

**PANEL 4:
CAPACITY BUILDING WITHIN A DEVELOPMENT FRAMEWORK**

Moderator: Paul Leinster, Director of Operations, Environment Agency of England and Wales

Panelists: Mark Jardine, South African Department for Environmental Affairs and Tourism

Bonaventure Baya, Director General, National Environment Management Council, Tanzania

Dr. John Seager, Head of Science Strategy, Environment Agency of England and Wales

Benjamin Langwen, Director of Compliance and Enforcement, National Environment Management Authority, Kenya

Elizabeth Maruma Mrema, Senior Legal Officer and Chief, Division of Environmental Law and Conventions, UNEP

Alberto Ninio, Senior Counsel, World Bank

Rapporteurs: Jo Gerardu, INECE Secretariat

Catherine Lorenzen, Environment Agency of England and Wales

Summary report:

This panel provided a forum for panelists and participants to share experience from recent projects on which approaches to capacity building have been successful and can serve as best practices and which approaches have been less successful. Panelists also discussed the possibility of stronger international coordination to improve delivery of sustained, joint support in building capacity for environmental protection at the country and regional levels.

The first three presentations were by representatives from the environmental protection agencies of South Africa, Tanzania, and England and Wales. Their presentations served to share practical experience on approaches to capacity building. These were followed by presentations by UNEP and the World Bank, giving perspective as multilateral organizations.

During the presentations and discussions, many recommendations and best practices emerged. For example, to help ensure the long-term sustainability of projects, capacity strengthening initiatives need to be demand-led: The beneficiary

organisation has to be in the lead in defining what a capacity strengthening project or programme should look like.

There is a strong need to develop indicators for measuring the impact of capacity building; often capacity building initiatives are short-term in character. Reporting to donors ends up focusing on inputs and immediate outputs such as the number of workshops held or the number of delegates trained. The long-term impacts, which are more difficult to measure, receive less attention, yet these are most important. Capacity building requires more than one training session. It is necessary to return after a few months and ask the former participants how the workshop influenced their personal abilities and how it influenced the organisation. This is also a method of measuring the effects of training.

Panelists suggested the need to ensure that donors make the link between supporting local environmental protection and climate change. There is a lot of funding available for initiatives supporting climate change mitigation and adaptation. 'Old' environmental issues, such as protecting biodiversity, risk losing the attention of donors.

The panel also found that environmental protection agencies are often weak in resources, making it difficult to articulate environment as a national priority. In the face of increasing direct budget support by donors, it becomes crucial for agencies to be able to play a strong role in determining national priorities, particularly in national budget negotiations.

A final point made by the panel was that environmental professionals need to be motivated to work for government agencies. In many countries working for the environmental protection agency is not seen as prestigious and is not well paid, which affects staff recruitment and retention.

Excerpt from the Proceedings of the International Network for Environmental Compliance and Enforcement's (INECE) Eighth International Conference, Linking Concepts to Actions: Successful Strategies for Environmental Compliance and Enforcement, held 5-11 April 2008, in Cape Town, South Africa.

Reproduction of this document in whole or in part and in any form for educational or non-profit purposes may be made without special permission from the INECE Secretariat, provided acknowledgement of the source is included.

The INECE Secretariat would appreciate receiving copies of any materials that use this publication as a source.

Opinions expressed are those of the authors and do not represent the views of their governments or organizations, the INECE Secretariat, or Cameron May.

Please access <http://www.inece.org/conference/8/> for the full Proceedings.

INECE Secretariat
2300 Wisconsin Ave, NW Suite 300B
Washington, DC 20007
inece@inece.org
<http://www.inece.org>