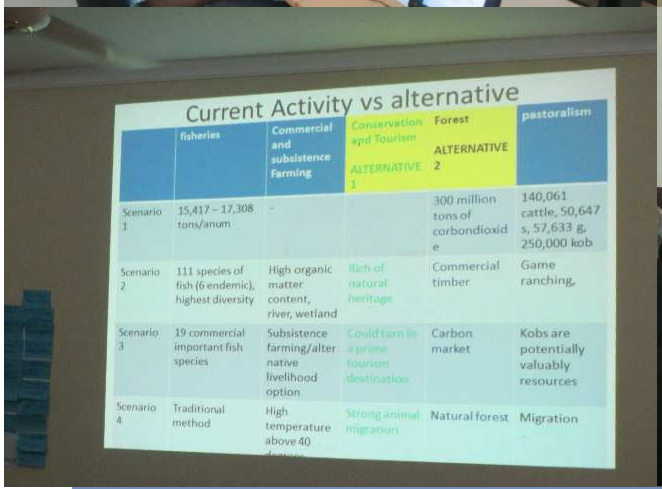
Netherlands Commission for Environmental Assessment

Report on Workshop on Strategic Environmental Assessment, 9 – 13 February 2015

REVOLUTIONARY GOVERNMENT OF ZANZIBAR



20 February 2015

Background and set up of the SEA workshop

SEA is very new to Zanzibar, but is mentioned in the National Environmental Policy of 2013. Also the PS of the First VPO and DoE representatives stressed the need to start working on SEA, in particular in relation to the expected developments in the oil and gas sector. As there is currently hardly any SEA practice in Zanzibar, it was suggested to start with an SEA awareness raising workshop.
The first day of the workshop was targeted at decision makers/top level staff of ministries from different sectors: energy, environment, national planning, land use, tourism, agriculture, fisheries etc. Representatives from private sector (ZIPA) were invited as well as NGO and academics (SUZA). The workshop was then continued with technical ministerial staff responsible for SEA and was meant to enable them to prepare for, coordinate the execution and manage the overall process of SEA and its embedding in decision making.

The content was planned as follows, and was organized as a back-to-back event, where high level participants only attended module 1-2 and more technical staff also module 3 to 7.

Module 1: Setting the stage
General introduction on SEA, what is SEA, what are benefits, link/differences EIA and SEA, SEA in Zanzibar.

Module 2: SEA around the world
SEA case studies and different scales of application, different sectors and countries, in and outside Africa.

Module 3: Preparing for an SEA
Linking the SEA to the planning process, what are the decisions about, who are responsible agencies, planning for public participation and identifying SEA contents in terms of environmental and social priorities (including Group assignment). This module and related group work were based on SEA experiences for oil and gas development in the Albertine Graben in Uganda.

Module 4: SEA scoping
Joint fact finding on what are the issues, consistency analysis, finding strategic alternatives (including Group assignment). This module had a focus on SEAs in which oil and gas and tourism are important sectors, examples from Ghana and Ethiopia, focus land use planning.

Module 5: Preparing for assessment
Selection of tools and methodologies, including group assignment.

Module 6: Setting up SEA management
Establishing an SEA team, Preparing ToR for experts, organising review, financial aspects, reporting and decision making formalities, example from Mozambique (including Group assignment).

Module 7: Future steps on SEA implementation in Zanzibar
The SEA system approach and individual assignment on designing a trajectory for SEA implementation in specific sectors in Zanzibar.

During modules 3 to 7, the participants practiced different steps and techniques in group exercises shaped around real life case examples of policies, plans and programmes. In preparing the workshop, contents have been tailor-made in close collaboration with DoE.

The SEA workshop can form the basis for drafting an SEA action plan for future support. This could also entail specific input for a draft SEA regulation (can be part of the NCEA/DoE cooperation project).

All presentations and background materials will be made available to the participants as part of workshop proceedings. For most of the presentations and group assignments, hand-outs were prepared.

Programme:

- in the annexes to this report, the purple refers to the participants lists for each day;
- all presentations given during the training are attached to this report (numbered per day);
- all instructions for (group) assignments are attached as well;
- outcomes of discussions and/or group assignments are also attached to this report (if available to the NCEA).

Annexes to this report:

1. Participants lists
2. Overview of PowerPoint presentations
3. Overview of group assignment instructions
4. Outcome of discussions and/or group assignments
5. Evaluation forms (compilation of findings)

Day/Time	Activity	Responsible person
Day 1: 9 February	**High Level at Maru Maru, Hotel**	
08:00 – 09:30	Participants registration (list)	All
09:30 – 09:45	Welcome remarks	Deputy Principle Secretary, First Vice Presidents Office. Dr. Islam
09:45 – 10:00	Participants introduction	All
10:00 – 10:30	Introduction and training approach (ppt. 1)	The NCEA, Ineke Steinhauer
10:30 – 11:00	TEA BREAK	ALL
11:00 – 11:30	Exchange: experience on SEA among participants, expectations (ppt. 2) + questions	The NCEA, Rob Verheem facilitates + All participants
11:30 – 13:00	**Module 1, Setting the stage:** - SEA Introduction (ppt. 3).	The NCEA, Rob Verheem
13:00 – 14:00	LUNCH	All
14:00 – 15:30	**Module 2, SEA around the world:** - case examples; - mixture on different sectors and countries; - in and outside Africa (ppt. 4 and ppt. 5).	The NCEA, Rob Verheem & Ineke Steinhauer SEA Tourism Policy Honduras SEA Oil and Gas sector Mauritania
15:30 – 16:00	Tea Break	All
16:00 – 18:00	**Module 2 continued**	The NCEA
Observations day 1: high level. The first day was well attended and had lively discussions. An inventory was made of questions that participants had on SEA (attached to report). For the afternoon session, NCEA had prepared 6 case studies and participants were asked which cases they would like to hear more about (the 2 cases mentioned above on oil and gas and on tourism).		
Day 2: 10 February	**Preparing for an SEA at ASSP HALL**	
08:30 – 10:00	Recap of Day 1, summary presentation of Module 1	The NCEA, Rob Verheem
10:00 – 10:15	TEA BREAK	All
10:15 – 12:15	**Module 3, Preparing for the SEA, Task 1:**	The NCEA, Ineke Steinhauer

	- linking SEA to the planning process; - what are the decisions about and who are responsible agencies (ppt. 6).	
12:15 - 12:30	**Module 3, Task 1:** - group work on module 3 (instructions 1) and reporting back, ex. copy of ppt group 1.	The NCEA, Ineke Steinhauer facilitates + All participants
12:30 - 13:30	LUNCH	All
13:30 - 14:30	**Module 3, Tasks 2:** - planning for public participation (task 2), ppt. 7.	The NCEA, Ineke Steinhauer
14:30 - 17:00	**Module 3, Tasks 2:** - group works (instructions 2) and reporting back.	All
Observations day 2: preparing for an SEA. The day started with a summary presentation of the first day. This was done because not all participants were present at the first day. For the group assignment, 4 groups were formed, each consisting of about 7-8 persons, these groups were the same for all group assignments.		
DAY 3: 11 February	**Scoping an SEA**	
08:30 - 10:00	Reporting back of group assignment (see photos of flip charts on stakeholder identification and their influence and importance).	All
10:00 - 10:30	TEA BREAK	All
10:30 - 11:00	**Module 3, Task 3:** - identify SEA contents/ environmental and social priorities (ppt. 8).	The NCEA, Ineke Steinhauer
11:00 - 12:30	**Module 4, SEA scoping:** - joint fact finding/ collecting baseline data; - consistency analysis; - establish possible scales of impact; - consider possible alternatives (ppt. 9).	The NCEA, Ineke Steinhauer
12:30 - 13:00	**Module 4, SEA Scoping:** - multi-criteria analysis (ppt. 10).	The NCEA, Rob Verheem

13:00 – 13:30	**Module 4, SEA Scoping:** - Video from Ethiopia: 'Gambella, our hidden treasures', 25 minutes followed by group work (instructions 3): o what critical social and environmental issues and which alternatives should the SEA address?	The NCEA, Ineke Steinhauer facilitates + All participants
13:30 – 14:30	LUNCH	All
14:30 – 16:30	**Module 4, SEA scoping:** - group work and reporting back (by 4 groups), presentation by group 1.	All
Observations for day 3: scoping an SEA. The group work on Module 4 was based on the video.		
DAY 4: 12 February	**Methodologies & Tools, Organising the SEA**	
08:30 – 11:00	**Module 5, Preparing for assessment:** - selection of tools, methodologies (ppt. 11).	The NCEA, Rob Verheem
11:00 – 11:15	TEA BREAK	
11:15 – 12:00	Plenary exercise on scoping key issues from Ghana (selecting the top 10 out of 24).	The NCEA, Ineke Steinhauer
12:00 – 14:00	**Module 5, Preparing for assessment:** - group work on module 5 (instructions 4); - reporting back on Module 5.	The NCEA, Rob Verheem facilitates + All participants
14:00 – 15:00	LUNCH	
15:00 – 16:00	**Module 6, Setting up SEA management.** **Establishing SEA team:** - preparing ToR for experts; - organising review; - financial aspects; - reporting and decision making formalities (ppt. 12).	The NCEA, Ineke Steinhauer
16:00 – 16:30	**Module 6, SEA management:**	The NCEA, Rob Verheem

	- example from Mozambique on SEA institutional management (ppt.13);	
Observations on day 4: Methodologies and Tools, Organising the SEA The plenary exercise on scoping was done making use of the example of Ghana where during scoping 24 key issues were identified. Participants were asked to select the 10 most important ones from Zanzibar perspective, making use of the sticky notes (see picture 24 key issues Ghana report plus photos of results). For module 6 (SEA management) also a group assignment was developed, however due to lack of time this assignment was not done. Participants however received copies of the assignment (see instructions 5) to take home and read for inspiration. Instead of the group discussion, a plenary session was held on what could be a good set-up for an SEA for the oil and gas policy for Zanzibar.		
DAY 5: 13 February	**Future steps on SEA implementation**	
08:30 – 10:00	**Module 7, Future steps on SEA implementation in Zanzibar:** - The SEA systems approach (ppt. 14) .	NCEA, Rob Verheem
10:00 – 10:15	TEA BREAK	All
10:15 – 11:00	**Module 7, Future steps:** - individual and work (instructions) and discussion: o designing a trajectory for SEA implementation (for specific sectors) in Zanzibar.	NCEA, Ineke Steinhauer facilitates + All participants
11:00 – 12:00	**Proposed way forward:** - message out of the workshop to be sent to PS, Minister etc. of the different sectors, but also to the Government, Cabinet, President.	Aboud shares a proposed text which is shared with the participants
12:00 – 12:30	Evaluation of the training. Wrap up, closing, certificates.	DoE and Mr. Ali Bakari, director of administration of the First Vice Presidents Office
Observations on day 5: future steps on SEA implementation. Participants were asked to take 15 minutes and write down their personal action plan. After that, volunteers were asked to share their plans, which was shared by 6 participants.		

Proposed way forward - the following points were agreed by the participants:

- create an informal SEA community, including the workshop participants and keeping them updated via e-mails, further workshops, ad hoc meetings etc.
- to suggest to the Government to prepare a roadmap for a possible long-term engagement of SEA in sectoral planning or reviews or programs, e.g. Tourism, Agriculture, Fisheries, Forestry and Land Use Planning;
- need to engage on the existing process of oil and gas development planning architecture (The Zanzibar Oil and Gas Development Policy) and use the SEA tool to improve on its sustainability.

ANNEXES

Report on Workshop on Strategic Environmental Assessment, 9 - 13 February 2015

(annexes 1 to 5)

ANNEX 1

Participants lists

DAY 1: 9 FEBRUARY		LOCATION: MARU MARU HOTEL	
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ANNEX 2

Overview of PowerPoint presentations

Day 1: High level, kick off SEA introduction

1. Introduction and training approach
2. Exchange, experiences among SEA participants, expectations
3. Module 1: Setting the Stage SEA introduction
4. Module 2: SEA around the world, Oil and gas SEA Mauritania
5. Module 2: SEA around the world, Tourism SEA Honduras

Day 2: Preparing for an SEA

6. Module 3: Preparing for the SEA, Task 1
7. Module 3: Preparing for the SEA, Task 2

Day 3: Scoping an SEA

8. Module 3: Preparing for the SEA, Task 3
9. Module 4: SEA Scoping
10. Module 4: Multi-criteria analysis (last part of power point presentation nr. 11)

Dag 4: SEA methodologies and tools, organisation of the SEA

11. Module 5: Preparing for assessment
12. Module 6: Setting up SEA management
13. Module 6: Case example Mozambique

Day 5: Future steps on SEA implementation

14. Module 7: The SEA systems approach

Building capacity for EIA and SEA in Zanzibar

Ineke Steinhauer
Netherlands Commission for Environmental Assessment

SEA workshop Zanzibar, February 2015

Context

- With the onset of the oil and gas sector in Zanzibar there lie some challenges ahead
- E.g. regarding strategic and project based planning including:
  - the development of port facilities
  - the introduction of tax regimes
  - mechanisms for revenue management

2

Project rationale

- Concern with GoZ that development proceeds sustainably, and according to relevant national policy/planning frameworks (a.o. EIA and SEA)
- To ensure an environmentally sound and socially acceptable development in both the oil and gas sector and related infrastructure sector, the organizations that have a responsibility in this system need to have the capacity to perform their role.

3

Relevant organizations

- Department of Environment
- Ministry of Lands, Housing, Water and Energy (regarding oil and gas)
- Ministry of Infrastructure and Communication (regarding port development)
- ZIPA
- NPC

4

Double aim of project

- When GoZ stakeholders are well prepared and equipped, this will give the GoZ the possibility to steer and guide development
- But also clarity on the (environmental and social) rules of the game and conditions for private sector parties, including those from the Netherlands, who are interested in playing a role in these developments

5

Netherlands involvement?

- During a visit to the Netherlands, the President of Zanzibar (Sept. '13) asked to support with Dutch expertise
- The Neth. Emb. aims to assist the GoZ in setting up the institutional framework and to build the technical knowledge necessary for gas exploration thus contributing to further development of Zanzibar

6

Why EIA and SEA?

- For the private sector, it is important for instance that EIA and SEA processes are both of good quality as well as efficient, and that institutional responsibilities within the GoZ are clear.

7

Why EIA and SEA?

- Simultaneously, it is Netherlands Government's policy to ensure that any cooperation activity, including economic activities of Dutch private sector, contributes to sustainable development with due attention for environmental and social impacts.

8

Why EIA and SEA?

- For GoZ this is all the more relevant, as the economy of Zanzibar depends to a great extent on its natural resources, which are important for e.g. tourism and fisheries.

9

Involvement of NCEA

- NCEA has been invited by the Netherlands Embassy and the Dutch Enterprise Agency to visit Zanzibar to perform an EIA/SEA needs assessment study, with a focus on the oil and gas sector.
- The aim was to identify in what way the Netherlands/NCEA can support the GoZ in building/improving their expertise concerning EIA and/or SEA.

10

Involvement of NCEA

- In January 2014, the NCEA discussed with key partners in Zanzibar on EIA and SEA to identify needs and priorities for support
- Based on interviews, and documentation that was received during and after the visit, a project proposal was drafted, consisting of 6 project-activities to be developed in a time frame of two years.

11

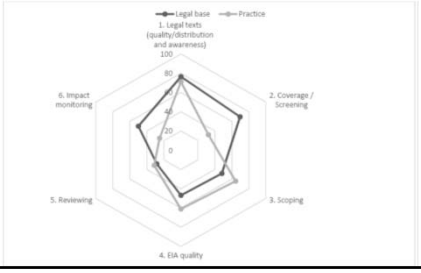
Start of project

- Project approval: May 2014
- First activity: 'Mapping workshop' of Zanzibar EIA practice
  - quickly generates information on the strengths and weaknesses of the EIA/SEA system and can thus add to confirm that the right project-activities were selected to improve practice
  - greatly helps in awareness raising on EIA/SEA amongst important stakeholders, but also and even of DoE staff

12

Results

- 7 priority issues, greatly overlapping with already identified activities



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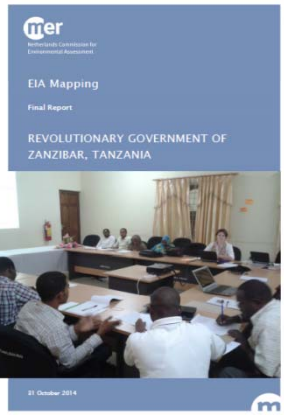

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Oct. 2014, 3 activities

1) Streamlining EIA and other project approvals
2) New regulatory framework for EIA
3) EIA review workshop

http://www.eia.nl/en/publications/advisory-reports/504-i

15

1) Streamlining

- representatives of different agencies mapped out various approval processes, to assess where EIA fits in, where co-ordination can be improved between authorities, and any doubling up of assessment tasks can be avoided.

16

17

2) Regulatory framework

- The new regulatory framework for EIA, both the articles on EIA in the new Environmental Management Act (June 2014). Also, the draft EIA regulation (2012) was discussed in a work session with DoE staff.

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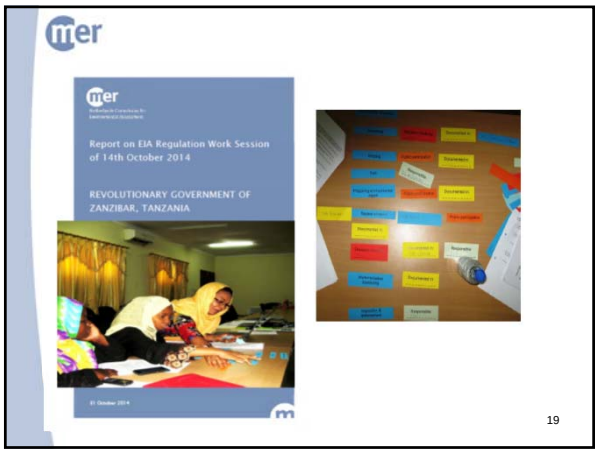

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3) EIA review

- 3-Day workshop on the basics and practice of EIA review with the Zanzibar multi-stakeholder review team, using an EIA report submitted to the DoE as a pilot

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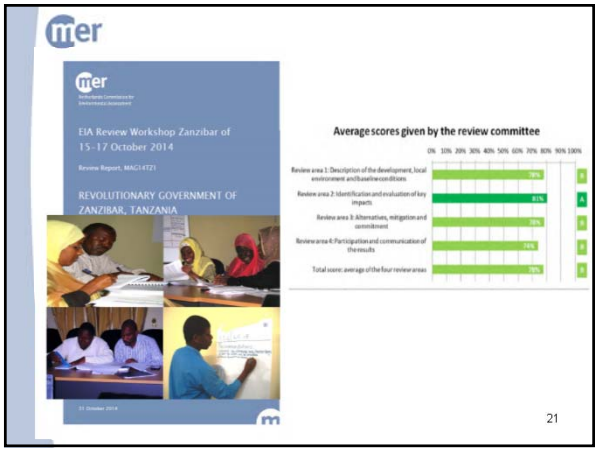

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Other activities for 2015/16

- Awareness raising and technical support on SEA
- Financing mechanisms for EIA
- Public participation in EIA and SEA
- EIA and SEA web-site and outreach and awareness raising

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SEA workshop Feb.

Reference	Explication	Observation
Date:	9-13 February 2015	
Place:	Maru Maru and ASSP Hall	DoE: logistics and budget
Number of participants:	15 high level, 25 technical staff	
Participants profile: **day 1 high level:** **day 2-5 technical part:**	The workshop is targeted at decision makers/top level staff of ministries from different sectors: energy, environment, national planning, land use, tourism, agriculture, fisheries etc. Representatives from private sector (ZIPA) are invited as well as NGO and academics (SUZA).	The workshop is then continued with technical ministerial staff responsible for SEA and is meant to enable them to prepare for, coordinate the execution and manage the overall process of SEA and its embedding in decision making.
Trainers on behalf of NCEA	Rob Verheem and Ineke Steinhauer	

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Proposed program

- Module 1: Setting the stage
- Module 2: SEA around the world
- Module 3: Preparing for an SEA
- Module 4: SEA scoping
- Module 5: Preparing for assessment
- Module 6: Setting up SEA management
- Module 7: Future steps on SEA implementation

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Approach & expected output

- During modules 3 to 7, the participants will practice different steps and techniques in group exercises shaped around **real life case examples**
- By the end of the 5-day workshop, participants should be able to:
  - prepare the scope/ToR for an SEA
  - set up SEA management: planning of steps, setting up an SEA team, engaging the required (external) expertise, reporting etc.

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Rob Verheem Zanzibar 2015

Netherlands Commission for Environmental Assessment

SEA in Zanzibar

Getting to know each other

Inventory of opinions and expectations

1

What is the NCEA?

- **Part of Netherlands regulatory system:** EIA & SEA quality assurance in The Netherlands; 100% subsidized by government;
- **Independent from government:** independency protected under environmental regulation. Only public tasks, no tendering.
- **Tasks:**
  - In the **Netherlands** since 1987: independent advice on EIA and SEA
  - In **development cooperation** since 1993 contract with Foreign Affairs to support Dutch partner countries EA systems
  - **International** programs, e.g. Government to Government programmes, Twinning

2

Inventory of back ground

- Who does not work at Dpt of Environment?
- Who has an engineering back ground?
- Who has a lawyer back ground?
- Who has neither engineer nor lawyer back ground?

3

Inventory of EIA experience

- Who has ***practice*** EIA experience?
- Who is currently ***engaged*** in EIA?

4

Inventory of SEA experience

- Who is ***not*** familiar with SEA?
- Who has SEA ***practice*** experience?
- Who is currently ***engaged*** in SEA?
- Who may be engaged in SEA in near ***future***?

5

Voting

The key purpose of SEA is to provide scientific information

6

Voting

When sufficiently informed, planners and politicians will take the right decisions

7

Voting

Current Zanzibar strategic planning takes into account environmental and social issues

8

Voting

Current Zanzibar strategic planning takes into account environmental and social issues *sufficiently*

9

Expectations of this session

Formulate your 3 most important **questions** about SEA

Netherlands Commission for Environmental Assessment

SEA in Zanzibar

The role of SEA to achieve sustainable growth and reduce poverty

Rob Verheem January 9 Zanzibar

What is the NCEA?

- Established by government; independent knowledge institute
- In The Netherlands: legal role to review EIA/SEA quality
- International: support countries in quality review and strengthening EIA/SEA practice
- WWW.EIA.NL

WHY SEA?

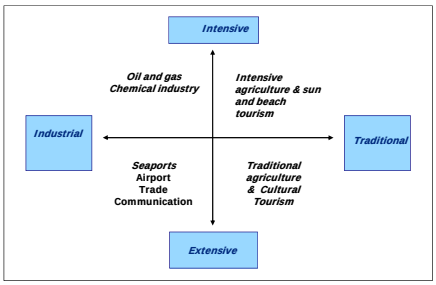
WHAT IS SEA?

HOW BEST TO DO IT ?

Why SEA?

- Few high budget tourists or many low budget?
- Quick development of oil & gas or moderate?
- Water for tourism or agriculture?
- Keep Zanzibar as it is, or transformation?

What is sustainable in Zanzibar?



SEA has benefits

- A good SEA can help in:
  - *Understand risks (and lower them)*
  - *Prevent conflicts*
  - *Find the best opportunities*
  - *Build stakeholder commitment*
  - *Do cheaper and more effective EIA*

Example: SEA to understand and lower risks

SEA for the Honduras tourism policy

- Clarified key risks
  - such as damage to environment and cultural heritage, insufficient benefits to local communities
- Led to measures to lower risks
  - waste water policy, environmental capacity in tourism sector, guidance for private sector

Example: SEA to prevent conflicts

SEA for the Ghana oil and gas policy

- Clarified key conflict risks
  - land use conflicts, unequal sharing of revenues, illegal settlements in protected areas
- Showed options to lower risks
  - clarify land rights and titles, build governance capacity, establish compensation schemes

Example: SEA to find the best opportunities

China's Megaregion SEAs

- Found the best combination of industrial development and ecological safety
- Provided options for optimization of scale and lay out of industrial development

Example: SEA to build commitment

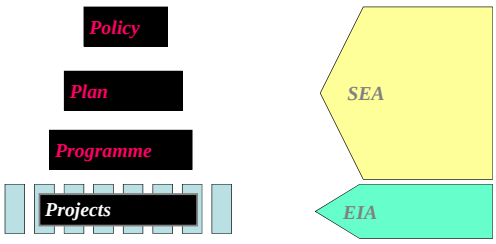
Reform of water policy in Indonesia

- SEA response to call for greater transparency of government
- SEA included extensive public participation, thus creating trust

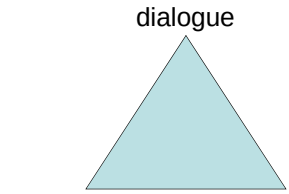
What is SEA?

- SEA = environmental & social issues
- SEA = SESA

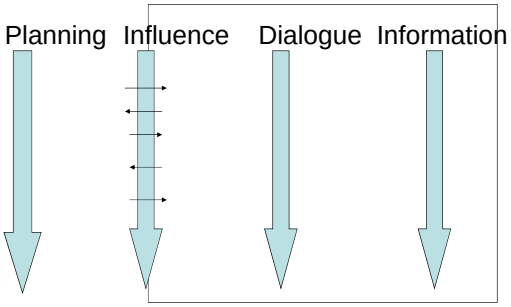
SEA evolved to complement EIA



Development of SEA



SEA in practice



Developing SEA in Zanzibar

- Have a good legal SEA procedure
- Organise an effective SEA process

What is a good SEA procedure?

A complete set of legal requirements on:

- Information (impacts & institutional analysis)
- dialogue & communication
- Influence, e.g. transparency & accountability

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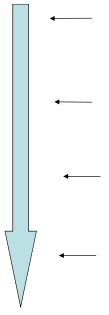
Example: OECD recommended procedure



Establish the context: Screening, objectives set, stakeholders identified, communication plan

Implement the SEA: stakeholder dialogue, set the scope of the SEA, analyse institutions, alternatives & impacts, organise quality assurance

Inform/influence decision making: publish SEA; formulate recommendations; communicate to planners & politicians

Monitor: monitor implementation, evaluate & feed back to political process

What is an effective SEA process?

Don't mistake a good legal SEA procedure for an effective SEA process!

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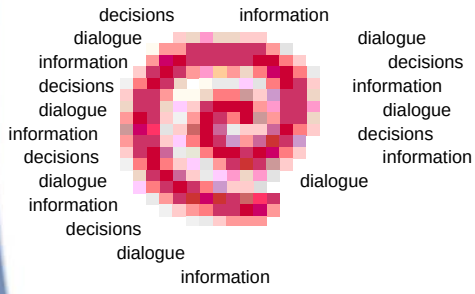
Strategic planning is non-linear



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Planning is complex & unpredictable

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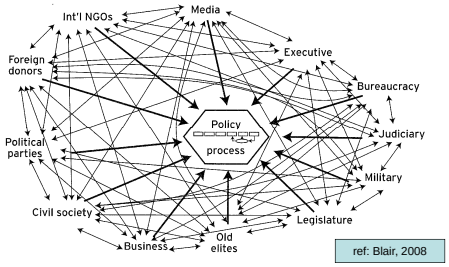

ref: Blair, 2008

Characteristics of an effective process

- **Iterative**: ongoing sequence of information, dialogue and decision making
- **Flexible** to meet ever changing demands
- **Continuously integrated** into decision making process

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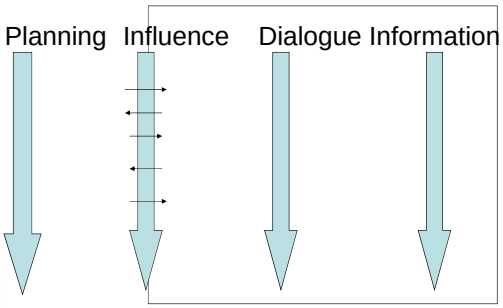
SEA in practice



In summary: what is sea?

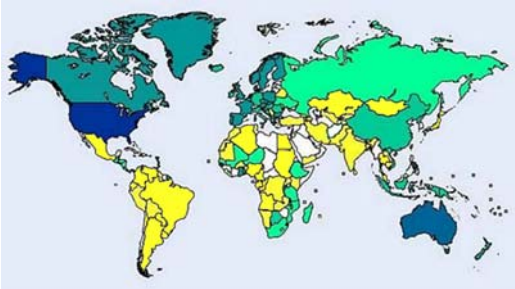
- **analytical** and **participatory** approach
- to **influence** policies & plans by **integrating** environmental considerations
- to evaluate the inter linkages with **economic** and **social** considerations

OECD DAC SEA Task Team (2006)

How is it different from EIA?

- The process is non-linear and continuous
- The assessment includes institutions & governance
- Focuses on cumulative impacts of many projects
- Aims to prevent rather than mitigate
- Government pays

SEA is applied and developing world wide



to keep in mind

The best Zanzibar SEA approach is the one that delivers best in the Zanzibar context

Cases

- Tourism planning Honduras
- Room for the rivers, protection against flooding, the Netherlands
- Oil and gas, Mauritania
- Strategic planning, mainport Rotterdam
- National electricity plan, The Netherlands
- Regional economic development planning, Bolivia

SEA of oil and gas development, Mauritania

Ineke Steinhauer
Netherlands Commission for Environmental Assessment

SEA workshop Zanzibar
Februari 2015

SEA Oil and Gas, Mauritania

- 2001: discovery of first offshore oil field by Woodside Mauritania
- 2003: start of EIA process for Chinguetti oil field (80 km offshore)
- 2005: EIA and SIA reports, EMP and Social Impact Management Plan

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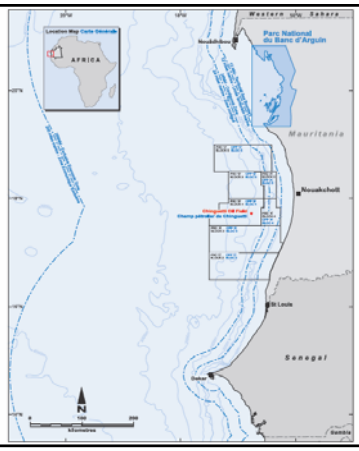

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Oil and gas Mauritania

- Mauritania has great oil and gas potential, but it also has to cope with fragile institutional structures and inadequate local expertise to competently manage its oil resources.
- GoM recognized the importance of improving the legal and regulatory framework and enhancing environmental governance in the oil and gas sector.

4

Why strategic planning?

- Since 2003, there have been several other initiatives for oil and gas extraction
- The risks involved for the fishery sector and the adverse effect on two internationally protected areas, Banc d'Arguin and National Park Diawling, led to discussions in Mauritania and internationally
- Decisions were made by Mauritanian government on a case by case basis

5

Ecological values

- Mauritania has a very rich fauna, particularly bird species. Some mammalian species are critically endangered.
- The possible risk that oil and gas development poses to nature conservation areas, in particular Banc d'Arguin and the National park Diawling, was one of the main reasons for the GoM to start SEA

6

Other issues

Oil and gas developments may affect or cause trade-offs with:

- fishery (ocean fishery major income of GDP and local employment)
- port activities
- population migration trends
- tourism
- coastal defence

7

Why strategic planning?

- Need for a national strategic plan on oil/gas development offshore and in coastal zone (GoM did not have oil and gas policy at that time)
- Decisions to be taken in this plan:
  - preferred pace and timing of development **(when)**
  - preferred locations **(where)**
  - set of conditions **(how)**
  - allocation of revenues
  - enforcement and capacity building

8

Role of SEA

- SEA could provide valuable support in the above strategic decisions
- through giving the Mauritanian government information on the best options on **when, where and how** developments can be realized in a sustainable way
- GoM decided that an SEA was needed to ensure that oil and gas development proceeds in a sustainable manner.

9

SEA institutional framework

- Lead: Ministry of Energy and Petroleum
- Other involved ministries:
  - Fishery and Maritime economics
  - Rural development and environment
  - Economic Affairs

11

SEA legal framework

- No obligation or procedures to perform SEA for strategic plans and programs
- Therefore explicit government decision was needed to undertake this SEA

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SEA process (2007)

- 2007 ToR for SEA was made
- A Steering Committee for this SEA was appointed by an Inter-Ministerial Decree in July 2007 and an Extended Steering Committee was established to support the Steering Committee activities and represent stakeholders during public consultation.

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SEA process (2008)

- March 2008, Italian/Canadian consortium was awarded a contract to undertake the SESA (!!) of the draft development policy for oil and gas exploration and production.
- April 2008, meeting between consultants and Steering Committee and extended Steering Committee on SESA scoping.
- Subsequent meetings and workshops took place in May and July 2008.

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SEA process (2009)

- August 2008, the SESA was put on hold because of a change in government.
- September 2009, the Mauritanian authorities decided to resume work on the SESA which lead to the drawing up of a reactivation plan in December 2009.

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SEA process 2010-11

- February 2010, a new contract to proceed on the SESA was drawn up
- April 2010 SESA Draft Report ready, including the preliminary SESA key findings and recommendations.
- In April 2011, the comments and recommendation from the Mauritanian counterparts and workshop participants were compiled into the draft final report.

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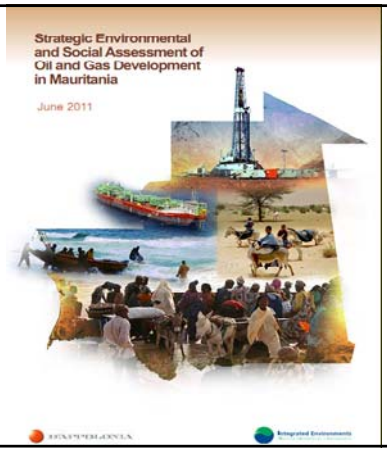

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Scope and time frame

Scope: offshore development and developments in the coastal area. Any commercial inland discovery is likely to be exported by pipeline to Algeria and thus, there will be negligible impacts on the coastal area.

Time frame to adequately cover long term policy options and impacts: the period up until 2030

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SEA Objectives

- Identify the **social and environmental impacts** which could be generated by increased onshore and offshore oil and gas development, and to evaluate the scope and probability of these impacts.
- Put forward **recommendations** to avoid, manage and/or attenuate these impacts.
- Facilitate the **integration of these measures into a coherent policy** and to ensure its application.
- Support **capacity building** by providing a learning experience for Government officials in the management oil and gas sector impacts, in particular the Ministries of Environment and Petroleum, Energy and Mines.

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SEA methodology step 1)

- Environmental and social baseline data collection and identification of key environmental and social impacts
- The existing EIA and SIA for the Chinguetti project were valuable input for the SEA

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Existing information (1)

Non-renewable resources and activities related to their exploitation

- existing and oil/gas production sites and their safety zones, exploration and exploitation concessions;
- existing shipping routes to identify risks of future collisions taking into account possible impacts on habitats and biota.

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Location of exploitation

Modelling of oil spills helped to identify:

- Particularly Sensitive Sea Areas offshore and in the coastal area where development should be **excluded**.
- Zones where development could be **conditionally permitted**. Such permits would depend on specific and dedicated systems of oil spill contingency planning.

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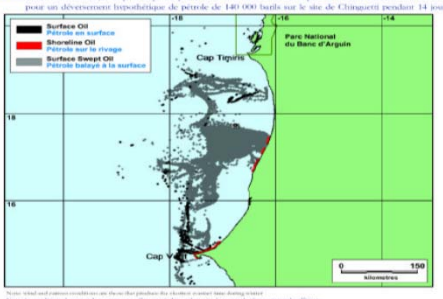
Simulation of the predicted path and area of shoreline contact for a hypothetical 140,000 barrel release of oil from the Chinguetti field over 14 days

Figure 5.3: Simulation of the predicted path and area of shoreline contact for a hypothetical 140,000 barrel release of oil from the Chinguetti field over 14 days

Figure 5.3 : Simulation du trajet du pétrole prédit par le modèle et de la zone où le pétrole risquerait en contact avec le rivage pour un déversement hypothétique de pétrole de 140 000 barils sur le site de Chinguetti pendant 14 jours



Existing information (2)

Renewable resources, marine and coastal values

- hydrodynamic characteristics;
- fish, cephalopod and sea mammals (artisan and commercial);
- (internationally) valued ecosystems (Banc d'Arguin, National Park Diawling), dunes and the Mauritanian coastal zone

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Existing information (3)

Social and economic issues, Demographic indicators:

- Population growth in Nouakchott; similarly for other coastal communities and Senegal;
- Economic activities of coastal communities (up till Dakar): *e.g.* fisheries, fish processing, agriculture, livestock, tourism;
- Commercial and artisan fishing: economic importance, species, fishing methods, problems/concerns, seasonal changes in fishing and fishing related activities, recent trends (*e.g.* decline in fish stocks);
- Social stratification and cultural differences

25

Autonomous development

Fishery sector

- Over fishing and non-sustainable fishing methods by commercial and artisan fishery are already apparent. Fishery agreements with the EU and increased activity of Senegalese vessels will aggravate the problem.
- These developments were described to determine how fisheries and the oil industry can co-exist and cooperate to ensure their sustainability.

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Autonomous development

Harbour development and coastal defence

- A large part of the Mauritanian coast is protected by small sized natural dunes. The natural coastal defence is under threat, e.g. by building harbours (e.g. severe coastal erosion south of the Port de l'Amitié). Restoration of this coast, plans for extension of this port and construction of a new fisheries harbours put coastal defence on the agenda of the GoM.
- The SEA addresses how oil/gas activities, harbour development and coastal defence can be combined in a sustainable way.

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SEA methodology step 2)

- Development of two potential scenarios for oil and gas development, looking at:
  - competitiveness of other sectors such as fishery, biodiversity, and tourism; brain drain in other sectors/availability of qualified staff/employment possibilities
  - migration: extra influx to Nouakchott of people searching for work, availability of infrastructure and services,
  - social and political situation.

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SEA methodology step 3)

- Review of the proposed new (!) Hydrocarbon Code and review of the current context for oil and gas exploration and development in Mauritania.

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SEA methodology step 4)

- Preparation of key strategic recommendations and an Action Plan and related Budget
- Priorities were structured into immediate action (2011-2012), short term action (2012-2013) and medium to long-term action (2012-2015).

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Rob Verheem Zanzibar February 2015

SEA for tourism planning in Honduras

Ref. Juan Quintero World Bank

Objective of tourism plans

Honduras no. 1 tourism destination in 2021

Key Issues Related to Tourism Development in Honduras

Solid Waste

Wastewater

Social Exclusion

Income Generation

Uncontrolled Development

Purpose of SEA

- long term sustainability of tourism development
- assessment of critical issues at macro level
- recommend actions and alternatives

Methodology

SEA Process

- Phase 1: identification
  - Screening through high level dialogue between Ministries of Tourism, Environment and Presidency
  - Stakeholder consultation to identify key issues
- Phase 2: assessment
  - Inter-ministerial meeting (e.g. incl. education, transport)
  - Desk review and field assessments
  - writing papers
- Phase 3: implementation:
  - workshop on first results & revision of findings
  - seminar on conclusions
  - dissemination

Issues

- Solid waste
- Waste water
- Social exclusion
- Income generation
- Uncontrolled development

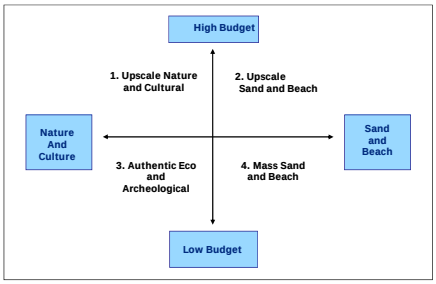
Integrated assessment

SEA comprised of:

- Environmental issues assessment
  - solid waste
  - waste water
- Socio-economic issues assessment
  - income generation & community participation
  - educational capacity of tourism sector
- Political/institutional issues assessment
  - legal frameworks and environment management capacity
  - environmental and social guidelines

Final report: integrated document

Strategic Alternatives



Scenarios

- Three scenarios
  - little growth of tourism
  - moderate growth
  - strong growth

Methodology for impact assessment

Expert judgment:

- priority issues analyzed by consultants
- stakeholder workshops around short discussion papers on priority issues
- short papers to involve high level decision makers

Findings: tourism can be catalyst for growth

However, bad management creates risks

- too little attention to environmental management can kill drivers of growth:
  - environment: beach, reefs, biodiversity
  - cultural heritage
- local communities benefit insufficiently
- not enough environmental capacity
- too little incentive for private enterprises to improve environmental performance

Recommendations

- improve waste & waste water policies
- strengthen local groups & support micro enterprises
- strenghten environmental education in tourism sector
- strengthen environmental management capacity
- strengthen EIA legislation to include cumulative impacts
- disseminate guidelines for private sector

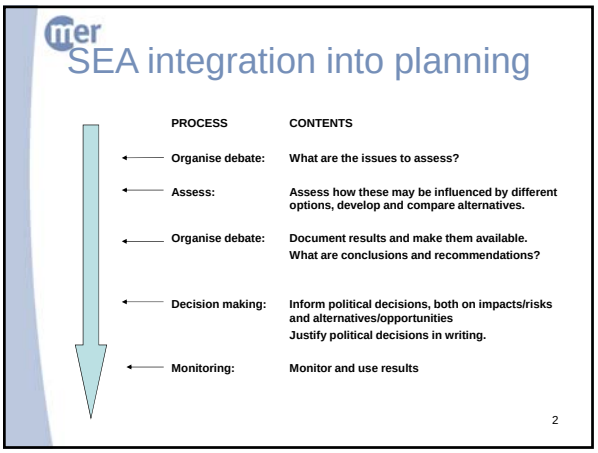
What happened

- reform of waste water policy
- local groups now on the decision making table
- environmental capacity of tourism sector strengthened at both national and local level
- best practice guidelines set for tourism sector

Lessons learned

- Low cost SEA is possible
- Participative approach takes time
- Enthusiasm needs continuous renewal
- Difficult to maintain strategic focus
- Stay away from 'hotel to hotel' approach
- 'Carrying capacity' not a useful concept: aim for 'acceptable change'
- Influence of SEA limited, but significant
- Key to success: buy in of ministries, with Ministry of Tourism as 'champion'


mer
Commissie voor de milieueffectrapportage
Module 3 - Preparatory phase
example: SEA for oil and gas development
Ineke Steinhauer
Netherlands Commission for Environmental Assessment
February 2015 Zanzibar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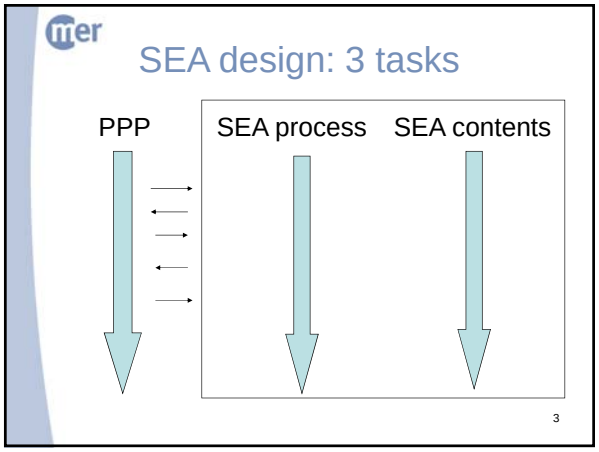
SEA integration into planning
PROCESS
CONTENTS
Organise debate:
What are the issues to assess?
Assess:
Assess how these may be influenced by different options, develop and compare alternatives.
Organise debate:
Document results and make them available.
What are conclusions and recommendations?
Decision making:
Inform political decisions, both on impacts/risks and alternatives/opportunities
Justify political decisions in writing.
Monitoring:
Monitor and use results
2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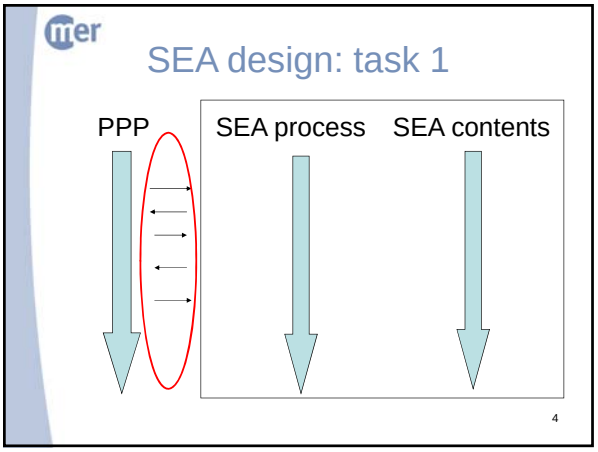
SEA design: 3 tasks
PPP
SEA process
SEA contents
3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SEA design: task 1
PPP
SEA process
SEA contents
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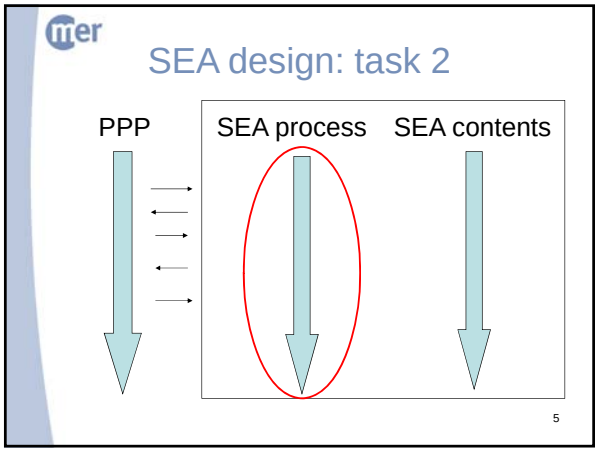
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SEA design: task 2
PPP
SEA process
SEA contents
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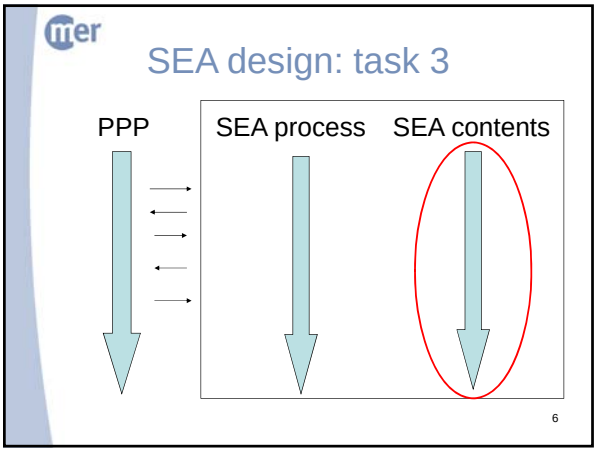
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SEA design: task 3
PPP
SEA process
SEA contents
6

SEA task 1)

Agree with all stakeholders in a transparent way on:

- what is the planning process all about?
- what is need for and goal of the SEA?
- how is SEA integrated in the plan process?

- List of questions to design the SEA

7

Critical questions on the PPP for good SEA design

1) Which plan is going to be subject to SEA and what is the stage of planning?
2) What are the key issues that need to be addressed by the plan?
3) Who is/are the responsible agency(ies) ('the owner/developer of the planning process')?
4) What are the decisions to be taken in the planning process and when will these be made?
5) Spatial and time horizon; is the plan geographically defined (if yes, how?) and for how long will it be made (10, 20, 30 years or more?)
6) What is the budget (3000 US$ or 300.000 US$) and time required for making the plan (3 months or 3 years)? This determines how much time and money is available for the SEA. Who will do the SEA/pay for it (module 6)?

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At national **policy** level?

- pacing and timing of oil and gas development to adequately manage revenues, to achieve a sound macro-economic and social environment, and to obtain maximum benefit from the oil and gas reserves
- choice of source (% hydrocarbons, % renewable energy sources)
- national use or export
- cross boundary co-ordination of oil development
- relation with fisheries, tourism, nature conservation

Time horizon 25 years

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At **plan** level?

- choice of appropriate locations for exploration and exploitation, to minimize risks to natural and social values and vulnerabilities
- choice on routes/locations for infrastructural developments associated with refining and transport (roads and pipelines, port facilities)
- choice on best available technologies, indicating the level of ambition with respect to environmental standards
- choice on distribution networks

Time horizon 15 years

10

At **programme** level?

- choice of potential projects for allocation of revenues
- capacity building and enforcement programmes
- initiatives to ensure environmental protection
- initiatives to prepare for induced development
- initiatives for local content

Time horizon 5 – 10 years

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Why is **strategic decision making** needed?

- The economy of Zanzibar will go through a period of major transformation if oil and gas developments would take-off
- This may affect or cause trade-offs with present uses (e.g. fisheries/tourism?), the existing ecological values in Zanzibar, population migration trends, etc.

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Examples of strategic decisions that lie ahead

- Pacing and timing of developments
- Selection or regulation of exploration and exploitation technology
- Location of exploration/exploitation

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Pace and timing of developments

- to build adequate capacity in Zanzibar to manage the oil and gas sector appropriately including a sound and transparent framework to manage revenues
- to achieve a stable macroeconomic environment (inflation, interest, fiscal policy)
- oil and gas development in tune with market conditions
- to balance development of the non-oil sectors and to sustain poverty alleviation thus :
  - balancing competitiveness between sectors (qualified staff, prices);
  - controlling migration patterns;
  - avoiding social and political tension.

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Pace & timing of developments, what can **SEA** do?

- SEA can allow for a step wise approach of activities starting from the least vulnerable areas and gradually entering the more vulnerable areas with the experience acquired
- SEA can develop different scenarios for a slow, medium or high pace exploitation, e.g. over 10, 20 or 30 years, in combination with different programs for revenue management
- SEA could also include alternatives in pacing concession rounds and awarding production licenses

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Pace & timing of developments, what can **SEA** do?

The SEA could address the *probability* and related impacts of:

- development of LNG production in the future and linked onshore activities
- future refinery activities
- port developments which may be necessary to accommodate such activities, including the effects of such development
- need for oil/gas related waste treatment and disposal

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Selection or regulation of exploration/exploitation technology

- The SEA can assess the environmental pros and cons of the technological alternatives for:
  - gathering seismic data,
  - drilling and testing wells,
  - developing a newly discovered gas or oil field
- Then, the most suitable alternatives can be chosen for each set of environmental conditions (*e.g.* open water, near shore, near protected areas).

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Location of exploration and exploitation

Modelling of oil spills will help to identify:

- Particularly sensitive areas offshore and onshore where development should be **excluded**. These are selected on basis of their high natural values and increased risk of oil spill damage, taking into account a buffer zone;
- Zones where development can be **conditionally permitted**. Such permits would depend on specific and dedicated systems of oil spill contingency planning.

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Technology and location, what can **SEA** do?

- Support decision-making on whether or not to offer blocks within each area for licensing, and if so, *what kind of temporal and spatial restrictions* to impose on the licensing area.
- Prepare *guidelines* for co-existence with fisheries and nature conservation
- Develop initiatives *to prepare for induced development*

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But **SEA** can also..

- develop guidelines for *adequate revenue management*, in order to achieve a fair distribution of wealth in affected areas
- various proposals for *improving (institutional) capacity* of different stakeholders to enforce law and deal with negative consequences of oil and gas development
- develop different forms of *conflict resolution* or alternatives for *compensation systems.*

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Alternative options for planning

The development of alternatives in the SEA can be steered by a leading vision, such as:

- emphasis on optimizing ecological sustainability,
- optimal conditions for fishery or
- emphasis on following international demand for oil and gas

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Example: SEA Albertine Graben, Uganda

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The Albertine Graben

- The Albertine Graben holds oil and gas resources with a large potential for commercial development.
- The goal of the National Oil and Gas Policy (2008) is to use these resources to contribute to early achievement of poverty eradication and create lasting value to society. The objective is to “ensure that oil and gas activities are undertaken in a manner that conserves the environment and biodiversity”.

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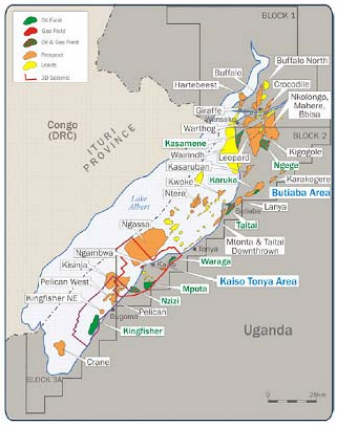

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The Albertine Graben

- The Albertine Graben is also an area of national and international importance in terms of its outstanding biodiversity and network of protected areas.
- The area is relatively sparsely populated by pastoral and agro-pastoral communities but there are also several urban centers in the wider region. Fisheries is important

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l'Hoest's Monkey
Giant Lobelia

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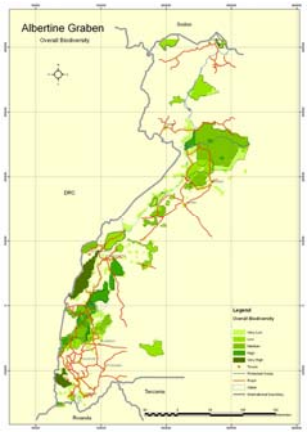

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Preparatory phase of SEA

- NEMA initiated several workshops for the SEA in 2010 to discuss:
- The kinds of decisions needed to be taken during the process and the plans that would be subjected to the SEA.
- The main potential environmental and social challenges, at that time identified as biodiversity loss, land conflicts and trans-boundary issues
- Organization of the SEA work

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Questions discussed (1)

- Which is the plan subject to SEA?
  - A government plan (e.g. a management plan for Lake Albert; a joint plan of the two concerned governments or a plan for the Uganda share of the lake alone)?
  - Oil and gas exploration programme?
  - Oil and gas strategy for the production phase?
  - Other?

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Plans considered

- National Development Plan
- Sector Development Plan / Sector Investment Plan
- Basin Wide Development Plan
- Exploration Program
- Plan for Production phase including subsequent development of refinery
- All relevant sector plans in the AG region

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Decision on plan

- To support and guide the National Oil and Gas **Policy** (already in place), it was decided to undertake SEA for the Albertine Graben area
- Basin wide **Development Plan for AG**


MINISTRY OF ENERGY AND MINERAL DEVELOPMENT
PETROLEUM EXPLORATION AND PRODUCTION DEPARTMENT
THE BASIN WIDE DEVELOPMENT CONCEPT FOR THE ALBERTINE GRABEN FOR CONSIDERATION DURING STRATEGIC ENVIRONMENT ASSESSMENT DEVELOPMENT
DRAFT CONFIDENTIAL
DECEMBER 2010

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Questions discussed (2)

- Which are the decisions to be taken in the this Basin Wide Development Plan and when will these be made?

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The SEA should facilitate decisions on:

- How to pace future exploration and development stages
- Ways to deal with conservation of biodiversity and the most valuable and sensitive areas
- Sustainable coexistence with other sectors for example tourism, agriculture and fisheries
- Options for how to deal with pollution and waste
- Proposals for improving (institutional) capacity of different stakeholders
- Developing compensation mechanisms
- Identifying cumulative impacts of the oil and gas developments to national and regional socio-economic and political developments

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Questions discussed (3)

- Who is/are the responsible agency(eis), the owners/developers of the plan process?
  - Min. of Energy and Mineral Develoment?
  - National Planning Authority?
  - Min. of Finance, Planning and Economic Development?
  - What is the role of Min. of Water and Environment, others? (fisheries, tourism?)

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Agreed responsabilities

- A Steering Committee (SC) for the SEA was appointed
- It was decided that the Petroleum Exploration and Production Department under the Ministry of Energy and Mineral Development leads the SC
- NEMA coordinates the SEA activities.

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SC members

- Petroleum Exploration and Production Department;
- National Environment Management Authority;
- Directorate of Environmental Affairs;
- Uganda Wildlife Authority;
- Directorate of Water Resource Management;
- Directorate of Physical Planning & Urban development
- Department of Fisheries Resources; and
- Uganda Association of Impact Assessors.

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THE REPUBLIC OF UGANDA

STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA) OF OIL AND GAS ACTIVITIES IN THE ALBERTINE GRABEN, UGANDA

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Practical work SEA task 1)

Assignment for Zanzibar
- what is the planning process all about?
- what is need for and goal of the SEA?

- But before we start….
- How is SEA integrated in the plan process? When do results have to be available in order to influence the planning and decision making?

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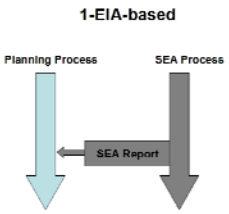
Link with decision making

Impact centred SEA: assess a draft PPP and develop mitigating and compensatory measures for social and environmental impacts of the PPP (e.g. in the form of a strategic action plan, advisory notes)



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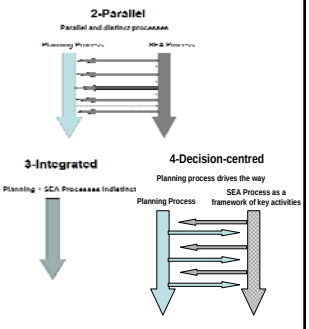
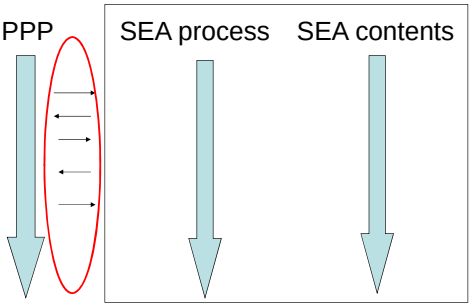
Link with decision making

Environmental & social mainstreaming SEA: pro-actively identify right from the beginning environmental and social objectives to be achieved in the PPP (through e.g. providing and including better alternatives)



SEA design: task 1



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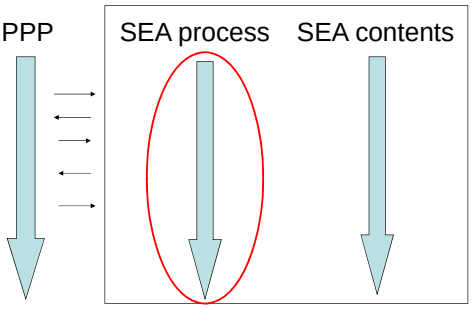
Module 3- Preparatory phase example: SEA for oil and gas development

Ineke Steinhauer
Netherlands Commission for Environmental Assessment

SEA workshop Zanzibar, February 2015

SEA design: task 2



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Find stakeholders and announce start of process

- Who are formal stakeholders related to the SEA/plan process (institutional actors, Ministries)?
- Who are the informal stakeholders (social context, general public)?
- The SEA should further elaborate on **instances, subjects and methods** of participation/consultation

3

Stakeholder participation

- For a national plan for oil and gas development, the affected public is usually a large group and it is perhaps not yet clear who will suffer impacts
- Therefore a two tear approach is possible:
  - involving agencies and NGOs to discuss and develop the plan as a whole
  - involving local communities in areas of intervention, organizing meetings in these areas and/or along possible routes or locations

4

Prepare for stakeholder involvement

- Identify the key stakeholders
- Assess influence of selected stakeholders
- Make engagement plan

1. Set objectives
2. Identify interested and affected parties
3. Funding, timing, organization
4. Identify and select appropriate technique
5. Ensure sufficient feedback
6. Set mechanisms to consider outcomes

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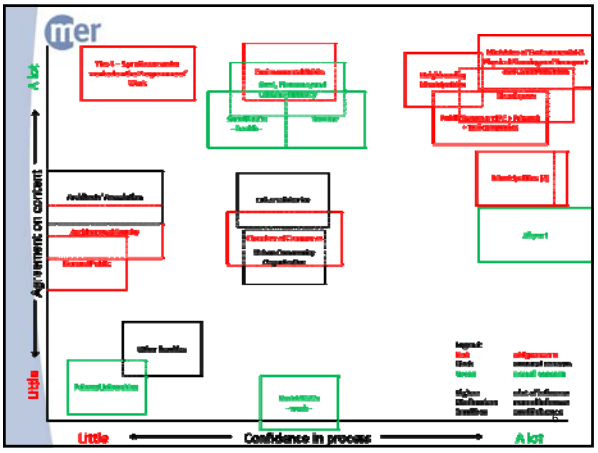

Guidance for public participation plan in SEA

- Firstly, together with the plan/SEA team, define the ambition for public participation
- Secondly, with this ambition in mind, define every milestone from the start of the plan until the final decision
- Finally, for every milestone, answer the following questions:
  - Is this milestone suitable for public participation?
  - What do we want to know from our public?
  - Who do we want to ask these questions to?
  - How will we ask these questions to the relevant people/organisations?
  - When should this happen?
  - Responsible party for organizing this?

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Example SEA Albertine Graben, Uganda

- Stakeholder engagement was a key activity that aimed to mobilize participation of the relevant institutions, individuals and communities for environment management of the oil and gas in the AG, aiming to:
  - Inform, collect views and build ownership of the different stakeholders as their specific concerns about oil and gas projects are collected and considered during the SEA process.

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Stakeholder engagement during preparation for the SEA

- The **first stakeholder engagement** took place during the initial Phases of the SEA:
  - A high level workshop workshop took place in April 2010 with representatives from NEMA, technical officers from Gov. agencies, civil society bodies and the districts.
  - Two field trips were undertaken during the Inception Phase which engaged and involved district representatives, the public, the petroleum companies and others.

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Further stakeholder engagement

- based on an analysis to determine the stakeholders to be involved in the SEA process, resulting in a categorization of key stakeholders including:
  - the Government (at regional, national and district levels)
  - civil society (development organizations, NGOS, faith-based organizations, CBOs, etc.)
  - business and industry (private enterprises).

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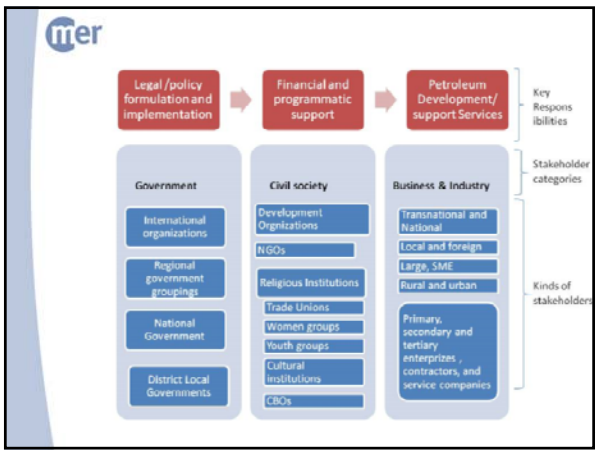

Three major events

- In addition to the ongoing stakeholder engagement, 3 major events took place to ensure solid stakeholder involvement:
  - The Inception Workshop in May 2013
  - The stakeholder engagement campaign during autumn 2013
  - The Validation Workshop in May 2013
- All stakeholder consultations are registered in a stakeholder engagement and process log.

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Consultations national level

- Office of the Prime Minister
- Ministry of Finance and Economic Development
- Ministry of Tourism, Wildlife and Heritage
- Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)
- Ministry of Health
- Ministry of Defence
- Ministry of Gender, Labour and Social Development
- Cultural Development Center and National Council of Higher Education under the Ministry of Education
- Uganda National Roads Authority
- Ministry of Works and Transport
- Ministry of Local Governments
- Committee of Natural Resources of the Parliament and MPs of the districts
- Cultural leaders on heritage
- National Forestry Authority

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National level continued

- Uganda Chamber of Mining and Petroleum
- Ministry of Internal Affairs
- Ministry of Foreign Affairs
- Civil Aviation Authority
- Police
- Licensed petroleum operators (CNOOC, Tullow Oil and Total)
- Association of Tour Operators (AUTO)
- Association of Hotel Owners
- Coalition of NGOs of oil and gas (CISCO)
- Representative tertiary institutions

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Consultations at district level

- LCV and selected Executives
- Chief Administrative Officer
- Environment officer (main contact person)
- Natural resources coordinator
- District Forest Officer
- Fisheries Officer
- Agricultural Officer
- Water Officer
- District Planner

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Focus group discussions at sub-county/parish level

- Resource users;
- Representatives of Elders, Women and Youth, Women's groups;
- Farmer groups – NAADS;
- Parish executive committee; Parish councilors; LC I, LC II chairpersons;
- Parish chiefs;
- Local Environment committees, elders/opinion leaders, cultural leaders, representatives of local NGOS and CBOS and development partners working in the area.

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Consultations international

- DRC based on the shared Lake Albert
- EAC

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Some basic principles

- *Involve the public while options are still open, before decisions have been made and while PP can still make a difference.*
- *Be clear on what the public is being asked to do or contribute, and ensure that the public is aware of this*
- *Policymakers and authorities should show active involvement: when the Minister of Environment kicks off a PP event, it shows his/her political commitment to use the results of public participation*
- *Ask the public how they want to be involved. This helps to, e.g. involve very critical NGOs right from the start, leading to fewer protest letters and appeals*
- *Develop (and publish) a specific PP plan and ensure that it is part of budget and integral part of the whole process*
- *Maintain an open and positive attitude: one usually gets only negative reactions but does not hear the positive ones. Put effort into the challenge to know about both*

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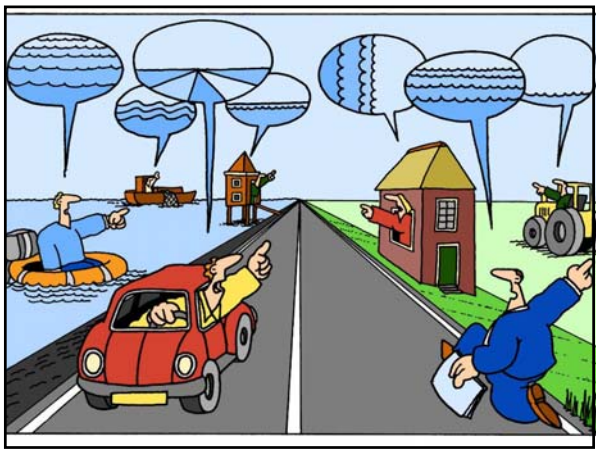

Some lessons learned

- Ensure early participation in addition to formal (legally required) participation
- Meet people in person
- Listening to people is not the same as doing what they want
- Use other ways of public participation (not just written comments), be creative
- Use a simple PP process if possible, and an extensive PP process if needed.

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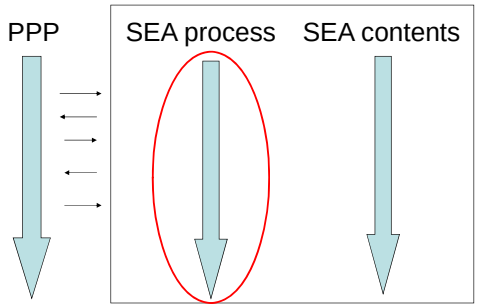
SEA design: task 2



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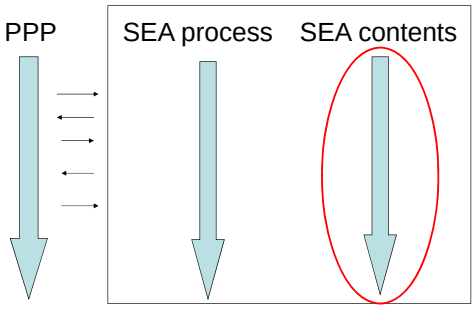
Module 3 - Preparatory phase example: SEA for oil and gas development

Ineke Steinhauer
Netherlands Commission for Environmental Assessment

SEA workshop Zanzibar, February 2015

SEA design: task 3



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Problems/objectives in SEA

- Based on initial identification of problems, stakeholder agreement should be reached on the most important problems and objectives to be addressed in the SEA
- Also identify environmental and sustainability objectives and challenges, that complement the already identified objectives in the plan

3

Questions for analysis (1)

- Does the plan already take into account environmental and social objectives?
- If so, is it possible to make a list of these objectives?

4

Example Uganda

- National Oil and Gas Policy takes environmental and social dimension into account? YES
  - (objective 9) to ensure that oil and gas activities are undertaken in a manner that conserves environment and biodiversity,
  - (objective 10) to ensure mutually beneficial relationships between all stakeholders in the development of a desirable oil and gas sector in the country

5

Questions for analysis (2)

- What would be the main current and potential environmental and social problems in relation to the plan?

6

Example Uganda

- Biodiversity loss during construction of oil infrastructure (roads, camps, facilities, pipelines)
- Pollution of surface waters and aquifers
- Informal settlements
- Disruption of existing livelihoods
- Land conflicts, speculation
- Fragmentation of habitats, conflict with international environmental agreements
- Waste management

7

Example Uganda cont.

- Loss of indigenous culture and knowledge (eg. salt mining from soils)
- Reduced tourist arrivals in Protected Areas due to oil and gas activity
- The danger of oil spills and consequences for fisheries
- Revenue management – equity
- Climate change and air pollution
- Increase in crime rate

8

Example Uganda cont.

- Destruction of landscape and lack of restoration
- High expectations of communities (didn't get rich from wildlife, this is another chance)
- Food insecurity (due to migration)

9

Questions for analysis (3)

- Environmental/social objectives to be achieved by the new plan can be derived from environmental action plans or other plans that have stated environmental or social objectives.
- Wat kind of plans/documents or conventions or treaties could contain these environmental and social objectives?

10

Example Uganda

- National Development Plan, Vision 2035
- Transboundary conventions, e.g. EAC protocol on environment and resources
- National Environmental Action Plan
- Land use policy
- Fisheries Development Master Plan
- Biodiversity convention and National biodiversity action plan
- Ramsar convention, IUCN red list, CITES

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Example Uganda

- Wildlife Policy
- UN convention on climate change, incl. National Adaptation Plan (NAPA)
- Historical Monuments Act
- National gender policy
- National Water Policy
- etc.

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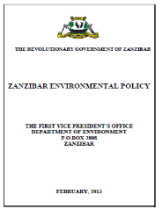
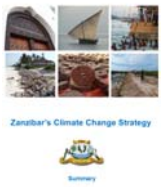
For Zanzibar

- What kind of plans/documents or conventions or treaties contain environmental and social objectives?





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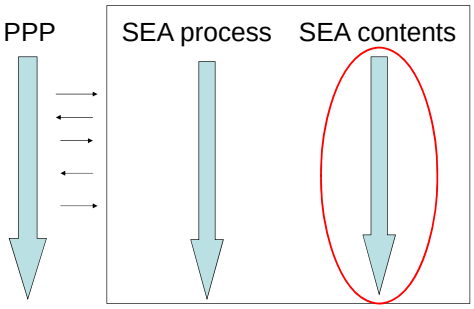
SEA design: task 3



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Module 4 - Scoping in SEA

Ineke Steinhauer
Netherlands Commission for Environmental Assessment

SEA workshop Zanzibar, February 2015

Scoping

The purpose of scoping is to draft Terms of Reference (ToR) on the basis of:

- a vision on problem analysis, goals and alternatives
- on which all relevant stakeholders should reach agreement

These ToR summarize the key findings as to the required content of the SEA and the scope and topics to be investigated

2

Elements of scoping

1. Joint fact finding: 'what are the issues'? to steer collection of baseline data
2. Consistency analysis
3. How to develop strategic alternatives
4. Establish scale of impacts

1) Collecting baseline data

- Baseline information gathered will not only serve the SEA but also serve future EIAs
- Distinguish between:
  - baseline data which are already available (perhaps to be formatted for the purpose of the SEA), and
  - data which need to be collected especially for the SEA

1) Collecting baseline data

- Limit the data requirement to those themes which are of crucial importance to the questions the SEA will attempt to address, and to the decisions to be taken
- The baseline information on the existing situation should preferably be given in the form of maps and tables

2) Consistency analysis

- Purpose: to check the consistency of the plan/SEA to be developed with existing policies, plans and programmes
- Required: inventory of development sectors to ensure compatibility of plans
  - both public and private
  - at international, transboundary, national, regional and local level

2) Consistency analysis

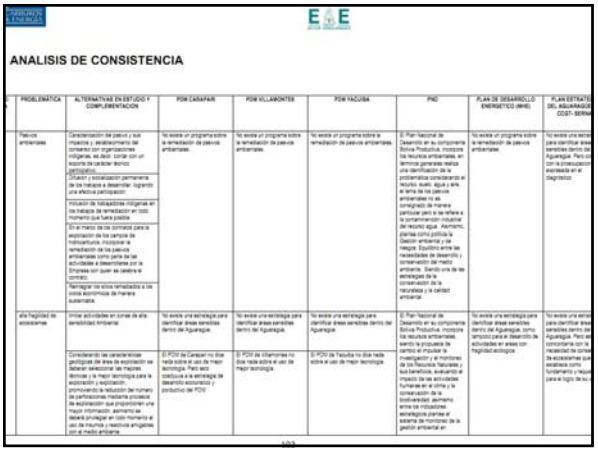
An analysis should be made of:

- Which policies/plans/programs generate opportunities for the new plan
- Which ones set environmental and socio-economic conditions (criteria) for the new plan; and
- Which ones have the potential to conflict with the plan and how these conflicts can be solved.

2) Example consistency analysis

- Evaluation of policies across sectors
  - the Ministry of Food and Agriculture's policy of rehabilitating existing irrigation facilities conflicted with the Ministry of Health's malaria control policy
  - the Ministry of Lands and Forestry's establishment of plantations and the Ministry of Works and Housing policy of acquisition of land for housing have the potential to compound land availability problems

	Activity	Build new housing	Build new feeder roads	Extend area of irrigation	Create new farm ponds	Drain open water areas	Build new schools	Develop new market	Introduce new micro-businesses
No		1	2	3	4	5	6	7	8
1	Build new housing		√	x	x	√	√	√	√
2	Build new feeder roads	√		0	0	0	√	√	√
3	Extend area of irrigation								
4	Create new farm ponds								
5	Drain open water areas								
6	Build new schools								
7	Develop new market								
8	Introduce new micro-businesses								



3) How to develop strategic alternatives? Ex. oil and gas

Options include (a combination of) alternatives:

1) **to reflect the 'extremes'** as to what would be possible (e.g. non-renewable versus only renewable energy)

2) that **reflect views of stakeholders**, e.g. what would the Energy people like? What would the DoE like? What would NGO's like? What would private enterprise like?

11

3) Possible alternatives

3) that are build around **the most pressing political dilemma's** (e.g. what current government wants versus what the opposition wants)

4) build around **scenarios for economic growth** (e.g. the best option for medium economic growth versus the best for high economic growth)

12

3) Possible alternatives

5) build around **visions** around important issues in the plan; what is to be achieved in 20-30 years time? What is to be achieved for people, for nature, for economy?

6) build on **demand/supply alternatives**: energy production for the national market, regional self sufficiency in energy or energy production for the international market?

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3) Ex. National Waste Management Plan

- Intended policy: emphasis on incineration of all combustible waste
- Policy alternative I: emphasis on waste landfilling
- Policy alternative II: emphasis on maximum pre-separation and re-use of waste; incineration of remaining waste
- Policy alternative III: as II, but remaining waste is landfilled

14

3) Alternatives

- Different ways/options to achieve the objective(s)
- Alternatives are used to make decisions/choices; if there is nothing to choose, alternatives will not be useful
- Alternatives should be:
  - reasonable, realistic and relevant
  - in line with policies and standards
  - distinct and comparable
- Alternatives are compared to the reference situation ("do nothing" or "business as usual" scenario)
- Keep it simple!

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3) How to develop strategic alternatives?

- One way of doing this: find 'quick wins', 'no regret options' or measures which are absolutely necessary and combine with options:
  - Yes/no
  - Difference in locations
  - Difference in scale or size
  - Difference in ambition or phasing
- Selection based on criteria like:
  - Urgency of solving problems (which ones have highest priority)
  - Achieving the targets
  - Environmental, social and economical effects
  - Legal or practical barriers, costs

16

4) Which effects to consider?

- Will there be a large change in environmental conditions?
- Will the effect extend over a large area?
- Will many people be affected?
- Will many receptors of other types (fauna and flora, businesses, facilities) be affected?
- Will valuable or scarce features or resources be affected?
- Is there a risk that environmental standards will be breached?
- Is there a risk that protected sites, areas, features will be affected?
- Is there a high probability of the effect occurring?
- Will the effect be permanent rather than temporary?
- Will the impact be irreversible?
- Will it be difficult to avoid, or reduce or repair or compensate for the effect?

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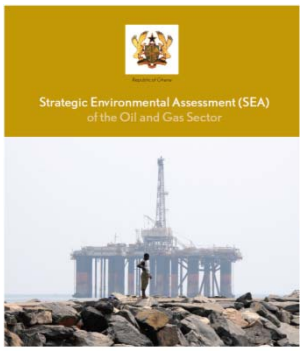
SEA oil and gas Ghana



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Discovery of Jubilee field

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Why SEA?

- This discovery resulted in 13 offshore licenses granted for exploration and over 20 companies submitted applications
- Serious policy choices to be made
- Ghana needed to develop the institutional capacity to manage the development of its oil and gas resources, as well as the associated economic multiplier effects.
- Aim SEA: Assessment of the entire off-shore and on-shore environmental and other impacts that may arise as a result of the exploration and the production of oil and gas resources.

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Who are involved in the SEA?

- Ministry of Energy and the Environmental Protection Agency have been undertaking an SEA of the oil and gas sector.

NATIONAL DEVELOPMENT PLANNING COMISSION (NDPC)
MINISTRY OF ENERGY
MINISTRY OF ENVIRONMENT SCIENCE AND TECHNOLOGY
ENVIRONMENTAL PROTECTION AGENCY
GHANA NATIONAL PETROLEUM CORPORATION (GNPC)

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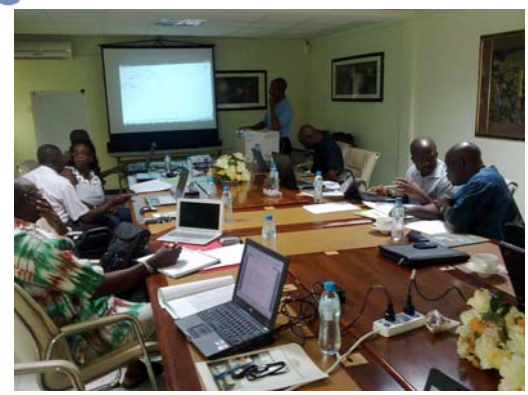

How did it start?

- Development of draft ToR for SEA in March 2009 by EPA
- Consultation was conducted to solicit the opinion, concerns and expectations of stakeholders, particularly the communities within the coastal areas in September to October 2009, and a report issued in November, 2009.
- A preliminary SEA workshop was held in February 2010 on the practical organization and implementation of the SEA ('kick off')

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SEA and link to planning

- A key step in the SEA process involved identifying the formal decision making process(es) to which the SEA could be linked, e.g;
  - The Energy Policy
  - The Gas Master Plan
  - Future decision making processes and other policy development.

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Existing and planned PPPs

- Energy policy approved in Feb. 2010, did undergo SEA, except for the oil and gas chapter which was recently incorporated into it.
- Gas master plan was being drafted, and expected to be ready in July 2010
- Future decisions to be taken in Cabinet or Parliament according to the political agenda or other planning processes in relation to oil and gas, such as a revenue management bill, and a local content policy

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Expected outputs of SEA

- SEA had to deliver immediate results to influence gas master plan before July 2010 (ex-ante)
- SEA report expected to be ready late 2010, including 'advisory notes' for different future PPPs related to oil and gas sector (ex-ante)
- Specific advisory notes would be prepared for the oil and gas sub-sector chapter in the new energy policy (ex-post).

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Expected outputs

- The SEA should feed into the following key planning processes
  - Phasing of oil and gas development (fields adjacent to Jubilee, other off shore fields and onshore oil and gas areas)
  - Spatial/land use planning
  - Safety and emergency response planning
  - Waste management
  - Management of utility/Social service need.

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Scoping: 24 key issues

Identification of key issues that require attention in the SEA. This was done through 3 activities:

1. Desk top review of existing information on the oil and gas sector **(= baseline data collection)**
2. Development of 3 scenarios ('lost opportunities', 'so far so good' and 'full speed ahead', which led to a first qualitative estimation of potential positive and negative consequences and opportunities) **(=development of strategic alternatives, scenario approach)**
3. Determination of stakeholder opinions and interests **(= joint fact finding, what are the issues?).**

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Scoping 3 activities

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Baseline data

Activity 1: Review of existing information on the oil and gas sector

This involved desktop review of various existing and relevant sector documents to identify potential gaps in relation to environmental and other issues. The review covered the following:

- Energy Policy
- Draft oil and gas policy
- Draft oil and gas master plan
- Jubilee EIS review report
- Various documentation from GNPC such as "The Gas utilization project concept"

It was found that while aspects of the Energy Policy had been the subject of earlier SEA, it did not cover the oil and gas sector as it pertains now. Activity 1 identified 39 issues of significance for the Key Issues selection process.

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Alternative scenario's

Activity 2: Development and analysis of development scenarios

Scenarios are used to describe a range of future conditions and their effects on strategic actions (PPPs). Each scenario represents an image of the future based on driving forces and a set of realistic assumptions which are used to visualize different futuristic conditions. Three scenarios were developed:

- 1. The low case "Lost opportunities"
- 2. The medium case "So far so good"
- 3. The high case "Full speed ahead"

The development of the scenarios provided an initial qualitative estimation of the potential positive and negative consequences of oil and gas exploitation in Ghana and it focused on identification of significant opportunities and risks. It covered issues within all four pillars of the SEA. The scenario analysis identified 14 significant opportunities and 21 significant risks which were carried on to the Key Issues selection process.

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Joint fact finding

Activity 3: Determination of stakeholder opinions and interests

Identification of major issues, concerns and expectations were determined using the:

- The findings of the public hearings held in the Western Region during the Screening Process in 2009
- Findings of the broad stakeholder Scoping workshops held in March 2010
- Findings of Sector meetings
- Findings of focus group meetings with various stakeholders

More than 30 major issues were identified to be carried on to the selection process

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Consistency analysis

The adopted methodology used the 'Issues-Response' matrix and required 3 main steps:

- Step 1 - provide a list of all relevant PPPs, (those already in operation and those under preparation)
- Step 2 - list all the 24 SEA Key issues
- Step 3 - evaluate the operational PPPs and determine how they respond to the key SEA issues (what kind of alternatives they have, gap analysis, monitoring etc).

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Netherlands Commission for Environmental Assessment

Rob Verheem Zanzibar 2015

SEA methodology

A short introduction

SEA methodology

- If possible, select methods during scoping (because defines need of budget, time, data etc)
- Most appropriate method depends on:
  - Character of the plan or policy
  - Context, e.g. available time and data

Keep it simple & doable

Main messages from experience:

- Choose the *most simple* methods to achieve your objective!
- Capacity, availability, experience, time, budget *as important as* appropriateness!

Different methods for different purposes

- To *design alternatives*
- To *identify* impacts
- To *analyse* impacts
- To *evaluate* impacts
- *To present and compare* alternatives
- To *involve stakeholders*

Methods to *design alternatives*

- **Optimize sector interests** (e.g. oil & gas most important versus tourism most important)
- **Optimize stakeholder interests** (e.g. Govt. versus NGO, or national GDP versus local poverty)
- **Around political dilemmas** (e.g. what current government wants versus opposition)
- **Linked to future scenarios** (e.g. low growth versus high growth)

Then define the best combination

Methods to *identify* impact

- Literature survey: checklists etc
- Expert judgment: workshops etc
- Participation: stakeholder workshops etc
- Field survey: leave your desk; go to stakeholders

Methods to *analyse* impact

- Expert workshops
- Stakeholder workshops
- Broad brush calculations
- Comprehensive calculations: LCA, CBA
- Computer modelling
- Use of maps: GIS, etc
- Scenario analysis: future scenarios

Methods to *evaluate* impact

- Expert workshops
- Stakeholder workshops
- Life Cycle Analysis
- Cost Benefit Analysis (monetisation?)
- Multi Criteria Analysis

Methods to *present & compare*

- Matrix: qualitative (+, -, o)
- Matrix: quantitative (253,86)
- Maps (GIS, etc)
- Against policy objectives
- Tell a story: text and pictures

Methods for *participation*

First choose:

- Direct or via representatives? (e.g. local chiefs; NGOs, government agencies)
- Objective: to inform? To consult? To cooperate?

Methods for *information*

- information meetings
- mass media, incl internet
- brochures etc

Methods for *consultation*

- written comments
- public hearings
- site visits
- advisory committees

Methods for *cooperation*

- workshops
- arenas
- round tables
- small group meetings

Pros and cons

Method	SEA stage				Advantage	Dis-advantage
	Describe baseline	identify impacts	predict impacts	evaluate impacts		
Literature survey	x	x	x	x	-quick -cheap	-applicable to specific plan or programme
Expert judgement	x	x	x	x	-Quick - Cheap	- *debatable* (other experts may disagree)
Public consultation	x	x		x	-use of local knowledge	*debatable*
Use of matrices	x	x			-quick -Cheap -overview	*complex*

Ex. of matrix

	Ringzone – plus	Waterfront	South flank
Mobility and accessibility			
transport networks	–	–	–
modal split	+	+	+
accessibility	–	–	--
accessibility location Olympic Games	0	0	++
Water			
safety	–	–	0
flooding	0	0	–
droughts	0	0	0

Overview of Methods (2)

Method	SEA stage				Advantage	Dis-advantage
	Describe baseline	identify impacts	predict impacts	evaluate impacts		
Computer modelling	x		x	x	-precise -quantitative	-(can be) expensive
GIS	x		x	x	-Qualitative and quantitative -Flexible -Can be easily combined with MCA	-Much baseline data needed -Can be expensive
Life Cycle Analysis (LCA)			x	x	-Can be suitable for waste mngt, sectoral plans, programs	-expensive -takes much time

Overview of Methods (3)

Method	SEA stage				Advantage	Dis-advantage
	Describe baseline	identify impacts	predict impacts	evaluate impacts		
Multi Criteria Analysis (MCA)				x	-can incorporate sensitivity analysis -quantitative	-trans-parency -weight sets are subjective
Cost Benefit Analysis			x	x	-Unified value	-May need extensive research -Can be expensive

Life cycle analysis

- Step 1: inventorize all impacts from 'cradle to grave':
  resource - product - use - waste - reuse
- Step 2: assess impacts: 10 themes in 3 categories:
  - input (resources)
  - output (emissions)
  - use of space
- Step 3: translate into the same unit
- Step 4: apply weights and calculate
- Step 5: sensitivity analysis: what are most important issues

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Multiple criteria analysis

Scientific evaluation method to make a rational choice between alternatives

When some impacts are more important than others

Step 1: define alternatives & criteria

- *Objective*: how best travel from Stonetown to Kendwa?
- *Alternatives*: private car, plane, donkey, small bus
- *Criteria*: comfort, financial cost, environmental impact, privacy, duration

Step 2: assess the impacts

		Private car	Plane	Donkey	Small bus
Comfort		++	+	0	--
Cost (USD)		10	70	1	3
Environment (MJ)		200	650	15	60
Privacy		++	-	+	--
Duration (hrs)		2	1	24	4

Step 3: Standardize results

		Private car	Plane	Donkey	Small bus
Comfort		4	3	2	1
Cost (USD)		2	1	4	3
Environment (MJ)		2	1	4	3
Privacy		4	2	3	1
Duration (hrs)		3	4	1	2
Total		**15**	**11**	**14**	**11**

Best alternative?

		Private car	Plane	Donkey	Small bus
Comfort		4	3	2	1
Cost (USD)		2	1	4	3
Environment (MJ)		2	1	4	3
Privacy		4	2	3	1
Duration (hrs)		3	4	1	2
Total		**15**	**11**	**14**	**11**

Step 4: Apply weights

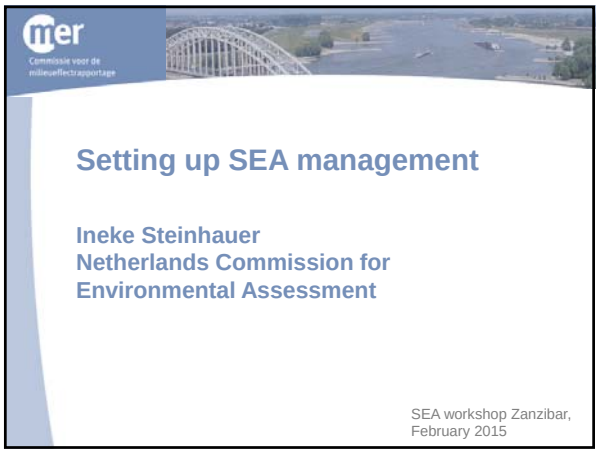
	weight	Private car	Plane	Donkey	Small bus
Comfort	0,5	4	3	2	1
Cost (USD)	3	2	1	4	3
Environment (MJ)	2	2	1	4	3
Privacy	0,5	4	2	3	1
Duration (hrs)	1	3	4	1	2

Step 5: Calculate

	weight	Private car	Plane	Donkey	Small bus
Comfort	0,5	2	1,5	1	0,5
Cost (USD)	3	6	3	12	9
Environment (MJ)	2	4	2	8	6
Privacy	0,5	2	1	1,5	0,5
Duration (hrs)	1	3	4	1	2
Total		**17**	**11,5**	**23,5**	**18**

Best weighted alternative?

	weight	Private car	Plane	Donkey	Small bus
Comfort	0,5	2	1,5	1	0,5
Cost (USD)	3	6	3	12	9
Environment (MJ)	2	4	2	8	6
Privacy	0,5	2	1	1,5	0,5
Duration (hrs)	1	3	4	1	2
Total		**17**	**11,5**	**23,5**	**18**



Setting up SEA management

Ineke Steinhauer
Netherlands Commission for Environmental Assessment

SEA workshop Zanzibar, February 2015

SEA management

- Establishing SEA team
- Preparing ToR for experts
- Organising review
- Financial aspects
- Reporting and decision making formalities

2

SEA team (1)

- Turkey: the Ministry of Tourism created an SEA unit for their Tourism Master plan.
- Ghana: an SEA team was created for the SEA for the PRSP. This team had members of the EPA and of the NDPC.
- Both teams were temporarily installed for around 1,5 years and stopped functioning when the SEA was finalized.

3

SEA team (2)

Make inventory of number of staff and related expertise:

- Environment ministry
- Consultants
- Lead agencies for plans (sectoral, spatial, national)
- Other key players, like technical institutes

4

SEA team (3)

- Decide on composition of SEA team
  - examples from Ghana, Mauritania
- If needed, prepare ToR for experts undertaking individual sector assessments

5

Organising review (1)

- to determine whether the SEA is an **adequate assessment** of the environmental and social impacts, and whether the SEA is of sufficient relevance and quality for planning and decision-making
- to check whether **stakeholder opinions** about the quality of the SEA were taken into account
- to determine whether the plan **complies with existing plans, policies and standards** and
- to ensures that the SEA report and process **complies with the ToR** (if available).

6

Organising review (2)

In consultation with stakeholders, decide on:

- **whether and when** to insert review moments for quality assurance of both SEA contents and process

7

Organization review (3)

Model 1: review team within DoE

Model 2: inter-sectoral team composed of representatives of DoE and line Ministries (DoE has the lead)

Model 3: review team within line Ministry with obligatory consultation of DoE

Model 4: review on behalf of line Ministry or DoE by experts (certified or not)

8

Financial aspects (1)

The costs of undertaking an SEA depend on:

- the level of detail of the assessment
- how well the SEA can be integrated into the planning process to which it is applied
  - Ex: the SEA procedure requires public consultation on the SEA report. If the SEA report can be incorporated into the consultation on the plan/program itself, additional consultation costs for SEA will be minimal.

9

Financial aspects (2)

- A recent survey of EU SEA practice found that the costs of an SEA varied between € 3.000,- to € 100.000,-.
- Ghana: sector SEA around € 50.000 (including costs for consultants, lodging/DSA, reporting and communication). At least 50% from GoG/sector budget. € 25.000 for district SEA
- Other studies: increased planning costs by 5-10%, but also examples of good SEAs that increased planning costs by less than 5%

10

Financial aspects (3)

- Sound scoping can reduce the cost and duration of SEA.
- Scoping helps to focus the SEA on those alternatives, impacts and measures that are most relevant to the planning process
- At the scoping stage, it can also be agreed which impacts are less crucial, and do not need further (detailed) assessment

11

Reporting/decision making (1)

- Approved ToR
- Approved SEA report with advisory notes, indicators
- Workshop reports, as an annex to SEA report
- Public consultation documented
- Copies to be deposited for public access
- SEA guidelines or manual for sector
- Lessons learned from SEA are documented

12

Reporting/decision making (2)

- Discuss with stakeholders what the results of the SEA mean for decision making
- Justify in writing the choices that have been made in the finally adopted policy, plan or programme

13

Rob Verheem Zanzibar 2015

Netherlands Commission for Environmental Assessment

SEA for the Multi Sector Development plan of the Lower Zambezi

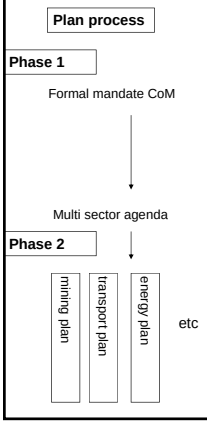
SEA management: Institutional set up

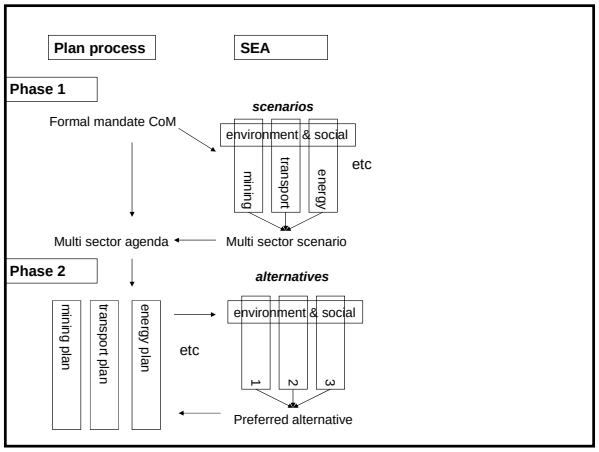
The context

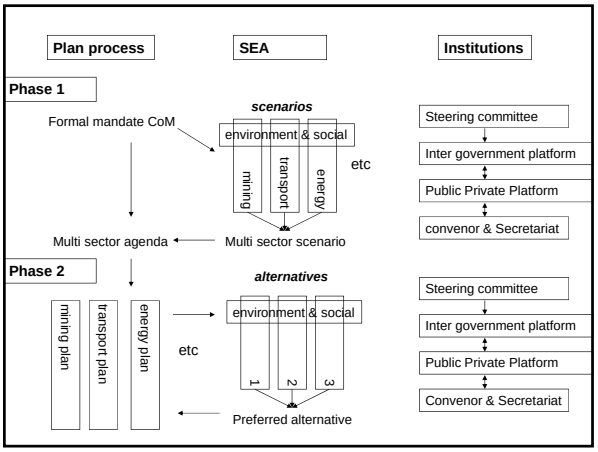
- Lower Zambezi Basin has great potential: environmental, social ánd economic
- However, many sectors inter-relate: synergies ánd blockades
- To achieve potential: coordinated development across sectors is crucial
- Gov of Mozambique decided on SEA as key approach to achieve coordination

Key issues in the NCEA advice

- Create enabling environment for multi sector **dialogue**
- **Fact finding** through joint development of scenarios
- Creating new **institutions** for multi sector development







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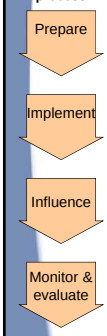
A system approach to SEA capacity development

www.eia.nl

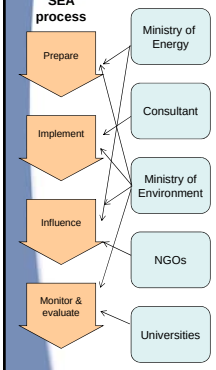
The SEA system approach

- What are the components of an effective country SEA system?
- What capacities does this system need?

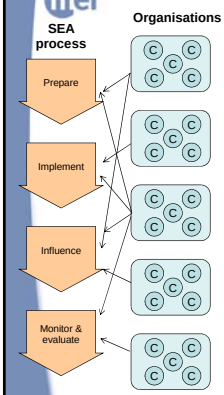
Effective SEA process



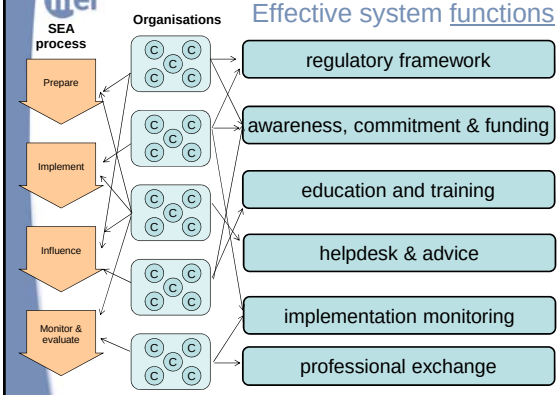
Effective organisations

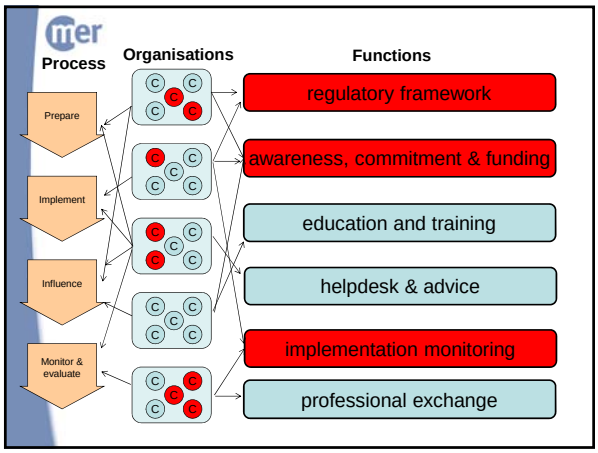


Effective organisations



Effective system functions





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SEA criteria, indicators & how to measure

- For each system component:
  - Criteria: when is it of good quality?
  - For each criterion: indicators to *measure* quality
  - For each indicator: *how* to measure?

8

SEA process criteria

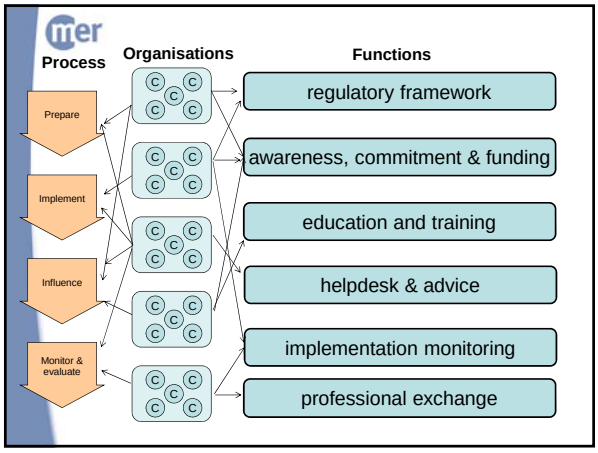
- Good quality of SEA **report** and **process** (benchmark)
- Improved quality of **decision making process** through SEA
- Improved sustainability of adopted **policy, plan or program**
- Improved quality of **other levels of decision making**, e.g. EIAs or other sectors
- Improved **capacity of organisations** (through training on the job)

9

For each criterion: SEA process indicators

Example: **Good quality of SEA report and process**

- Assessment **complete** and of appropriate **scope**
- **Alternatives** identified, compared and translated into recommendations for plan
- Options addressed to **manage risks** in plan implementation
- Key **stakeholders** in plan involved in process and reporting
- SEA well **integrated** into plan process



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SEA capacity criteria

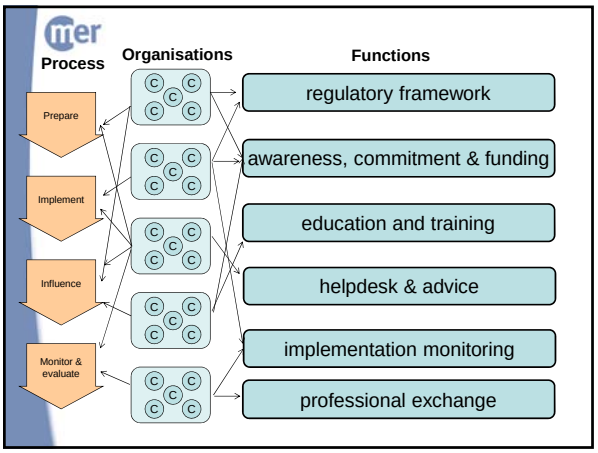
- Capacity to act: mandate, leadership, etc
- Capacity to achieve results: skills, budget, etc
- Capacity to relate to others: network, relations, etc
- Capacity to be consistent: vision, procedures, etc
- Capacity to adapt & renew: learning, flexibility, etc

12

SEA Capacity indicators

Example: **Capacity to act**:

- **Mandates** clearly defined in legal texts
- Decisions are taken **in time**, **communicated** and **acted upon**
- Organisations have committed and stable **leadership**
- Organisations have a clear & functional **organizational structure**



14

System functions criteria

- Provide regulatory SEA framework
- Raise awareness, commitment & funding for SEA
- Provide SEA education and training
- Provide advice on SEA procedure and practice
- Monitor implementation of the SEA instrument
- Enable professional exchange on SEA

15

System functions indicators

Example: **Provide SEA Regulatory framework:**

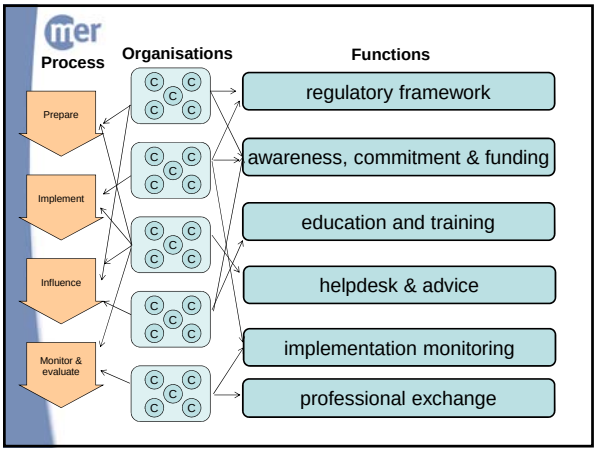
- Regulation is in place
- Regulation is of sufficient quality (against benchmark)
- Guidance exists, is accessible, is of sufficient quality

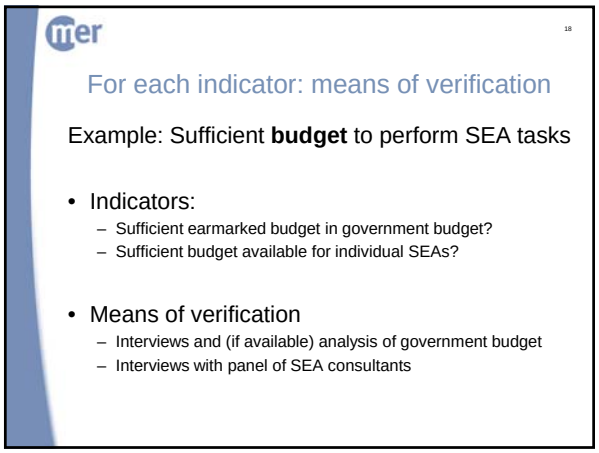
16

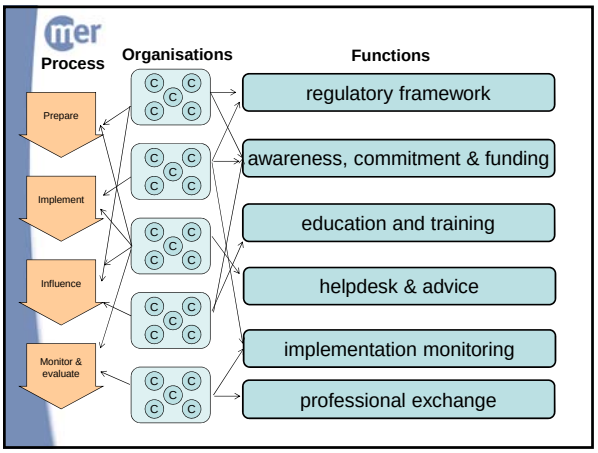
System indicators

Example: **Awareness, commitment and funding**

- Sufficient **budget** to perform SEA tasks
- Sufficient attention to SEA in the **public domain** (e.g. media)
- SEA high on **political agenda** & decision makers involved in SEA
- Sufficient **interest** and participation in SEA events, e.g. conferences etc)
- Recognizable, accepted, and effective **leadership** on SEA




18
For each indicator: means of verification
Example: Sufficient **budget** to perform SEA tasks
• Indicators:
– Sufficient earmarked budget in government budget?
– Sufficient budget available for individual SEAs?
• Means of verification
– Interviews and (if available) analysis of government budget
– Interviews with panel of SEA consultants

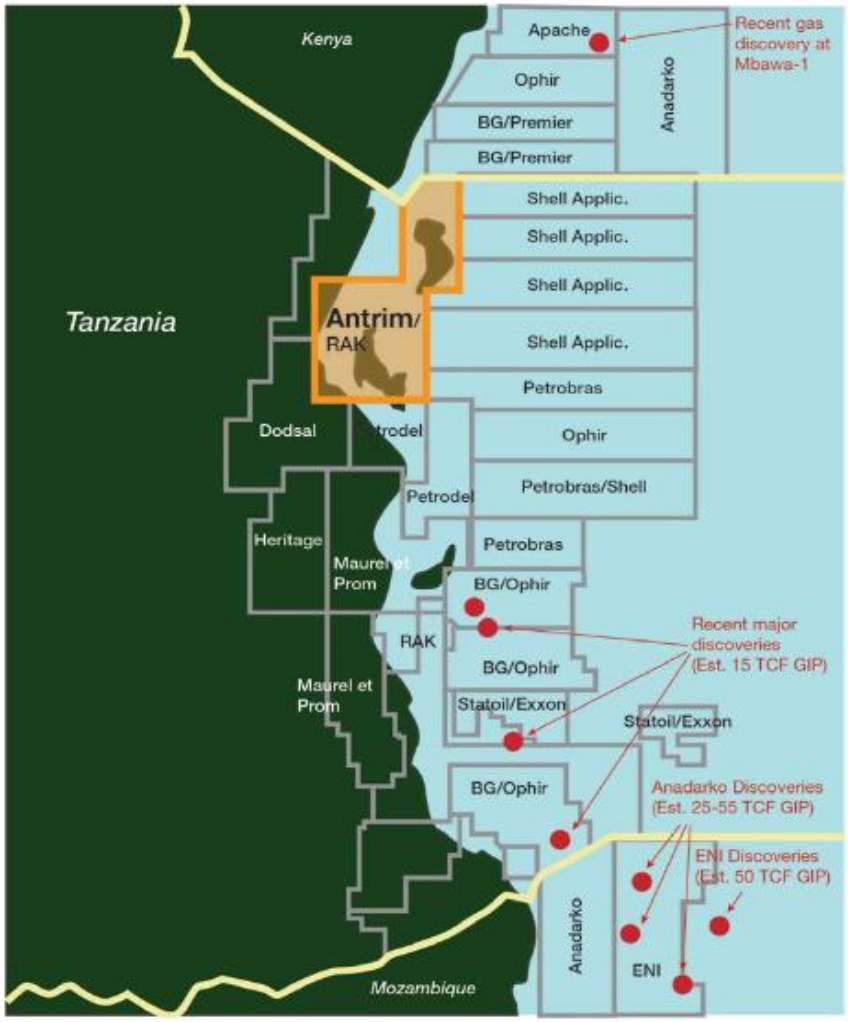

Process
Organisations
Functions
Prepare
Implement
Influence
Monitor & evaluate
regulatory framework
awareness, commitment & funding
education and training
helpdesk & advice
implementation monitoring
professional exchange

ANNEX 3

Overview of group assignment instructions

1. Assignment Module 3, Task 1: Linking the SEA to the planning process and what are the decisions all about?
2. Assignment Module 3, Task 2: Planning for public participation
3. Assignment Module 4: SEA scoping, strategic alternatives
4. Assignment Module 5: SEA methodologies
5. Assignment Module 6: SEA management (no time for assignment, but participants got a copy)
6. Assignment Module 7: Personal action plans

Practical work: Assignment Module 3: Preparing for the SEA, Task 1



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5. The groups can ask for assistance by the workshop instructors at any time.

Group work, task 1: SEA preparatory phase, exercise for Zanzibar future oil/gas development

Purpose: agree with all stakeholders in a transparent way on process part of the SEA
- what is the plan all about,
- what is the goal of the SEA and
- how is the SEA integrated in the plan process?

For this you will use the following questions for a good design of the SEA

1) Which plan is going to be subject to SEA and what is the stage of planning?

According to the group: What is the plan for which SEA is carried out? What is the stage of planning: is the planning process just starting, half way or is a draft plan already available?

2) Definition of key issues: problems and objectives of the plan

According to the group: What are the problems that need to be solved through the plan or in other words: what are the general and specific objectives (social, economic, environmental, technical, institutional) which justify the proposal of undertaking this plan?
Make a list of max. 5 objectives

3) Who is/are the responsible agency(ies) ('the owner/developer of the planning process')?

4) Which are the decisions to be taken in the planning process and when would these be made?

In your discussions, take into consideration the different kind of decisions at strategic level:

- **Why** plan something? (Refers to the need and/or purpose, long term objectives.)
- **What** to plan? (Refers to interventions, technologies and capacities.)
- **Where** to plan it? (Refers to locations on interventions.)

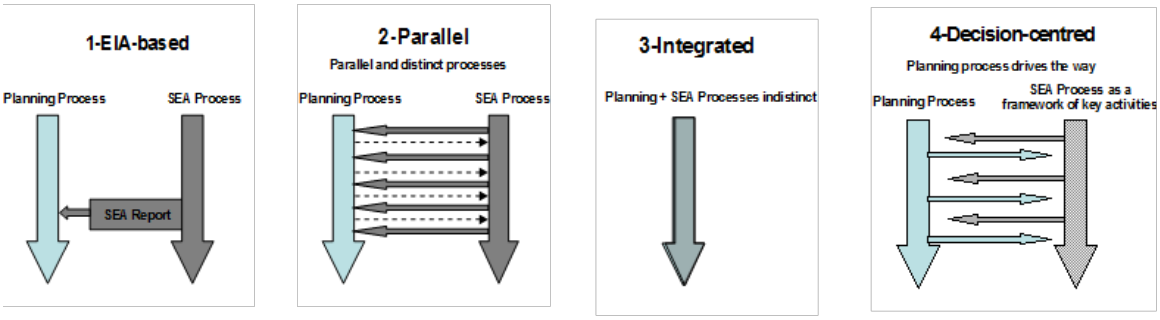
Also make use of the examples of strategic decisions given in the Module 3 presentation incl. Ugandan example.

5) Spatial and time horizon:

According to the group: is the plan geographically defined (if yes, how?) and for how long would the plan be made (10, 20, 30 years or more?)

6) How can the plan and the SEA be linked?

Consider the different approaches and select the most appropriate approach for this case. Prepare for a short explanation of your choice



Practical work: Assignment Module 3: Preparing for the SEA, Task 2

Workshop SEA Zanzibar, February 2015

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Group work, task 2: SEA preparatory phase, exercise for Zanzibar future oil/gas development

Purpose: Prepare for stakeholder engagement
Your group has to identify:

- Who are stakeholders related to the SEA/plan process?
- What is the influence of selected stakeholders in relation to the plan process?

Step 1) Identify the key stakeholders. Consider:

- Who is affected by the plan (who are the potential winner and losers amongst government, civil society, private sector?)?
- Who has a role in deciding on plan priorities?
- Who should provide input to the SEA?
- Who is crucial to successful plan implementation (Who pays for plan implementation? Who implements? Who are the enforcers and watchdogs?)

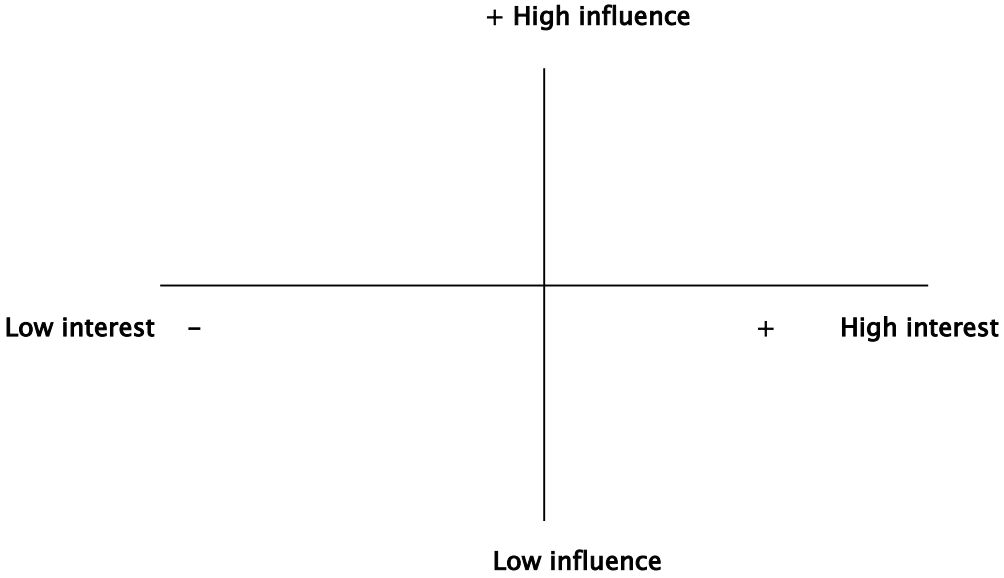
Examples of categories, make use of Uganda presentation examples:

- Politicians/government
- Executing agencies
- Beneficiaries
- Affected persons/groups/villages
- Unions, associations, private sector
- Civil society, NGO's
- Financing bodies, international cooperation

Result: Prepare overview of stakeholders on flipchart/sticky notes.

Step 2) Evaluate the influence of selected stakeholders

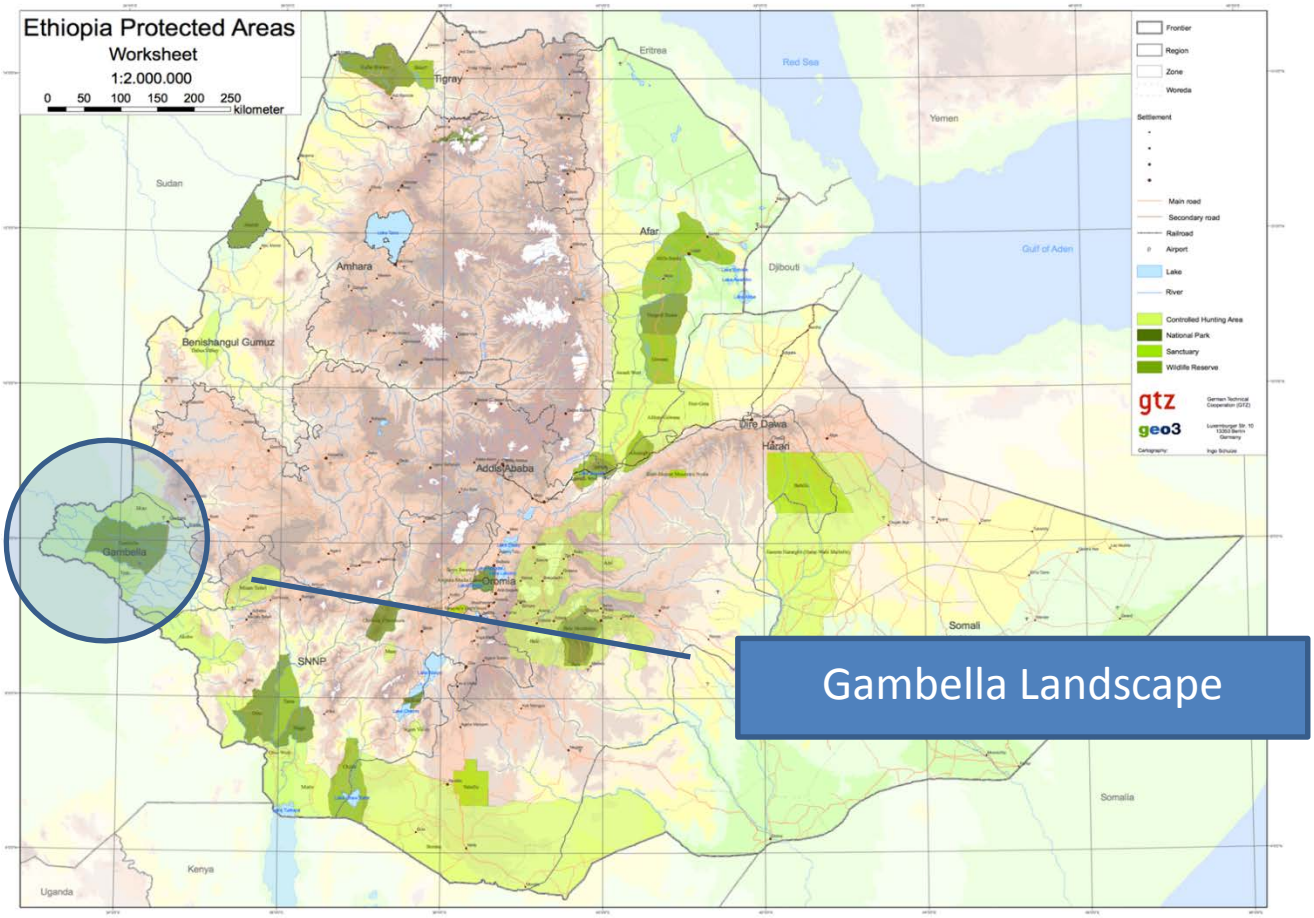
Try to categorize the identified stakeholders in the following diagram. This is meant to evaluate the interest/influence of stakeholders and may help prioritize in case of limited time or resources:



Practical work: Assignment Module 4: Scoping for SEA

Case material SEA and Land Use Planning

Gambella Ethiopia



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Gambella characteristics

- Unique wilderness area (with 2nd largest mammal migration in the world), one of the most bio-diverse areas in the world
- One of the focal regions for agricultural expansion
- Outstanding opportunity to integrate different land use options (e.g.):
    - Mechanized/commercial farming
    - Subsistence farming
    - Fisheries (111 species of fish (6 endemic), highest diversity of fish in Ethiopia)
    - Livestock rearing, pastoralism and game farming
    - Forestry
    - Conservation (Potential RAMSAR site, potential world heritage site)
    - Tourism development

Why SEA? to ensure….

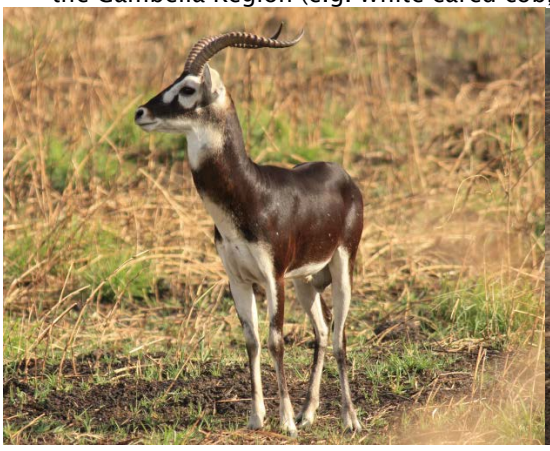
- Careful land use planning integrating different land use options whilst maintaining key ecosystem functions
- Participation of key stakeholders working together towards the sustainable development of the Gambella Region

The potential economic value of protected areas in Ethiopia are immense:

- Hydrological services valued at US$ 432 million
- Electric power generation (valued at US$ 28 million)
- Medicinal plants (valued at US$ 13 million)
- Carbon sequestration (valued at US$ 938 million or US$ 19 million per annum)
- Biodiversity (estimated at between US$ 3.75 to 112 million per annum)

Transboundary issues with neighbouring South Sudan:

- Most land lies below 1,000 masl, these lower lying areas share many ecological and cultural features with the neighbouring Republic of South Sudan
- Many perennial rivers cross the landscape, including the Alwero, Akobo, Baro and Gilo Rivers; these rivers form the Sobat River in South Sudan, which contributes up to 60% of the water of the White Nile in Malakal and 20% at Aswan
- Numerous wildlife species migrate between the Boma-Jonglei Landscape (South Sudan) and the Gambella Region (e.g. White eared cob, left and thousands more, right)




Some other species

Tiang	Elephant
Nubian giraffe	
Nile Lechwe	 Nile Lechwe (Duma Wetland)
Shoebilled stork	

People: Nuer livestock rearing and Anuak subsistence (bushbuck)

Anuak Subsistence (Bushbuck)

Water: One of Gambella's greatest assets may well be its abundance of water resources
On which people, fish, birds and wildlife are heavily reliant

It is largely the hydrology of the landscape that makes it so attractive for agricultural expansion (paired with a mild gradient and fertile soils)

The issues in a snapshot……..

Gambella's water resources and potential for agricultural expansion were recognised decades ago

Mechanized/commercial farming

The Gambella Region has "a huge agricultural investment potential both irrigated and rain fed" (MoARD, 2009)

The region is generally flat and soils are believed to have a high organic matter content

With numerous perennial rivers and permanent wetlands water appears readily available

Temperatures can exceed 40 Degrees Celsius resulting in a high rate of evaporation and evapotranspiration

Subsistence farming

Subsistence farming has been a way of life for many generations

It is envisioned that this way of life can persist whilst presenting indigenous communities with alternative livelihood options

Fisheries

Aquaculture could contribute to food security

Fisheries

111 fish species of which 6 are endemic

The highest number of fish species in the country

Estimated stock: between 15,417 and 17,308 tons per year

Highest fish stocks found in Alwero, Baro and Gilo rivers

19 commercially important fish species

Current harvesting and handling method is traditional

Livestock rearing, pastoralism and game farming

Gambella has up to 140,061 cattle; 50,647 sheep and 57,633 goats (Livestock Development Master Plan Study, 2007)

Seasonally there are up to 250,000 White eared Kob in Gambella

"In terms of energetics" the White eared Kob "assimilate poor-quality food, convert it to meat and grow faster than any other bovid. Kobs are potentially an exceptionally valuably resource" (Kingdon, 1997)

Game Ranching vs. Livestock Rearing?

Forestry

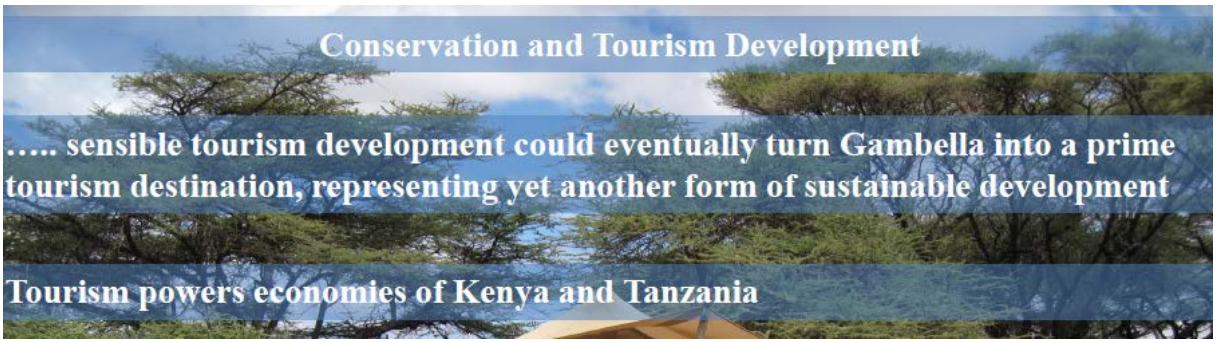
The Guinea – Congolian forests and other tropical forests are sequesters of 300 million tons of carbon dioxide per year in the region (REDD)

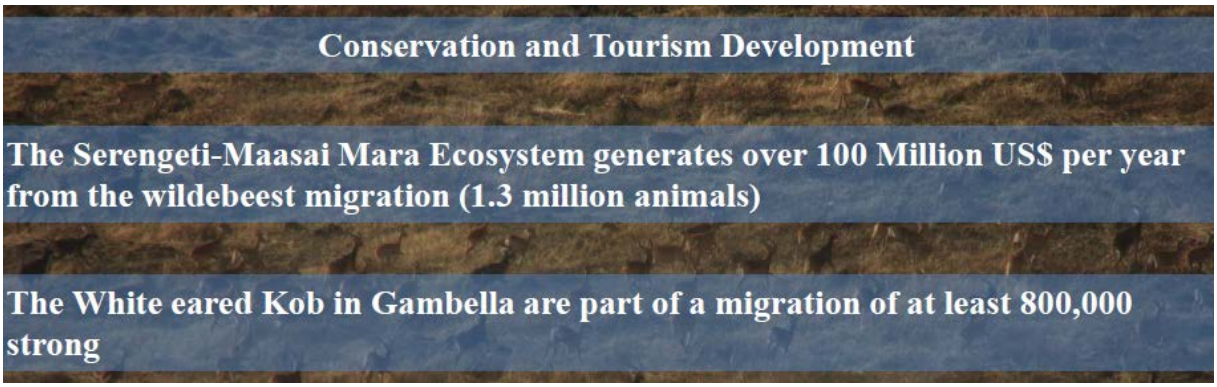
The eastern range of the Shea Tree ends in Gambella, thus Shea butter production could represent a lucrative business (NTFPs)

It is believed that there are numerous commercial timber species growing in the region

Conservation and Tourism Development

Conserving Gambella's rich natural heritage will not only ensure that vital ecosystem functions are maintained, but paired with…..





- **To explore different and sustainable land use options**
- **To consider alternative land use types and payment for ecosystem services**
- **To consider and learn from experiences elsewhere (e.g. Serengeti-Maasai Mara)**
- **To develop and implement a holistic and integrated land use plan whereby a network of protected areas are considered a viable land use option**
- **To manage and develop the network of protected areas**
- **To focus on the wider social and economic development of the region and the country at large**

Group work Module 4: Develop possible strategic alternatives

Take the Land Use Plan (LUP) to be developed for Gambella as an example.
You have to develop a ToR for an SEA to be applied to this LUP.
What kind of alternatives should the SEA develop?

There are a few pointers that can be taken from practice:

- The key is to look at the objectives of the plan. The alternatives should be a different ways of reaching the purpose of the plan.
- Include a "most environmentally/socially friendly" alternative in SEA. This can be a useful way to stimulate more innovative sustainable planning.
- Alternatives should be sufficiently distinct in order to highlight the different environmental and social implications of the choices, so that meaningful comparison can be made.
- Some plans do not lend themselves easily for separate overall alternatives, and it may be more appropriate to consider alternatives for each element of the plan (e.g. alternative proposals on housing land allocation, alternative policies in siting of new infrastructure).

There is a number of ways in which alternatives can be identified. Some are listed below:

1) **The 'visionary' approach**: Develop 'visions' around each of the important issues for the plan: where to be in 20-30 years from now?. For example, what would the planners like to achieve for people, for environmental quality, for economy. Develop on the basis of each vision an appropriate alternative.

2) **The 'dilemma' approach**: Do not try to deal with all possible options in developing alternatives. Identify the most burning political dilemma's decision makers face. E.g. large scale farming versus natural protection.

3) **The 'scenario' approach**: Develop scenarios for the long term future development of the area each from different perspectives (e.g. ('making money' (scenario 1), 'maintaining what is there' scenario 2), 'poverty alleviation for local people' (scenario 3) and 'focus on nature' (scenario 4).

Which approach is the most suitable one for this particular Land Use plan, according to the group? You may also choose another way of developing alternatives.

Practical work: Assignment Module 5: Choice of the most appropriate SEA methodology

Method	SEA stage				Advantage	Dis-advantage
	Describe baseline	identify impacts	predict impacts	evaluate impacts		
Literature survey	X	X	X	X	-quick -cheap	-applicable to specific plan or programme
Expert judgement	X	X	X	X	-quick	-open for discussion (other experts)
Public participation	X	X		X	-use of local knowledge	
Use of matrices	X	X			-quick -Cheap -overview	

Method	SEA stage				Advantage	Dis-advantage
	Describe baseline	identify impacts	predict impacts	evaluate impacts		
Computer modelling	X		X	X	-precise -quantitative	-(can be) expensive
GIS	X		X	X	-Qualitative and quantitative -Flexible -Can be easily combined with MCA	-Much baseline data needed -Can be expensive
Life Cycle Analysis (LCA)			X	X	-Can be suitable for waste mngt, sectoral plans, programs	-expensive -takes much time

Workshop SEA Zanzibar, February 2015

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Practical Group work, Module 5: SEA Methodology

Purpose: Assume that you form a team that must carry out the SEA for the Zanzibar oil and gas plan. Which methods would you use to assemble and present the necessary information and dialogue? Choose one or more from the options below, and report back, giving reasons for the method selected.

Methods to **identify** relevant impacts and alternatives (scoping)

1. Literature survey; make use of checklists or examples from other countries
2. Expert judgment: in a small meeting, ask the views of scientific and technical experts
3. Public Participation: in a large meeting, ask the views of stakeholders at national level (those whose interests may be affected by the plan and the government agencies who represent these interests)
4. Field survey: go out and meet people in the affected area to ask their views

Methods for impact **prediction**

1. Expert workshops
2. Workshops with stakeholder groups
3. Broad brush calculations
4. Use of computer models (incl Life Cycle Analysis, Cost Benefit Analysis)
5. Mapping (e.g. Geographical Information Systems)
6. Scenario analysis: developing possible futures (scenarios) and fit in the proposed road and its alternatives into these futures

Methods for impact **evaluation**

1. Expert judgment
2. Stakeholder workshops
3. Life Cycle Analysis
4. Cost Benefit Analysis
5. Multi Criteria Analysis

Methods for **presentation** of findings

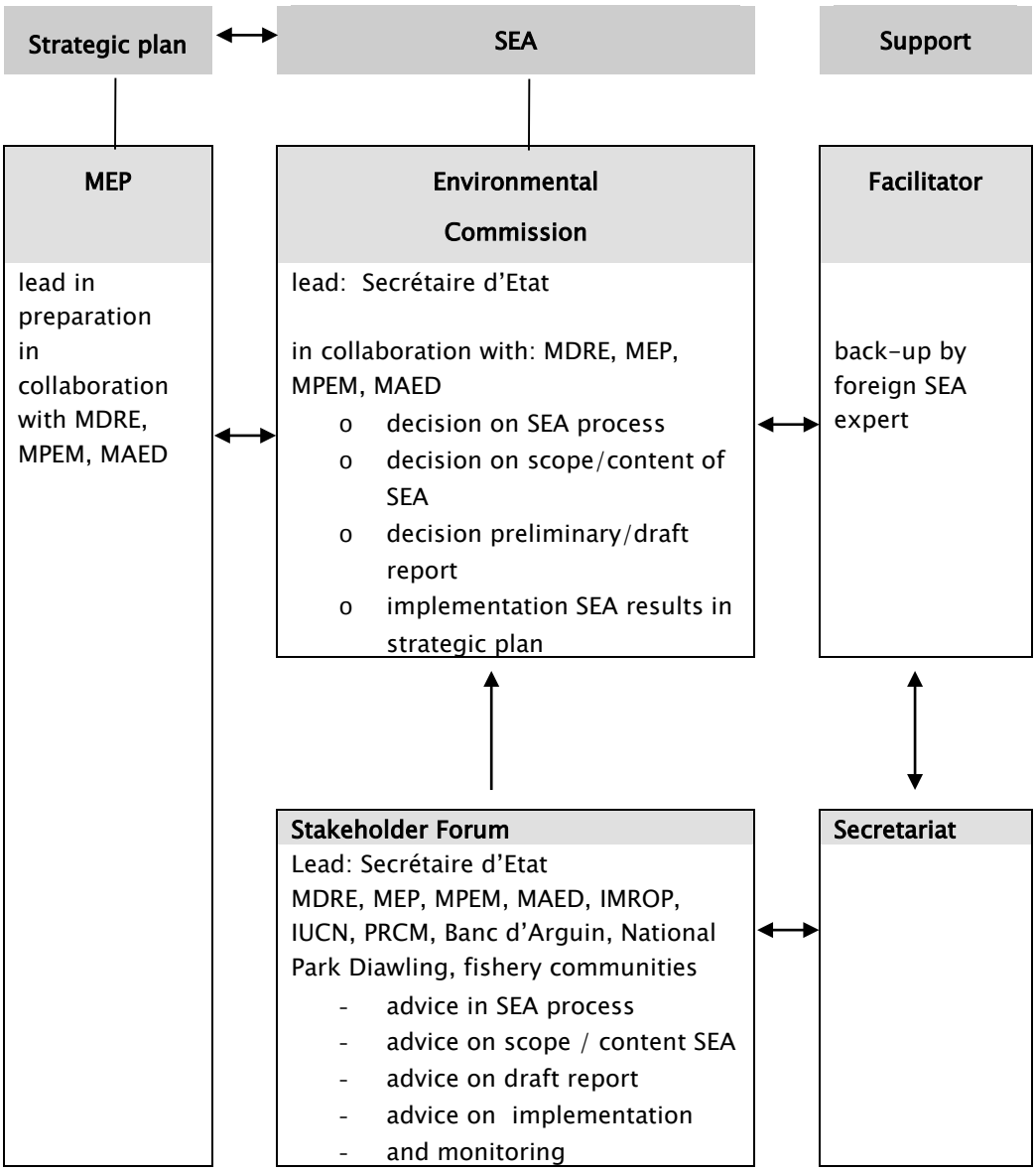
1. Maps (GIS) showing where impacts occur
2. Table showing the impacts of each alternative qualitative (e.g. + / -)
3. Table showing the impacts of each alternative quantitative
4. Tell a story: a text describing the impacts and their significance

Methods for **public participation**

Choose between direct involvement of the public or indirect involvement via representatives:

1. Direct involvement of stakeholders
2. Approach via local representatives (leaders)
3. Approach via representatives at national level (NGOs)
4. Approach via government agencies who represent interests

Practical work, Assignment Module 6: SEA Management



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Group work, module 6: SEA management

Below you will find 2 examples of proposed SEA management for the oil and gas sector: Ghana, and Mauritania. You will be asked to:

1) Prepare a short presentation on how SEA management was proposed in each case including how they differ from each other

2) Give your views on whether the proposed SEA management would be suitable for SEA practice in Zanzibar (strong and weak points) or whether you would recommend a different set-up

L Experience from Ghana, Proposed SEA management

Four specific levels of management have been identified. These will be provided by:

- SEA Steering Group,
- SEA Coordinator,
- International Consultant and facilitator,
- Local Consultant.

Additional management tasks will be performed by members of the SEA Core Team. Their respective roles are described below.

SEA Steering group.

The SEA Steering Group will comprise representatives of Ministry of Energy, Ministry of Environment, Science and Technology, Environmental Protection Agency and National Development Planning Commission. The steering group will guide the SEA process and review progress. The steering group will be advised by the SEA coordinator, international consultant and local consultant.

SEA Coordinator

One member of the SEA core team (7 members) is appointed as the SEA coordinator and is responsible for implementing the work program agreed by the steering group. The duties of the SEA coordinator will include managing the SEA team and secretarial support, arranging contacts with involved stakeholders and overseeing the links with the district authorities, overseeing interim/progress/final report production.

International Consultant/facilitator

The international consultant/facilitator will be responsible for overseeing the technical content of the SEA and ensuring that it is delivered to time and budget, in close coordination with the SEA coordinator. Specific tasks will include advising on management issues to ensure delivery of all elements of the SEA process, developing and reviewing the SEA program, designing the SEA methodology, appraising the technical content of responses to the SEA process made by stakeholders, editing the SEA report etc.

Local Consultant.

A local consultant will provide support to the SEA core team by providing advice and support throughout the SEA process and helping to guide day-to-day working activities. The local consultant will also act on the advice given by the international consultant and act as their representative, when there is no member of that organization present in the country.

II. Experience from Mauritania, proposed SEA project management

1. Institutional structure: SEA and Environmental Commission (Secrétariat d'Etat)

The Environmental Commission would be the obvious institution to decide on the SEA process to be followed, the required contents of the SEA and to assure that the SEA results are implemented into decisions by the Government of Mauritania.

The leading current economic activities are hydrocarbon development and fisheries. To increase the chance of success of the SEA process, representatives of the respective ministries, the environment ministry included, should work closely together in the development of this SEA. It is also important to involve the Ministry of Economic Affairs (MAED) to assure the incorporation of socio-economic issues.

2. SEA facilitator

For the SEA process, a highly professional facilitator, preferably Mauritanian, will be needed to support the Environmental Commission.

3. Stakeholder Forum for SEA

In order to prepare the decisions on SEA to be made by the Environmental Commission the installation of a broad Stakeholder Forum is advised in which respective Ministries, NGO's and relevant research institutions participate. This forum could consist of:

- Key decision makers for environmental issues within the relevant ministries Ministry of Energy and Petrol (MEP), Ministry of Fisheries and Maritime Economics (MPEM), Ministry for Rural Development and the Environment (MDRE) and Ministry of Economic Affairs (MAED);
- Research institutions such as IMROP (Oceanographic research);
- Representatives from IUCN and PRCM
- Representatives from Banc d'Arguin and National Park Diawling;
- Representatives from the fishery communities (artisan and commercial).

The Stakeholder Forum is to be supported by a well-equipped secretariat reporting to the facilitator of the overall SEA process. To keep the process manageable, the number of representatives should be limited to approx. 15.

Practical work: Assignment Module 7: SEA future steps

SEA future steps, personal action plan

Purpose: Based on the workshop items the participants are asked to develop a personal action plan to come to an effective implementation of SEA in Zanzibar, with a focus on oil and gas development (or any other sector if needed).
Assignment: Each participants has to think about his/her possibilities/activities to personally contribute to an effective and successful introduction and implementation of SEA

Step 1) Make a list of possible activities like:

- Presentation on SEA for the Cabinet of Ministers/PS's
- Presentation for planning departments of other agencies/ministries/institutes
- Communication with other Ministries to identify plans and programs to be subject to SEA
- Draft/improve/approve SEA legislation/regulation
- Prepare an information leaflet with the most important conclusions of this SEA workshop and distribute these
- Elaborate a (sector-specific) manual with SEA procedures and methodologies
- Share the experience of this SEA workshop with others (multiplyer effect)
- Organize workshops at local level and for NGOs and civil society
- Collect examples of other SEAs in (Eastern) African countries
- More in depth SEA workshops
- Start/continue gaining practical experience (pilot SEAs)
- Form strategic alliances with other 'willing' Ministries
- Capacity development of SEA teams
- Data base/Web-site on SEA
- Institutional capacity building
- Other, …..

Step 2) Decide who should be responsible for carrying out these activities

- I myself
- Other Ministries, namely….
- Consultants
- Other actors, NGOs, civil society
- International co-operation
- Universities
- Other,…..

Step 3) Indicate when these activities should start?

- Next week,
- 2015
- 2015-2016,
- 2016→

ANNEX 4

Outcomes of discussions and/or group assignments

1. Inventory of questions of high level meeting.
2. Example of reporting back on group assignment Module 3: Linking the SEA to the planning process.
3. Results of group assignment nr. 2: see photos of group results.
4. Example of reporting back on group assignment Module 4: Gambella Land Use planning, strategic alternatives, presentation (group 1), photo (group 2).
5. 24 key issues from Ghana oil and gas SEA and photos of results of individual voting on 10 priority issues (category natural resources, category socio-cultural, category economic and category institutional issues. Also 2 photos of agreed top 10 priority issues.
6. Reporting back on group assignment Module 5: selection of methodologies to be used.

Inventory of questions of high level meeting

- Why it is important to incorporate SEA when we formulate strategic plan?
- What important information provided by SEA after being conducted?
- Why we learn SEA?
- Do you think SEA can reduce poverty?
- Do you think SEA will have effect to sustainable economic growth?
- What is the role of SEA in Zanzibar?
- Processes of SEA (4).
- Guideline for the development of SEA.
- How SEA is different from EIA and SIA (8)?
- What is SEA all about?
- Which are responsible institutions for making decisions in SEA?
- How does SEA help society?
- How to direct to Ministry to make good decisions if it has the role?
- What is SEA? get a clear understanding of it (5).
- Steps of conducting SEA.
- Its importance in the petroleum sector.
- What is the significance of introducing SEA in a developing country like Zanzibar?
- Can SEA stimulate or hinder Private Investment in a developing country?
- What is the role of SEA for the Zanzibar development plan?
- How SEA can influence the change of poor planning for government projects/programmes?
- How SEA can be integrated with social and private projects?
- What is the role of SEA in reducing poverty (2)?
- What important sectors to be incorporated in Zanzibar during SEA undertaken?
- How is it financed?
- What action should the society take to remedy the environment after being spoiled by and investor who left the place (abandon)?

- Source of water areas are occupied by people and build their houses what should be done.
- What is the role of SEA in Zanzibar, how can Zanzibar benefit from it (3)?
- If you do SEA, will EIA not any longer be necessary?
- What should be look at if we review an SEA? How is it different from EIA?
- The role of institutions in making sure that SEA really influences the decision making process.
- What are the main points to be considered in SEA?
- What are the results of conducting SEA?
- Can the institution responsible for Sea influence the decision, while others have different opinions?
- We have cases where SEA is not respected, where will this end? What can we do about this negligence?
- How to conduct proper consultation for SEA assessment?
- How to prepare ToR for SEA consultants?
- How EIA, SIA and SEA differ from each other in methodology or procedure?
- How does SEA address the issue of continuous improvement related to HSE?
- How does SEA take care of ? and slow acting nature of occupational health hazards?
- Can SEA be injected into the national development planning architecture as an integrated assessment tool for an inclusive green economy?
- Should we focus on our existing plans or aim at overall policy sector reforms for green economy?
- Can SEA be used concurrently with existing EIA methodology or should we design a framework approach that complements SEA and EIA or climate screening methodology in the implementation of the assessment process?
- What is the importance of SEA?
- What can the RGOZ do to ensure that each strategic planning is mainstreamed with SEA on environmental and social issues?
- What are the pressing challenges in performing SEA?
- How long does it take to give out decisions on a proposed project?

Example of reporting back on group assignment Module 3: Linking the SEA to the planning process

Stage of planning:

- Zanzibar Oil and Gas Policy is in now a Draft Document to be submitted to the Government.
- The Policy is tiered as follows:
  - ✓ The core issues of oil and gas value chain
  - ✓ Socio-Economic systems or sectors connected to the industry
  - ✓ Health, Safety and Environment Safeguards
  - ✓ Major thematics of the draft document include: Introduction and Background; Situational Analysis, Policy Linkages; Policy Framework (issues, objectives, statements and implementing strategies); Implementation mechanism; role of institutions in the implementation of the Draft Policy; monitoring and evaluation

Key issues include in the policy document:

Industrial issues:

- ✓ Institutional and regulatory framework
- ✓ Negotiations, Agreements, Plan of Development, Licensing.
- ✓ Risks and Uncertainty in exploration, cost, market volatility, etc.
- ✓ Critical Infrastructure
- ✓ Taxation and Revenues Management
- ✓ Boundaries
- ✓ Local Content and Corporate Social Responsibility

Socio-economic issues:

- ✓ Potential for Land Use Conflict
- ✓ Water conservation and protection of fossil water aquifers
- ✓ Fisheries management and conflicts over fishing grounds, landing sites.
- ✓ Agriculture and the risks involved including land use conversion, food security
- ✓ Forestry and the question of protected terrestrial zones, mangroves, COFMAs
- ✓ Tourism and the potential threats from oil pollution, degradation of marine environment and coral reefs.
- ✓ Gender, Vulnerabilities, HIV/AIDS, etc.

Environmental issues:

- ✓ Health, Safety and Environment (HSE)
- ✓ Threats on Terrestrial and Marine Biodiversity
- ✓ The overall issue of solid and hazardous waste disposal and management.
- ✓ Waste water discharge and treatment.
- ✓ Marine invasive species
- ✓ Occupational safety and health
- ✓ Climate Change Adaptation
- ✓ Disaster Risk Reduction and Risk Management

Vision, mission and objectives of the proposed policy:

- a sustainable, transparent, effective, efficient and an inclusive oil and gas industry contributing to strong socio-economic growth while preserving the pristine and environmental sustainability of Zanzibar;

- the policy mission is to provide guidance and enabling conditions for and effective, efficient, transparent, inclusive, sustainable and safe exploration, extraction and utilization of oil and gas resources towards the socio-economic development of the people of Zanzibar;
- the principal objective of the policy is to manage the upstream oil and gas subsector for sustainable development through broad participation and maximum value benefits with minimum negative impact on environment, safety and health.

Responsible agencies:

- ✓ The lead agency is the Ministry of Lands, Water, Housing and Energy.
- ✓ The lead Ministry is working together with the "Core Team" e.g. Planning Commission, Ministry of Finance, Land, Water, Environment, TRA, Attorney General's Office , and the Directorate of Public Prosecutions
- ✓ The Core Team influences the implementation of programmed activities such as capacity building programs supported by NCEA, NORAD, Energy Delta Institute, etc.
- ✓ The Core Team works together with the Policy Team in influencing the production of a sustainable Zanzibar Oil and Gas Policy.

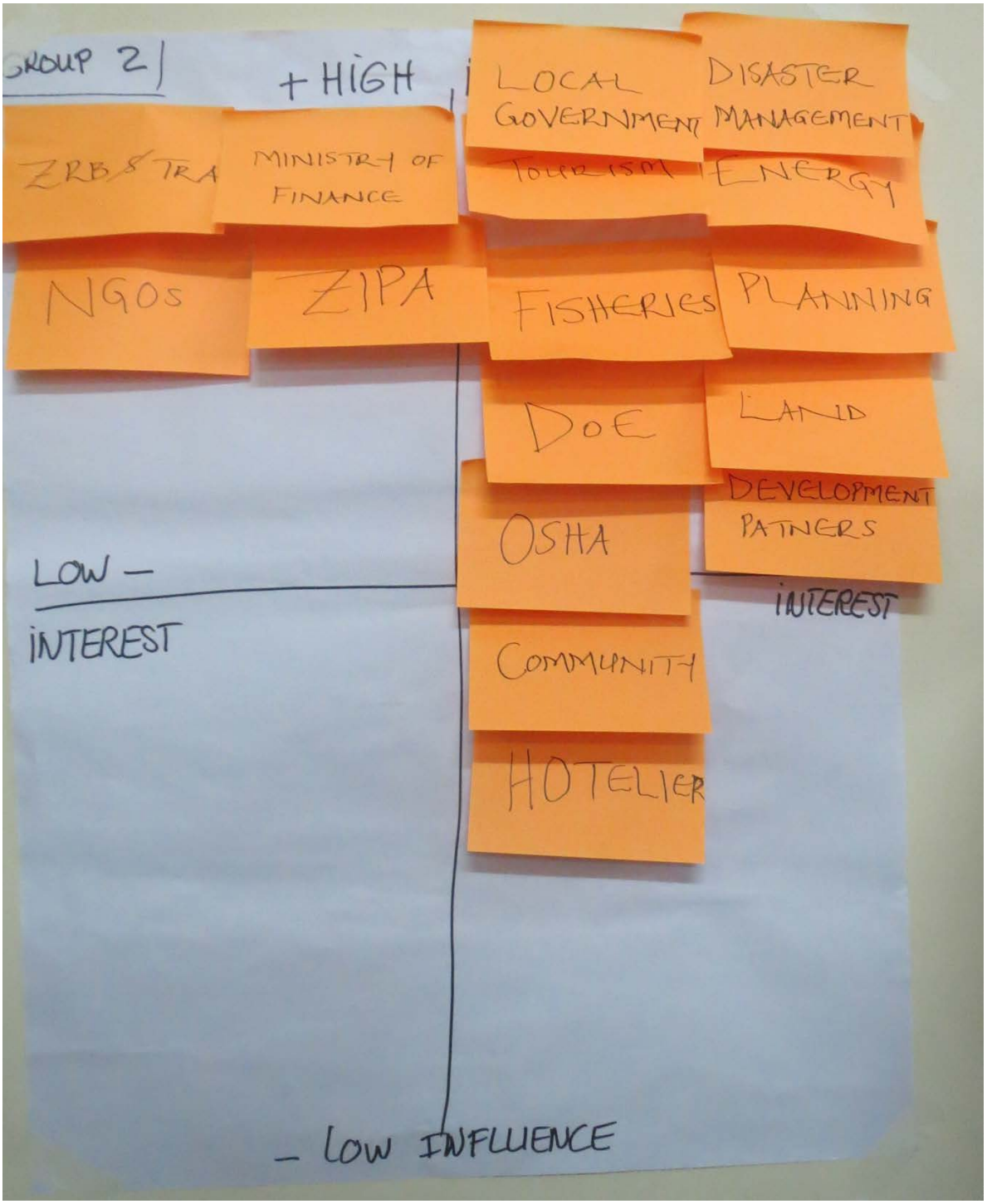
Spatial and time horizon

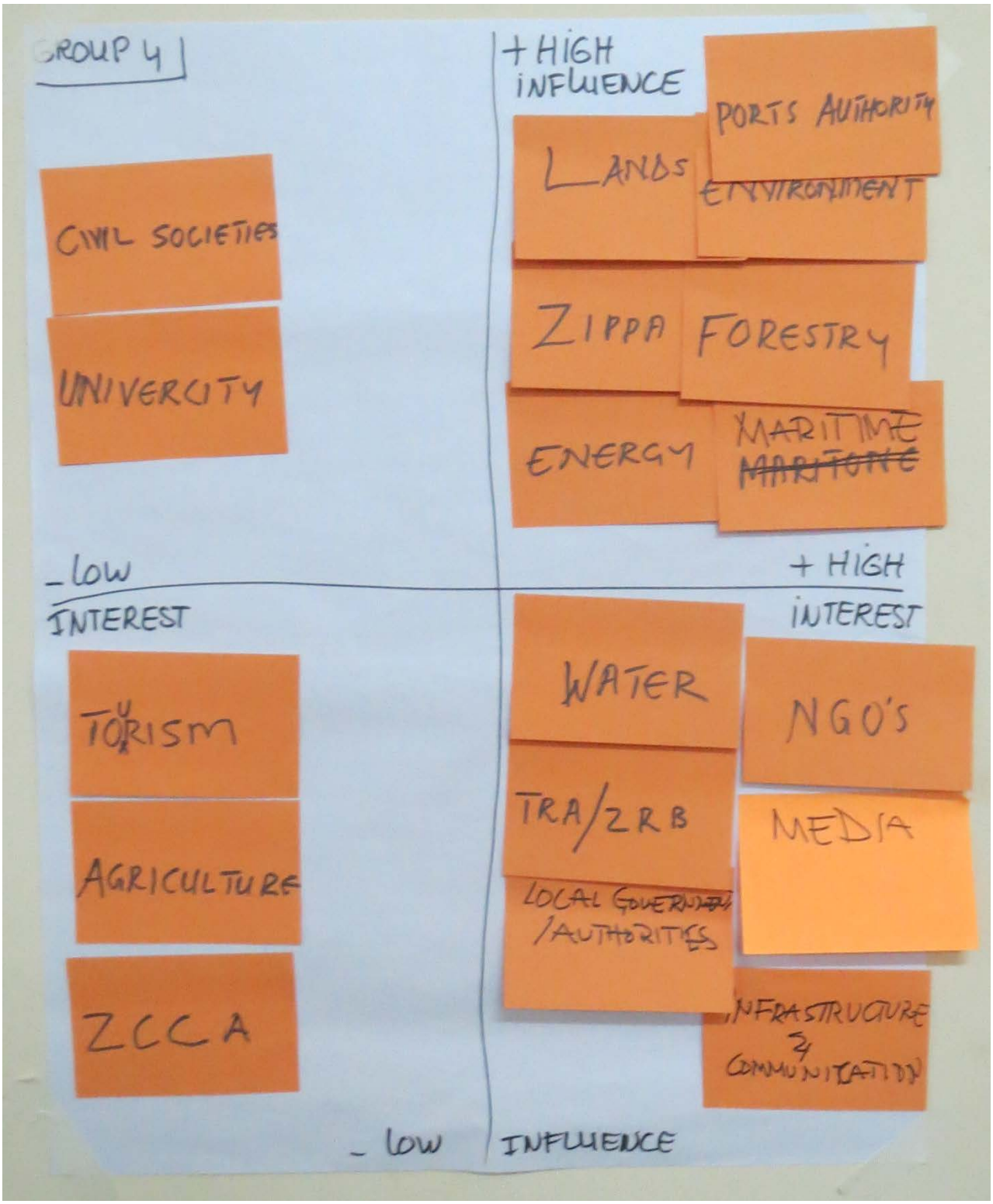
- ✓ It is proposed that offshore activities will be carried out in the deeper area so as to avoid potential conflicts between the oil companies and artisanal fishermen
- ✓ It is proposed that a 10 year moratorium period on on-shore activities should be activated, subject to periodic review and depending on the progress of the offshore activities.

Linkage between the plan and the SEA:

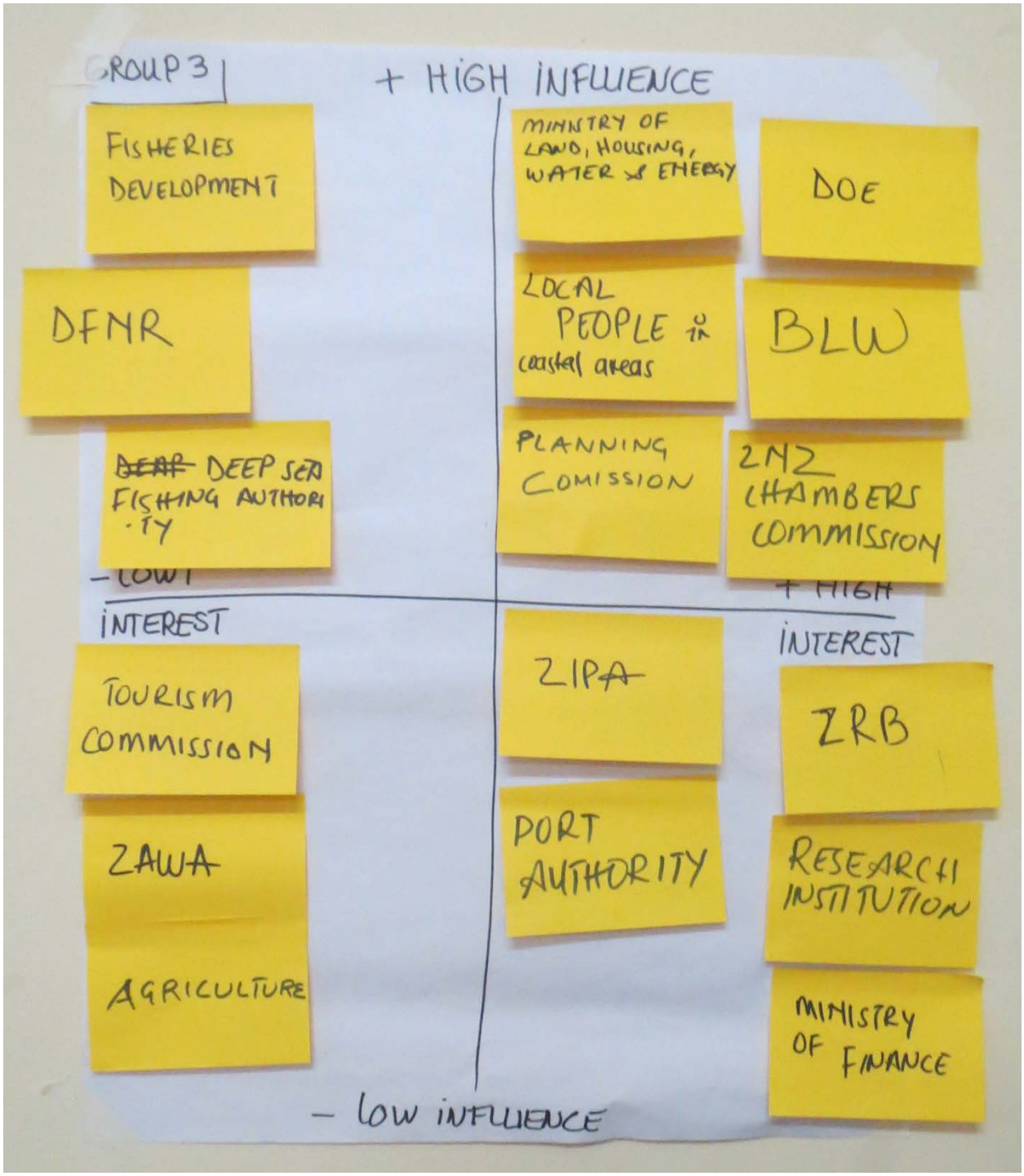
- In this scenario, and given the decision taken by the Government that Zanzibar should first and foremost develop its strategic planning framework in the name of the Zanzibar and Oil and Gas Development, the concerns about:
    - ✓ Environmental Protection
    - ✓ Good Governance
    - ✓ Transparency and Accountability
- Prompted the Government via the Core team to formulate the Policy Team and start the process of designing a planning framework that would give Zanzibar a sustainable oil and gas architecture.
- As the Policy making process is still ongoing, an integrated approach with SEA will develop a robust planning process that address key decision gates and with environmental and social safeguards over a long term.

Results of group assignment nr. 2: see photos of group results




GROUP 4
+ HIGH INFLUENCE
PORTS AUTHORITY
LANDS
ENVIRONMENT
CIVIL SOCIETIES
ZIPPA
FORESTRY
UNIVERCITY
ENERGY
MARITIME
- LOW INTEREST
+ HIGH INTEREST
WATER
NGO'S
TOURISM
TRA/ZRB
MEDIA
AGRICULTURE
LOCAL GOVERNMENT /AUTHORITIES
ZCCA
INFRASTRUCTURE & COMMUNICATION
- LOW INFLUENCE


BLW
HOUSE OF REPS
COMMUNITIES
MINISTRY OF FINANCE
PLANNING COMMISSION
DEPARTMENTS (MARITIME SECURITY)
DEPT. OF DISASTER MANAGEMENT
DEPARTMENT OF ENERGY
DEPT. OF ENVIRONMENT
MINISTRY O COMM. AN INFRASTRUCT
ZANZIBAR BUREAU OF STANDARDS
DEPT. OF FORESTRY & NRNR
D.O.U.R.P LAND USE
LOCAL GOVERNMENT OFFICE
ZANZIBAR WATER AUTHORITY
DEPT. OF FISHERIES
DIRECTORATE OF OCCUPATIONAL
ATTORNEY GENERAL OFFICE
- LOW
ZIPA
ZANZIBAR CHAMBER OF COMMERCE
INTEREST IN E1S ISSUES
MINISTRY OF TRADE, INDUSTRY AND MARKETING
COMMISSION
OF AGRICULTURE
PEOPLE'S BANK OF ZANZIBAR
MINISTRY OF HEALTH
ZANZIBAR ASSOC. OF TOURISM INVESTORS
HIGHER LEARNING INSTITUTIONS
ZANZIBAR INSURANCE CORPORATION
VOCATIONAL LEARNING
METEO AGENCY
- LOW INFLUENCE


GROUP 3
+ HIGH INFLUENCE
FISHERIES DEVELOPMENT
MINISTRY OF LAND, HOUSING, WATER & ENERGY
DOE
DFNR
LOCAL PEOPLE in coastal areas
BLW
~~DEAR~~ DEEP SEA FISHING AUTHORITY
PLANNING COMISSION
ZNZ CHAMBERS COMMISSION
- LOW INTEREST
+ HIGH INTEREST
TOURISM COMMISSION
ZIPA
ZRB
ZAWA
PORT AUTHORITY
RESEARCH INSTITUTION
AGRICULTURE
MINISTRY OF FINANCE
- LOW INFLUENCE

Example of reporting back on group assignment Module 4: Gambella Land Use planning, strategic alternatives, presentation (group 1), photo (group 2)

CONDUCTING SEA FOR LUP FOR GAMBELA LANDSCAPE IN ETHIOPIA
GROUP ONE, RASHID, IDRISSA, ZUHURA, HAWA, MAKAME, ZAITUNI, OTHMAN , HADIA AND ABOUD

OBJECTIVES: TO PUT IN PLACE THE LAND USE PLAN WHICH EFFECTIVELY HELPS TO INTEGRATED MULTIPLE LAND USES WITH A HIGH IMPORTANCE OF PRESERVING THE ECOSYSTEM AND ITS SERVICES.

Background and mapping
A second largest mammal migration corridor in the world.
A very rich biodiversity hotspot with a very high level of endemism.
A rich REDD zone with global UNFCCC recognition.
A Growing Eco-Tourism zone with increasing "Safari" Dynamics
But the area also faces the following key socio-economic dynamics:
Population issues: such as poverty, lack of alternative livelihoods, and tough economic situation.
Agricultural pressure: subsistence farming which asserts huge environmental costs in the area and over a long time.
Livestock grazing and the user conflict scenario which imposes extra socio-economic and environmental costs on the area.
Transboundary management issues (between Ethiopia and South Sudan.

Potential opportunities
Mechanized farming
Commercial Fisheries
Expanded livestock farming
Forest services and possible harvests (Logging?)
Tourism
We are told that the potential economic value for the Ecosystem Services in the area is approximately US$ 592 Million.
At the same time, the potential carbon sequestration value of US$ 938 Million or US$ 19 Million per annum.
We thought of establishing and environmental inventory for understanding baseline issues.

Key issues
Environmental Pollution (from mechanized farming activities, pesticides, aquaculture, fertilizers, et cetera)
Encroachment into biodiversity hotspots (Forest Belts, endangered species, habitat fragmentation, etc)
Issues of water pollution and environmental stresses. (commercial fisheries, agro runoffs,
Demand for more natural resources (mining, woody biomass, logging, etc)
Problems of Overgrazing and unsustainable pastoralism
Soil Erosion and loss of soil fertility
Ground water depletion
Impacts of Climate Change
Deforestation

Biodiversity, ecosystems and international conventions

CITES
Endangered Species
Near Threatened under IUCN categorization
Vulnerable Species under IUCN Categorization
Ramsar Convention on the Protection of Wetlands
CBD, UNFF, UNFCCC on Forests
International Obligations with which Ethiopia is committed in safeguarding the environmental conservation and environmental justice of people.

Identifying, what is at stake?

Within this process, we identified the following:
Food Security, Human Settlements, Land Tenure for the existing livelihoods.
Equity, Social benefits for indigenous people, and improvement of their livelihoods.
The Ethiopian Wildlife Program for Gambella
Natural Forestry
Waterways
Development of Eco-Tourism, land for development (Expansion and Encroachment) for tourism facilities and airstrip within the buffer zones of the Gambella Landscape.
Transboundary

The scoping roadmap

National Parks, Protected Areas
Forests and other Flora of IUCN Significance
Habitats of endangered species for which protection is required under local laws and/or international treaties
Areas that run the risk of a large scale of environmental degradation
Assessment of Areas with special socio-economic and environmental values and from the cultural points of view
Habitats of indigenous people, or people with a traditional lifestyle, or areas with special social value
Cost Benefit Analysis
Alternatives

The analysis of key issues

Socio-economic
Land acquisition and resettlement (Involuntary resettlement)
Community benefits.
Land use change, landscape, and common resource use
Conflict of interests (communities, institutions, plans, programs)
Water Rights and justice (waterways, wetlands, riparian communities.
Public health and Sanitation (waterborne diseases)
Transboundary issues
Natural environment issues
Soil erosion/Siltation/Sedimentation
Change in the morphology and movement of the river

Depletion of aquifers in areas likely to be harvested through borehole drilling
Flora, Fauna and Biodiversity issues (riparian and wetland ecosystems)
Protected areas (National Parks, Sanctuaries etc.)
Impacts of Climate Change (Drought, Precipitation, etc)
Potential increase in the use of inorganic fertilizers and pesticides and contamination of water, sediments, and crops, etc.
Salinization of the arable lands.

The summary mapping in the ToR

What key national policies and plans are linked to the proposed planning process? Their strengths, weakness, and inter-linkages that exist within the governance regime of Ethiopia.
Where are they (PPPs) in terms of the proposed institutional mapping and their role in the governance system vis-s-vis the Gambella LUP planning process?
Why are they important in this proposed LUP planning process and what critical issues form the crux of the gaps and constraints that could affect the implementation of the entire LUP plan for Gambella?
Current status of the existing but separate plans and their trends related to LUP in Gambella
The whole issue of Resettlement, Compensation, Mitigations, participation, and other measures of restoration.

Alternatives

How Harmonization of the planning should be carried out?
What form of stakeholder dialogue should be taken up in the planning process?
What priorities in the potential list of opportunities should be undertaken? And why? And Analysis of Alternatives!

Analysis of alternatives

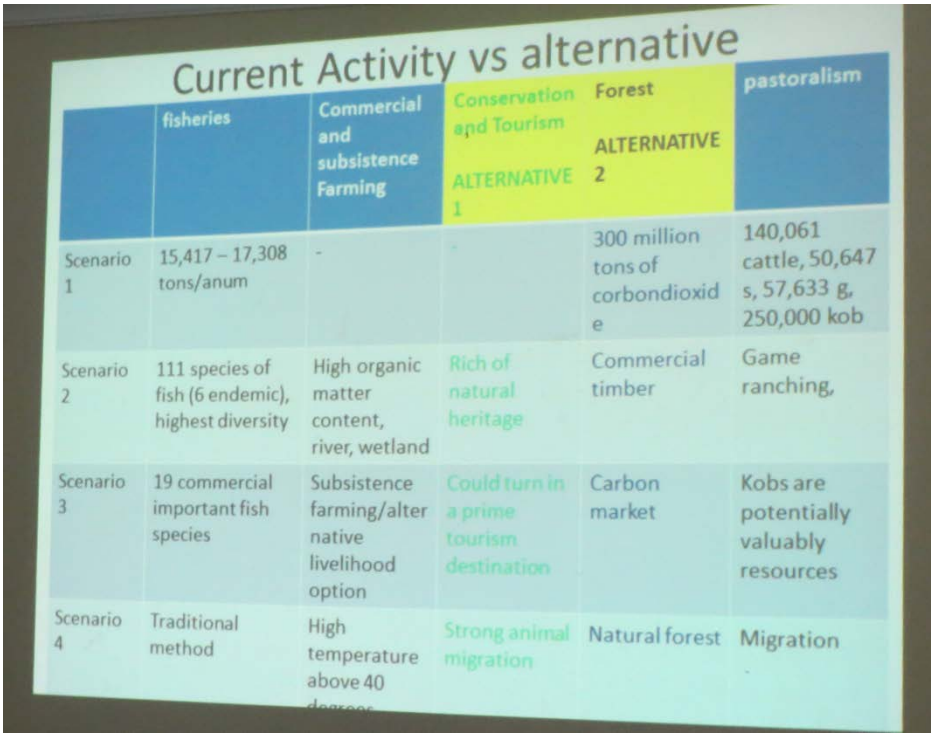
Ways of ensuring that traditional livelihoods are protected and sustained in win-win situation.
Analysis of interventions to reduce the use of chemicals in mechanized farming.
Ways of ensuring water quality preservation (surface run-offs, contamination through agriculture and expanded human settlements)
Suggesting methods of protecting migration corridors, sanctuaries, protected reserves and wetlands, aquaculture,
Propose ways of ensuring that water use and supply are sustained for a long time to come without threatening the local water budget.

Conclusion ToR further emphasis

National, Regional, and International Legal frameworks should be addressed before the Government considers adopting the plan.
The right national level decision makers to be involved to ensure there is adequate policy, legal, institutional support to the proposed plan and that this plan does not clash with the existing implementation plans inside Gambella
All key stakeholders with responsibility/interest in the social, economic, and environmental development issues within the boundary areas should be addressed on the proposed plan and the stakes involved.
Institutional capacity in MDAs, CBOs, NGOS, etc will have to be enhanced to accommodate the proposed plan.

Cross sectoral ownership and institutional commitment towards sustainable development.
Communications and Awareness Strategy/Information Disclosure/Acceptability
Multi-stakeholder consultations at all levels.
National Environmental Management Plan
Environmental Profile of Gambella

Group 2



Current Activity vs alternative

	fisheries	Commercial and subsistence Farming	Conservation and Tourism ALTERNATIVE 1	Forest ALTERNATIVE 2	pastoralism
Scenario 1	15,417 – 17,308 tons/anum	-	-	300 million tons of corbondioxide	140,061 cattle, 50,647 s, 57,633 g, 250,000 kob
Scenario 2	111 species of fish (6 endemic), highest diversity	High organic matter content, river, wetland	Rich of natural heritage	Commercial timber	Game ranching,
Scenario 3	19 commercial important fish species	Subsistence farming/alternative livelihood option	Could turn in a prime tourism destination	Carbon market	Kobs are potentially valuably resources
Scenario 4	Traditional method	High temperature above 40 degrees	Strong animal migration	Natural forest	Migration

24 key issues from Ghana oil and gas SEA and photos of results of individual voting on 10 priority issues (category natural resources, category socio-cultural, category economic and category institutional issues. Also 2 photos of agreed top 10 priority issues

Strategic Environmental Assessment (SEA) of the Oil and Gas Sector

Natural Resources

- Invasive species associated with the disposal of ballast water and its effects on marine environment
- Accidental spillages and incidents at all stages
- Waste management at all stages
- Climate change

Socio-cultural

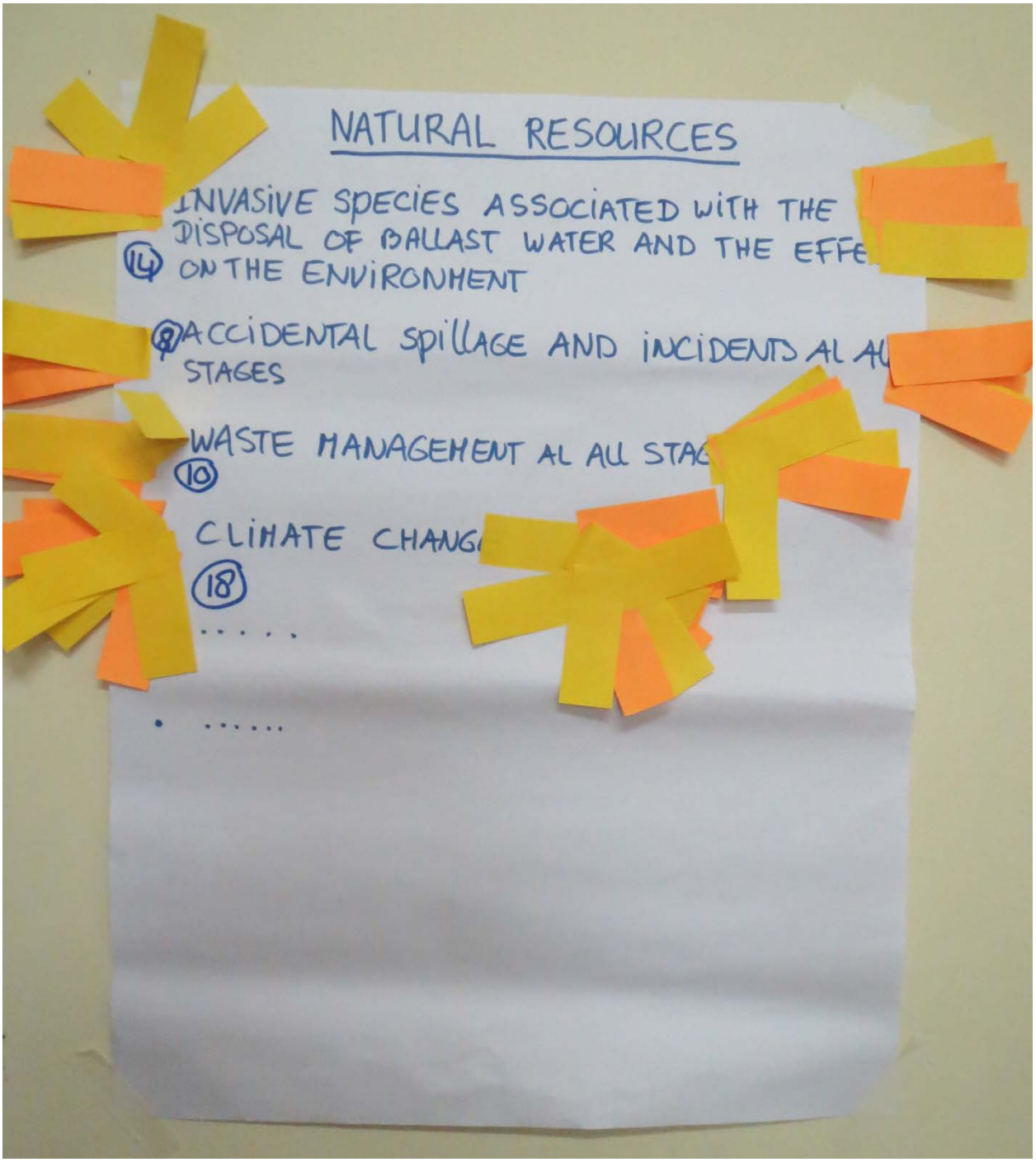
- Increase in social vices
- Public and occupational Health and Safety
- In-migration and related social and health implications
- Unrealistic or exaggerated expectations in the local population
- Oil spills and their effects on the livelihoods of the coastal communities, especially women, children and the vulnerable

Economic

- Job creation and increase in employment leading to improvement in the living standards of the people particularly the youth
- Avoidance of over-dependence on oil and gas (Dutch Disease) by investing in agriculture and allied sectors
- Sustainable Alternative Livelihood schemes for persons affected by the oil and gas development
- Proper management of petroleum revenues and gas resources
- Price distortions arising from income dispositions in oil producing areas
- Drain of skilled workforce from other sectors into the oil and gas sector

Institutional

- Institutional mandate and arrangement for offshore petroleum safety and emergency training
- Need for a dedicated port to support oil operations
- Institutionalization of a forum for continuous stakeholder engagement/consultations and conflict Resolution & Management
- Capacity building, skills training and technology transfer for local businesses to participate in the oil industry
- Institutional capacity building for monitoring and regulation
- Need to ensure transparency and fairness in the operations of the oil and gas industry
- Management of expectations including issues relating to naming of fields and wells, etc
- Land use Planning and Control
- Health and other Emergency Response Facilities


NATURAL RESOURCES
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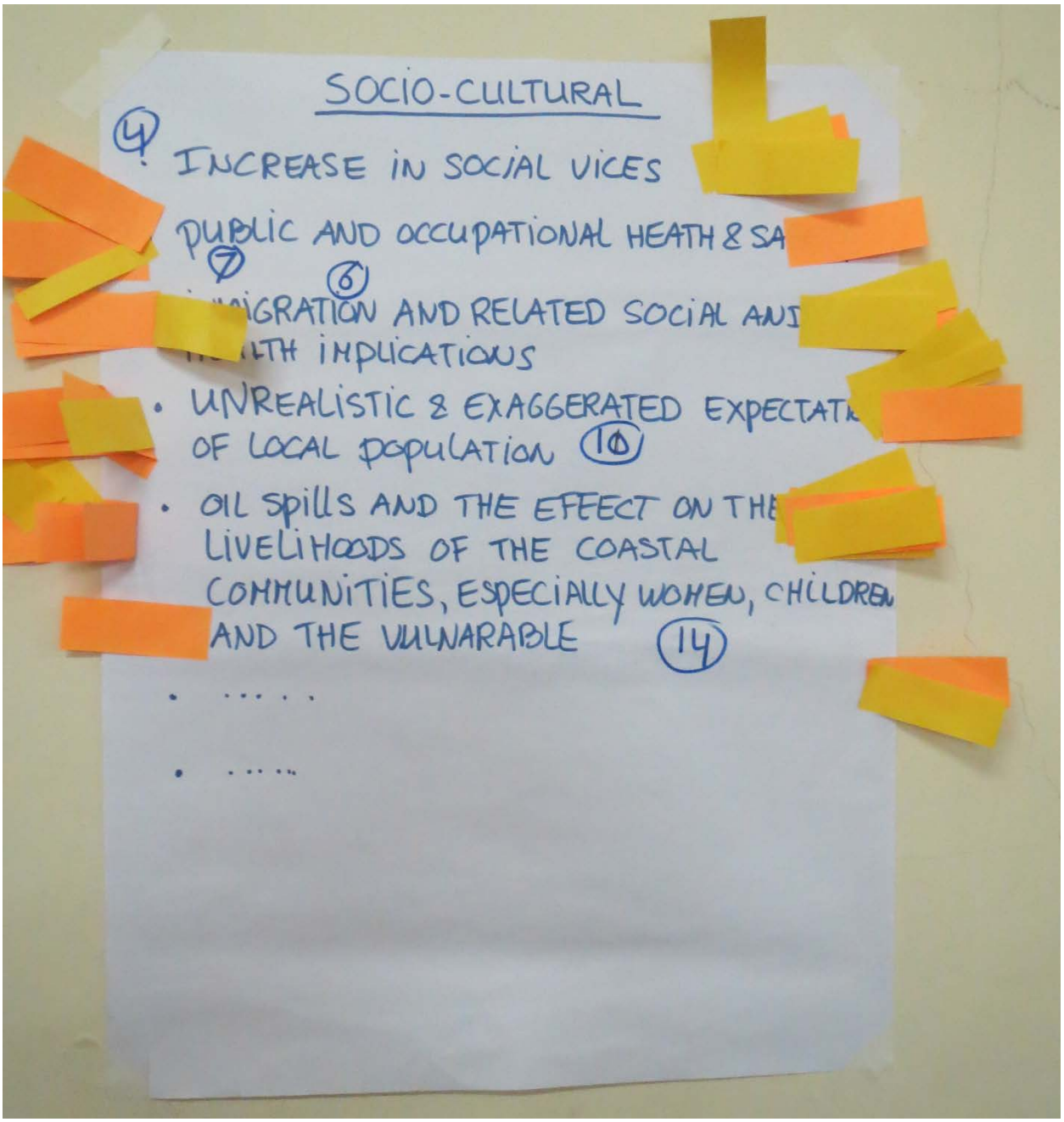
SOCIO-CULTURAL
(4)
INCREASE IN SOCIAL VICES
PUBLIC AND OCCUPATIONAL HEATH & SA
(7)
(6)
IGRATION AND RELATED SOCIAL ANI
LTH IMPLICATIONS
UNREALISTIC & EXAGGERATED EXPECTATI
OF LOCAL POPULATION (10)
OIL SPILLS AND THE EFFECT ON THE
LIVELIHOODS OF THE COASTAL
COMMUNITIES, ESPECIALLY WOMEN, CHILDREN
AND THE VULNARABLE (14)
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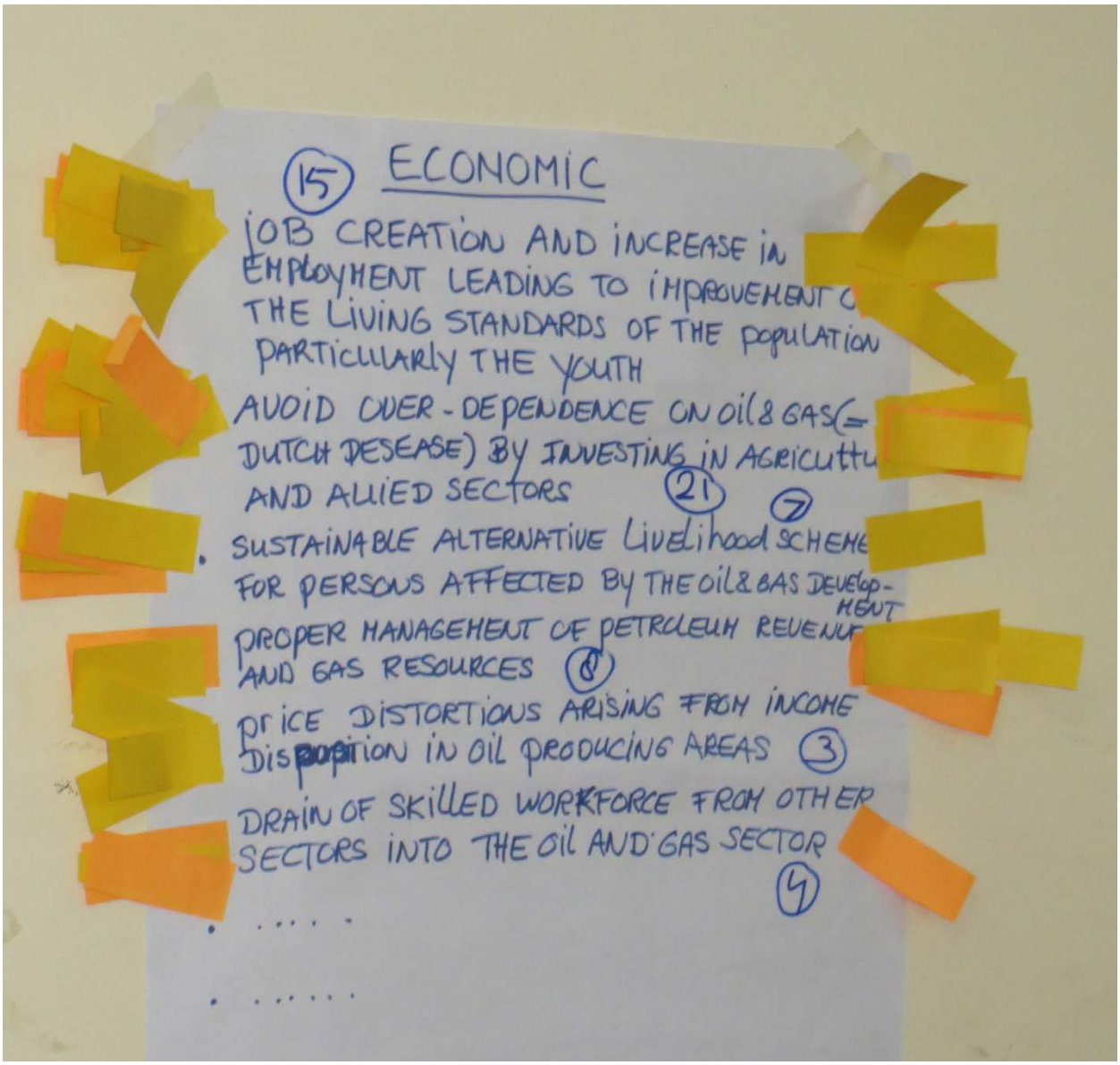
. . . . .


15 ECONOMIC
JOB CREATION AND INCREASE IN EMPLOYMENT LEADING TO IMPROVEMENT O THE LIVING STANDARDS OF THE POPULATION PARTICULARLY THE YOUTH
AVOID OVER-DEPENDENCE ON OIL & GAS (= DUTCH DESEASE) BY INVESTING IN AGRICULTU AND ALLIED SECTORS 21
7
SUSTAINABLE ALTERNATIVE Livelihood SCHEME FOR PERSONS AFFECTED BY THE OIL & GAS DEVELOP-MENT
PROPER MANAGEMENT OF PETROLEUM REVENUE AND GAS RESOURCES 8
PRICE DISTORTIONS ARISING FROM INCOME Disproportion IN OIL PRODUCING AREAS 3
DRAIN OF SKILLED WORKFORCE FROM OTHER SECTORS INTO THE OIL AND GAS SECTOR
4
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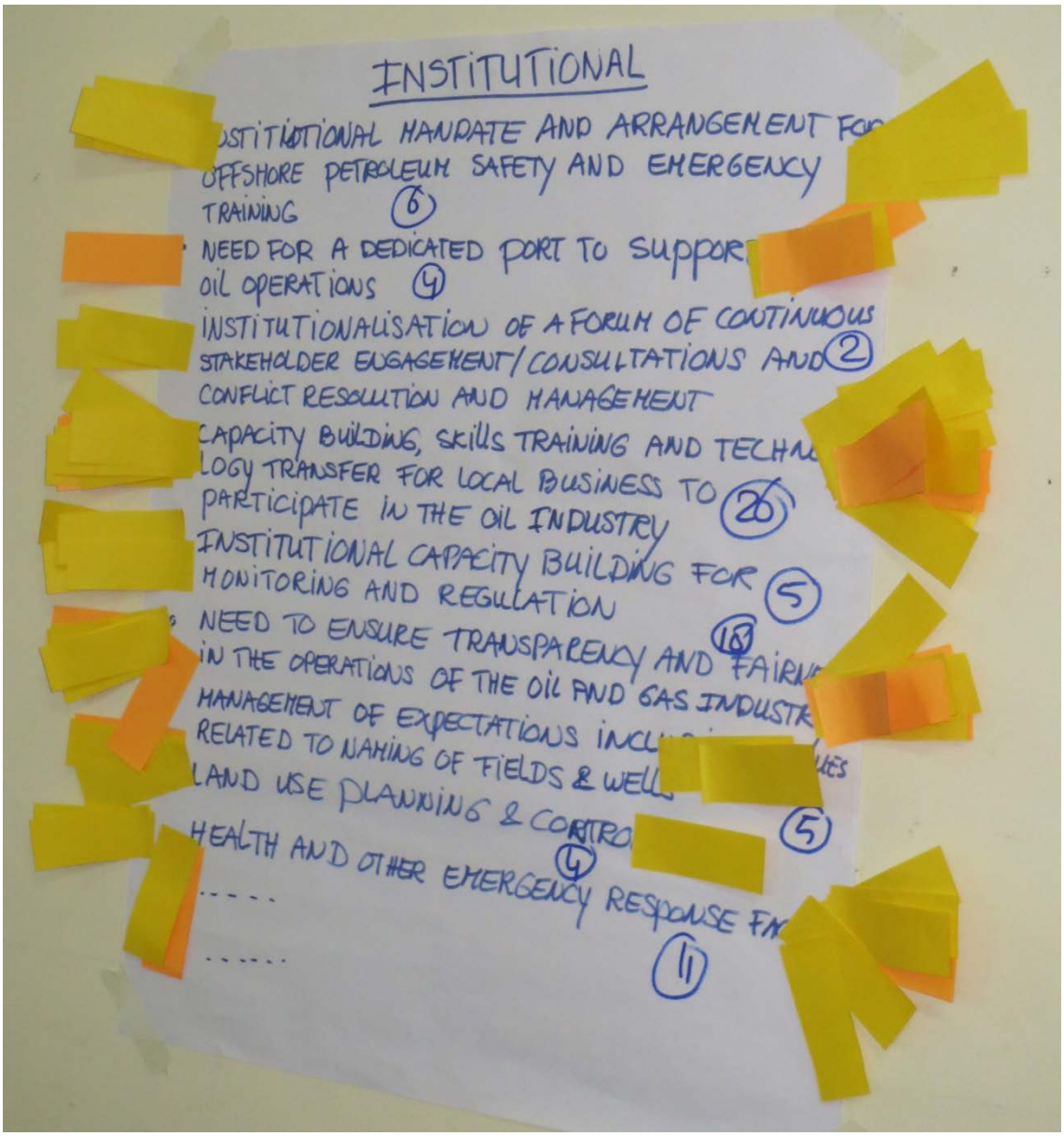


10 Key issues as prioritized by the participants:

1. Capacity building and knowledge transfer for local business
2. Avoid overdependence on oil and gas
3. Climate change
4. Transparency and fairness of the oil and gas industry
5. Job creation, improvement of living conditions, focus on youth
6. Oil spills and the effect on coast and coastal communities, focus on women, children and the vulnerable
7. Invasive species and effect on marine environment
8. Health and emergency response
9. Expectation management of society
10. Waste management

Reporting back on group assignment Module 5: selection of methodologies to be used

Group 4 results: Key Issue Job creation
Method to identify relevant impacts and alternatives (scoping)
Literature survey (household survey, national census, integrated labor force survey etc. (quick and cheap
Public participation (meetings, workshops). The issue had direct impact to people, awareness raising)

Impact prediction and impact evaluation
Workshop with stakeholder group
Expert workshop

Presentation of findings
Table (quantitative)
Tell story

Methods for public participation
Approach vie local representatives (leaders)
Approach via government agencies who represent interest (Min of Labour and Youth)

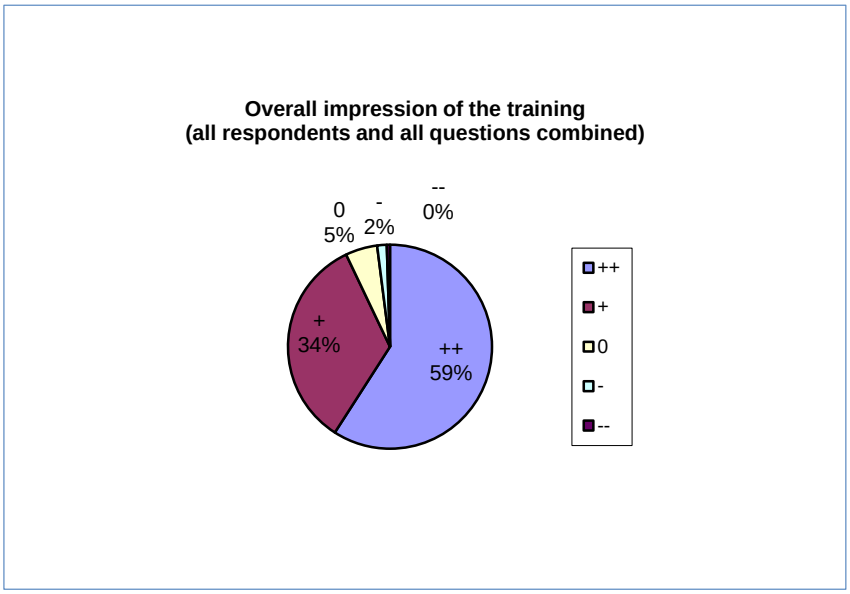
Group 3 results: Also key issue Job creation
Literature review (cheap, quick
Public participation (quick, cheap, inclusion, trust)
Expert judgment (quick, analysis of data, techniques, scientific and technical data)

Group 2 results: Key issue: Oil spills and the effect on the livelihood of the coastal communities, especially women, children and vulnerable
Method: literature survey, expert judgment, public participation, field survey (reason: applicable, effective, affordable)
Identification of impact (loss of jobs- tourism, seaweeds farming, fisheries sectors, loss of marine resources- coral reefs, mangroves, pollution, alternatives: zoning and reallocation and creation of alternative livelihoods, predict impact (expert workshop, GIS), evaluate (expert judgment, stakeholder workshop)
Presentation of findings: GIS (map showing real situation, qualitative and quantitative data will be well presented)

Group 1 results: Key issue: Over dependency on oil and gas
Methods for identification of impact: literature survey, expert judgment
Method for Impact analysis: scenario analysis, expert workshops, and workshop with key stakeholders like fishermen
Method of impact evaluation: expert judgment, and stakeholder participation
Presentation of findings; telling of story, show them pictures
Public participation; we choose all methods

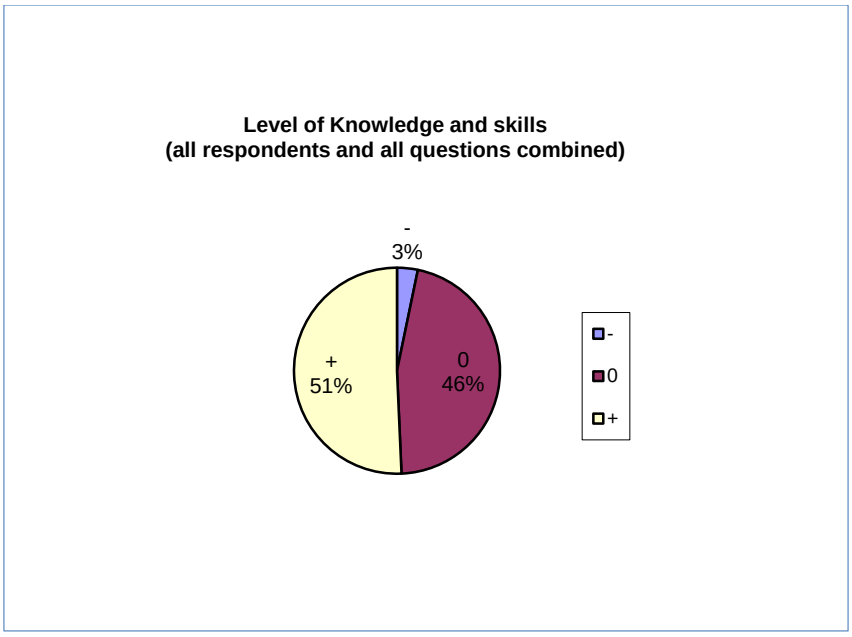
ANNEX 5

Evaluation forms (compilation of findings)



Overall impression: Based on the 25 responses received through the evaluation forms, a majority of 93% of participants had a very positive or positive overall impression of the training (graph 1). Participants were asked to give their judgment on Training content, Relevance of case illustrations, Training style, Training organisation, Facilitation of discussions, Practical (group) work, Background materials and Addressing doubts/questions.

Especially the training contents, training style and practical group work were highly valuated (96% ++ and +), followed by the relevance of case illustrations, background materials and addressing douts/questions (92% ++ and =).



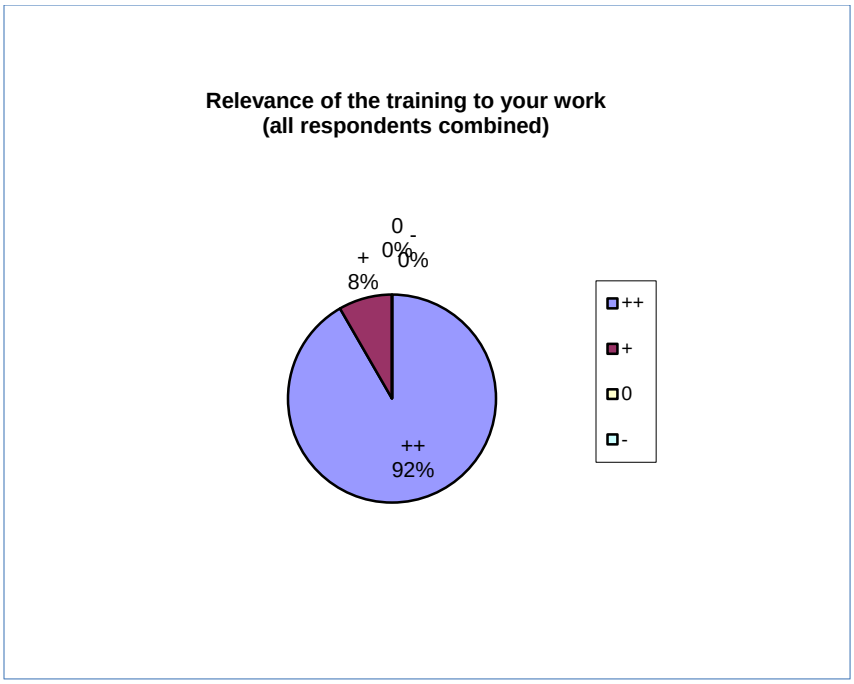
Knowledge & Skills

People were asked how the training contributed to their knowledge and skills on specific SEA items (these were listed as follows).

- What is SEA about, what are benefits.
- Links and differences between EIA and SEA.
- SEA experience in Zanzibar.
- SEA examples & experiences in other countries.
- Preparatory phase of SEA: decide on need for SEA, and link between planning process and SEA, stakeholder identification and involvement.
- Scoping of SEA: joint fact finding, develop shared vision on problems/objectives, consistency analysis and strategic alternatives.
- Preparing for assessment: selection of tools, instruments, methodologies.
- Setting up SEA management.
- Future steps on SEA implementation in Zanzibar.

Three answers were possible:
- (None) = the training has made no difference in my level of knowledge and skills;
0 (Some) = the training improved my knowledge and skills, but I do not feel that I have yet sufficient skill and knowledge for this activity;
+ (Sufficient) = after this training I have adequate knowledge and skills to contribute to this activity;

Grouping all answers results in graph 2, above, 3% of the participants said the training made no difference. About half (51%) feels to have adequate knowledge and skills to contribute to SEA, whereas 46% feels to have improved knowledge and skills, but not yet sufficient to carry out SEA. Given the fact that this was an introductory training on SEA, these results can be considered satisfactory.



Relevance

Finally, people indicated the relevance of the training to their work (graph 3). 92% considered the training very useful, and another 8% quite useful.

The evaluation forms are available in a separate excel file.

Additional information can be found there for each participants concerning their answers on:

- in what role participants are/expect to be involved with SEA;
- suggestions for improvement for the trainers and organisers;
- how the training contributed to any other skills or knowledge than those listed in the form;
- lessons/insights that participants found most useful to their work;
- training topics or elements that were considered less or not useful to their work;
- whether there was something they wanted to learn that wasn't dealt with in the training;
- and additional comments.