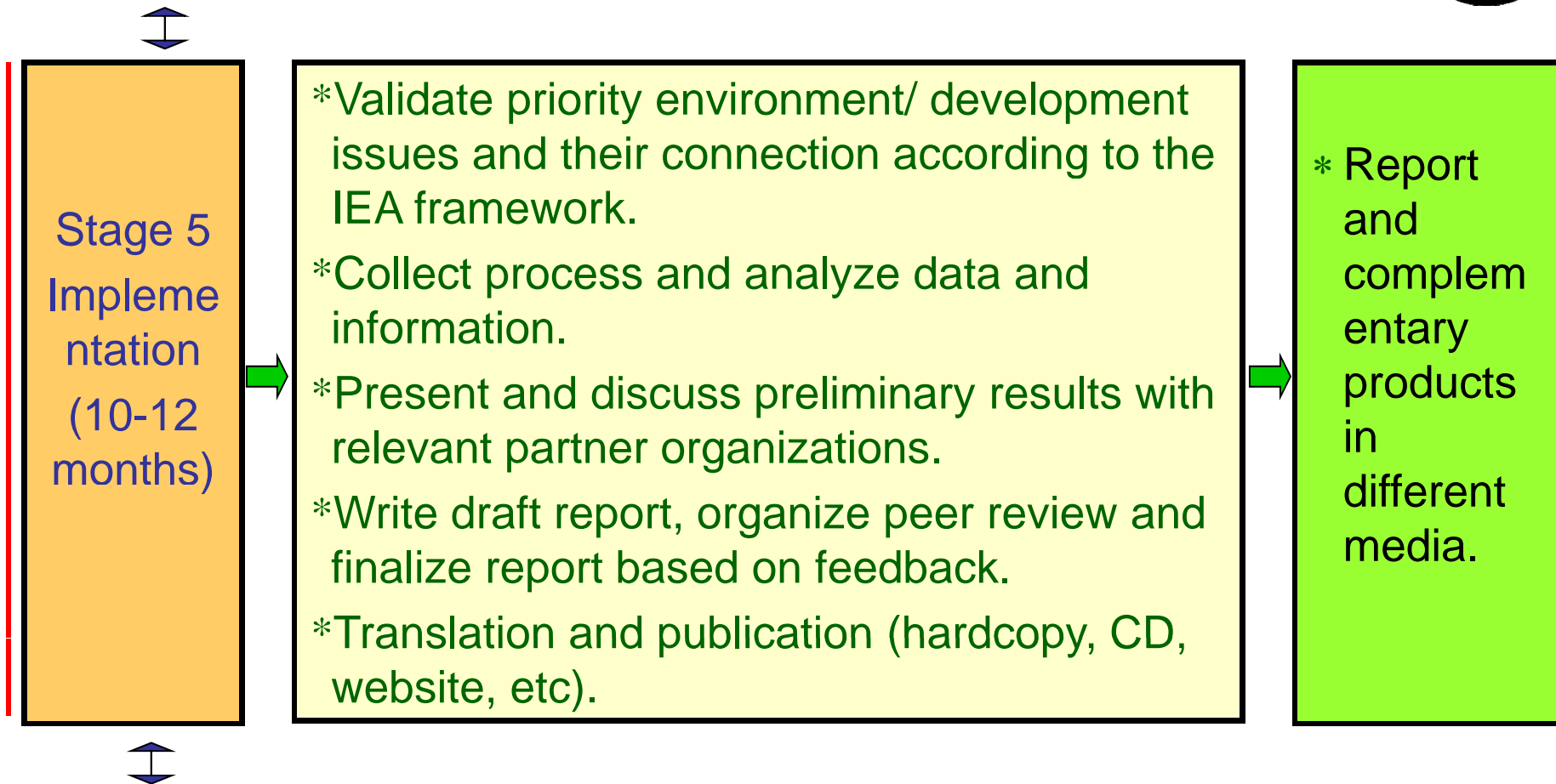


Exercise: Applying the Scoping Steps



1. What are the characteristics of the planning process for IEA in your countries.
 2. In your opinion what are the main conditions for an effective IEA in your countries?
 3. Share results in plenary.
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Stage 5: Implementation





There are three main components of the implementation stage:

1. Identification of environmental problems, indicators and sources of data
2. Data collection, analysis and writing
3. Translation and publication

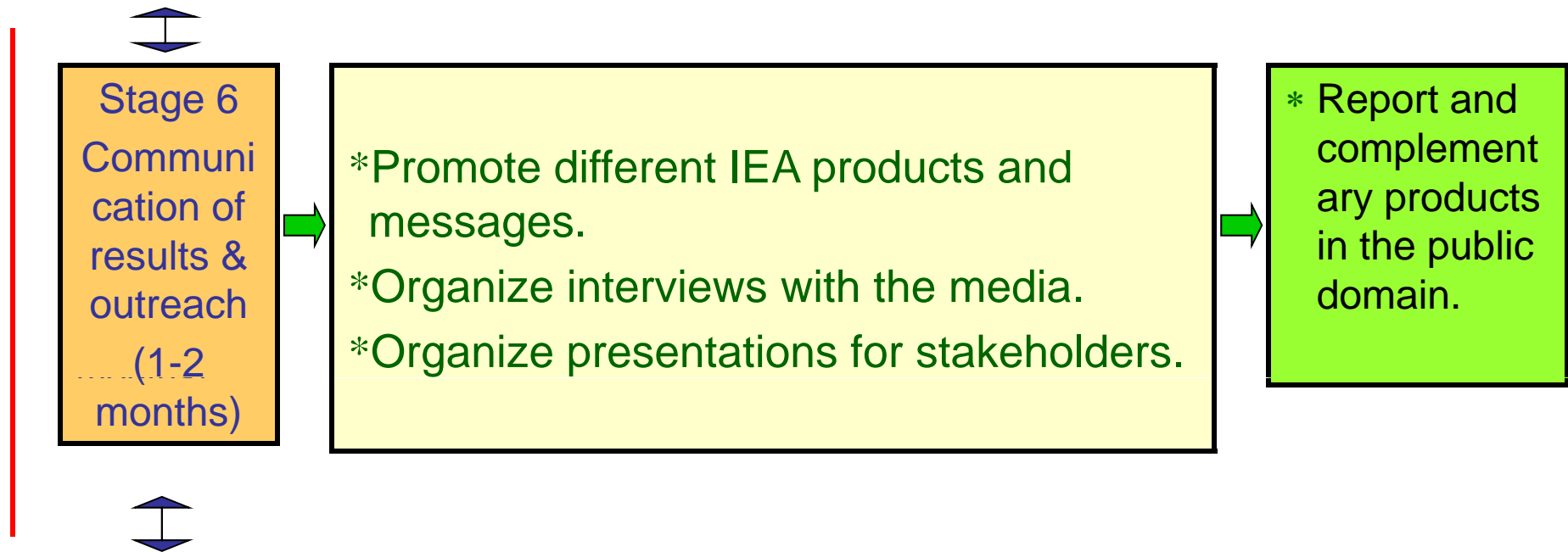


IEA Structure



- Overview of economic, social, political and institutional setting.
- Human pressures on the environment
- Assessing state and trends.
- Analyzing the impact of the SoE
- Assessing the responses of government and society.
- Identifying Policy options and scenarios
- Conclusions and recommendations.

Stage 6: Communication & Outreach





- Make your messages understandable to your audiences.
- Make information relevant to your audiences.
- Shape the delivery system for the audience.

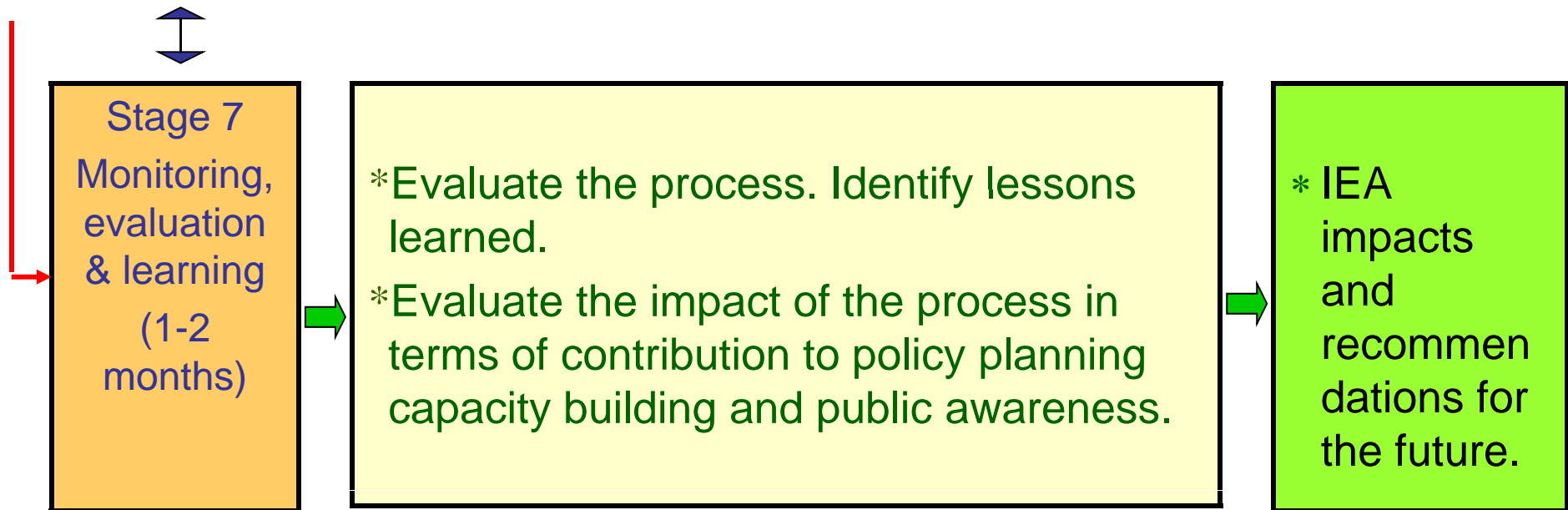


Communication Options



- Classic methods, largely oriented to print
 - reports, synopsis report, bulletins, articles, newsletters
- Radio and TV
 - interviews, pre-recorded messages
- Internet-based reporting
 - put report on line in various formats, interactive reports, active systems based on electronic bulletins by e-mail







- Evaluation of Process
 - were expected results accomplished in each stage?
- Evaluation of Impact
 - was the analysis relevant, legitimate and credible?
 - what were the impacts of IEA outputs on policymakers, policy and environmental trends?
- Recommend and make improvements for the next IEA process.



Discussion: Evaluation and Learning



In groups of 5-7, discuss the following questions:

1. Why is it important to evaluate National IEA processes?
2. Which measures will be good to keep track of the process?
3. Which mechanisms could be implemented to promote continuity and continuous improvement of the IEA reporting processes?

Report group discussion results in plenary.

