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Environmental Assessment

Training & Review of Sebeya Catchment Plan & SEA

Mission report

12–16 November, Rubavu

RWANDA



27 November 2018
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Advice of the Secretariat

Title	Mission Report – Training & Review of Sebeya Catchment Plan & SEA
To	Rwanda Environment Management Authority (REMA) Rwanda Forest and Water Authority (RWFA)
Attn	Ms Rachael Tushabe, Mr Theogène Ngabo (REMA) Mr Remy Mugunga (RWFA)
Request by	Ms Rachael Tushabe, Mr Theogène Ngabo (REMA)
Date	27 November 2018
From	The Netherlands Commission for Environmental Assessment
Members of the working group	Mr R. (Roel) Slootweg (Expert) Ms A.J.M. (Annemieke) Beekmans (Expert) Ms G.J. (Gwen) van Boven (Technical Secretary) Mr P.J. (Pieter) Jongejans (Technical Secretary)
Quality control	Ms G.J. (Gwen) van Boven (Technical Secretary) Mr P.J. (Pieter) Jongejans (Technical Secretary)
Cover photo	Mr R. (Roel) Slootweg
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Contact:

w www.eia.nl

t +3130 234 76 60

e ncea@eia.nl

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**Mission Report – Training & Review of Sebeya Catchment Plan & SEA
12–16 November 2018
Rubavu, Rwanda**

1. Introduction

The Water Resources Department in Rwanda has prepared catchment plans & SEA for four demonstration catchments in Rwanda. It has requested REMA, the Rwanda Environment Management Authority, to review these plans and SEAs. REMA in turn has asked the Netherlands Commission for Environmental Assessment or NCEA to assist with this review. The NCEA has acted as coach to WRMD for the SEAs and is as such well placed to assess the quality of the content and process of the SEAs.

At this point in time, SEA is still relatively new to Rwanda and experience with the preparation as well as the review of SEA is limited. The NCEA, in consultation with REMA, therefore proposed a learning approach to review by combining a 2-day training workshop on SEA review with the 3-day practical application of review in one of the four demonstration catchments. For a detailed programme, see Annex 2. In this document, the NCEA reports on the activities and its results.

1.1 Objectives

The workshop was organised for a wider audience from different sectors and had the following objectives:

- To raise awareness on the importance and concept of SEA review;
- To exchange on experiences with SEA review in Rwanda so far as well as from elsewhere;
- To jointly apply review and draw lessons for future review in Rwanda, as such building confidence for future SEA preparation by sectors and review by REMA.

After the workshop, participants understand how to approach review and therefore, how to prepare for a better SEA. REMA participants have become better prepared for their coming task as reviewer.

To consolidate this learning for REMA, the workshop was followed immediately by an application of review to the Sebeya catchment plan. The objectives of this application will be two-fold: to learn how review works in practice, and to do review of the Sebeya Catchment Plan & SEA.

After this learning-by-doing, REMA will have the tangible result of a review report on one of the four catchments. This experience should enable REMA to develop review reports for the other catchment as well. NCEA will not participate in those reviews but will remain available as coach-from-a-distance.

In the following paragraphs, the NCEA's main observations will be shared, as well as suggestions on the way forward for REMA to further develop SEA capacity. In the next chapter, a day-to-day report of the mission is given. In the annexes, details on the programme and outputs of the week are provided.

1.2 Main Observations

- Most objectives and expectations of the workshop have been met. Participants expressed appreciation of the learning and state to have gained better understanding of the purpose of review and how to conduct it, better understanding of each other's roles. Confidence has grown, although, obviously, more experience is needed;
- This review process was the first of its kind in Rwanda and therefore a true learning-by-doing experience. A particularity of the set-up of this week was that the plan developer and

the reviewer joined forces during the workshop. Usually, review is done separately from the plan developer, who may be consulted but does not partake in it. During the opening of the workshop, concerns from both sides were expressed (will the plan/SEA be reviewed critically? And: will we be able to do a good review?) and acknowledged, and respectfully and professionally handled. This was much appreciated, as it enhanced understanding of the purpose of the review process: of getting the best possible SEA for the plan. In that respect it was a fruitful session that opened the eyes towards the benefits of multi-sectoral review. Participants expressed understanding of the importance of not doing review 'alone', as sharing views always enriches the process;

- SEA Review is a process that requires logical thinking. It should be SEA specific and done in such a way that it results in observations that are essential to decision making. This implies that SEA cannot be done using a one-size-fits-all checklist, a framework can be developed but should always be adjusted to the specific issues of the SEA under review. When using such a framework, do not start at the top, as that may not be the most important question for this SEA. Start by selecting questions to which this review needs to find answers, and look for those answers first. If time allows it, other issues may be checked, that are still relevant but less crucial to decision-making.
- Regarding the Sebeya review: the draft review report has been written by the NCEA-experts after discussing the contents with the REMA-staff. REMA will have to check whether the text of the document (and especially the recommendations) matches their opinions and the Rwandan context. Although they have been part of the discussion on the contents, the draft review report does not necessarily express the opinions of the NCEA experts. Whenever there were differences of opinion, the REMA opinion has been considered as leading, as REMA is responsible for the review. If the NCEA would have been asked to perform an independent review of the Sebeya CP and SEA, some of the key observations and recommendations would be different, notably:
 - Lack of ToR would not have been a major issue, because this is mainly relevant for the review and not for the SEA/plan itself (although scoping is an important step!). The reason that this has been added as a main conclusion is that 'the Guideline states that it is needed'. This may be more relevant in the Rwandan context than in the Dutch context;
 - No reference would have been made to buffer zone management, because this is not an objective of the CP. The NCEA believes that it is not the task of the reviewer to add objectives to a plan;
 - More attention would have been given to whether the alternatives are realistic (feasible, allowed), and compared well on the basis of a complete set of criteria. In relation to this, the NCEA would have put more emphasis on the assessment results, which are largely lacking. A table with the scores of each alternative on environmental and social-economic criteria, with an explanation and justification of the scores is considered an essential element of every SEA;
- The NCEA observes that the integration of the SEA and planning processes works well in the sense that it allows for maximum influence of SEA considerations in the planning process. The melting of the SEA and the catchment plan into one document however makes it harder to distinguish between SEA and the plan. This is a hurdle for reviewers to do their work and to focus on reviewing the SEA while refraining from commenting on the plan, which is not normally their task (at least not during SEA review). In the Rwandan context therefore, it seems advisable to integrate SEA and the plan but present the results in two separate documents or forms.

1.3 Way Forward

After this first experience in doing review for SEA, REMA will finalise and submit the review reports for Sebeya and the other 3 catchment plans.

- To assist in reviewing the other catchment plans, the NCEA has done a quick comparison and found that many elements (contents and presentation) are the same across all four catchment plans. The results of this comparison will be shared with REMA as inspiration. Possibly, one review report could suffice for the remaining three catchment plans.

In parallel, REMA needs to organise capacity and a working approach for review. From now on, since the new Environment Law, SEA will be compulsory for many plans, policies and programmes in Rwanda, which means that REMA expects a steep increase in the number of SEA to review. The NCEA can assist REMA in organising this workload and working towards a consistent quality in review. The NCEA proposes to sit with REMA and agree on a joint work plan for the coming year(s). It could contain the following elements, these are ideas only:

- Further training on SEA review, for example through the joint examination of existing SEAs, drawing lessons on contents and ways of working;
- Develop a generic review framework that can be adjusted to make it SEA specific;
- Develop a review approach, steps and principles that will help REMA to organise the review task internally;
- Develop capacity and tools for SEA scoping/ToR;
- Develop inputs to the SEA regulation to ensure that review is open for inputs from other sectors according to needs.

2. Day to Day Report

2.1 Day 1: Monday 12-11-2018, Review Workshop

Introduction

The workshop started with opening words by organiser and plan developer RWFA, and reviewer REMA.

RWFA: SEA was applied to 4 Catchment Plans; now is the time to find out if SEA has been applied sufficiently, so that REMA can approve the SEA.

REMA: Objectives for this week: learning (basic) skills to perform reviewing SEA, this week for Catchment Plans specifically, but also for other SEA in the future.

After a round of introductions, the NCEA then explained the workshop programme and approach.

Exchange of experience on SEA (review) and expectations

- Knowledge of SEA (review) is limited and mainly theoretical;
- 42 people in Rwanda have followed SEA-training in Sweden (Francois T, Rachel, Theogene, Beatrice) – it would be a good idea to create a network of these people to exchange knowledge and experiences on SEA and review;
- RWFA and W4G seem a bit worried about the outcome of the review and the delay on decision-making that could result. It is agreed that on Tuesday a short presentation will be given on the ‘windows of opportunity’ in the remainder of the plan development process to find out what could be possible responses to the review and in which stage;
- Some participants have difficulty to understand the differences between EIA and SEA and their linkages – this makes sense, as both have a similar purpose. Differences will be discussed;
- Some participants have difficulty to understand the differences between IWRM and SEA. There are a lot of similarities. Different is that SEA is legally based and public. IWRM is usually more technical and does not always take environmental and social-economical aspects into account. Also SEA provides the decision-maker with alternatives.
- What if conflicts between policies arise? Performing a consistency analysis and alignment is a key element of SEA. If from the analysis conflicts appear, discussion among plan-developers and decision-makers is needed. This can also be input for formulating alternatives.

Introduction on SEA and review (NCEA)

After a presentation (Powerpoint, provided to the participants) by the NCEA on SEA and SEA review, an interactive discussion took place on the following questions:

- Who conducts SEA? Usually an SEA-expert is hired, but preferably this expert works together with staff from the planning team
- When does SEA apply, when EIA? This depends on the decision: SEA is applied to (strategic) plans, EIA is applied to permitting
- SEA can be integrated in the plan or be a separate document or even a poster/film/other way of presentation. Each option has advantages. SEA has to be tailor-made (fitting to the context of the plan), so there is no preferred option. What is important is that SEA is recognisable;
- Differences between administrative and technical review; it is important that the competent authority (decision-maker) remains responsible for the plan and not the SEA review authority;
- SEA as well as review results should be self-explanatory, with references to the reviewed documents;
- Questions on the NCEA-review system:

- How to deal with discussion on a draft–review: before finalising a review, the NCEA has a meeting with plan–developers/decision–makers, but only to explain the review, no discussion on the conclusions
- How much time does review take: usually 6–8 weeks, but not full–time. On average, it will take a technical secretary 40 hours, experts 20 hours each
- Pros and cons of certified experts
- Is there a checklist for organizing the review–process? No, but some general points of attention can be provided.

Afternoon: group work

Any review starts with identifying the issues that need to be verified in the SEA. Preferably, these issues are SEA specific.

Three groups (REMA, RWFA, W4G) were asked to identify these issues (or criteria for review) for the Sebeya catchment plan SEA on the basis of the table of contents and the executive summary of the CP and SEA. They were asked to do so by pretending to start the review tomorrow: which key questions would you like to see answered by reading the CP and talking to the plan developer?



The key questions were presented by the groups and structured on the wall (see graph). The NCEA also suggested some additions. Together, the group agreed that this list could serve as a checklist or framework for review. Moreover, the majority of questions identified related to issues that are applicable to any SEA. Only some are specific for the Sebeya CP and SEA. This implies that this list could be used more broadly for other SEAs as well.

The list of key questions has been re–worked into a table, see Annex 5.

The day was concluded by the distribution of a personal logbook, in which the participants could note their personal learning.

Debriefing with REMA

After the working day, the REMA and NCEA review teams took time to evaluate progress.

- REMA explained that a lot has been learned on the review process, which leads to more confidence. Working together with experts/stakeholders has added value and should be a possibility for future review as well. It should therefore be included in the SEA regulations.
- REMA asked about the review for the other 3 CPs. A lot of findings for the Sebeya CP can also be used for the other CPs because there are a lot of similarities between the formats and contents of the plans. It is agreed that Roel will have a look at the other CPs and make a table of the differences and similarities, which will help REMA to focus.

2.2 Day 2: Tuesday 13–11–2018, Review Workshop

Re–cap of yesterday’s work and expectations

The day started with getting feedback from the group: what did you learn yesterday? Were expectations already (partly) met? Many lessons were shared:

On SEA

- Introducing SEA and what a SEA review means
- Difference became clear between SEA and ESIA
- Preparing a SEA is done by a team combining the expertise that is needed. Sometimes external support (consultant) is needed, but not always.
- Each SEA is different
- A SEA does not need to be an extensive document.

On SEA review

- Depending on the sector there are different criteria to consider in the review. The principles on the checklist can be followed, however depending on the sector you make the checklist specific
- Timeline to prepare a SEA depends on the plan itself and how it is linked to preparing the plan (3 models were discussed)
- The review of a SEA in the Netherlands takes places between 6 to 8 weeks. The actual time dedication is less. Even in a few hours by doing group work you can review. Using each other's knowledge is key to have an efficient process.
- Question: when do you decide that a review is ready?
 - When you are sure you have dealt with the key issues needed for decision making
 - Time restriction for the review team is also a factor that defines the timeline
- A SEA review does not need to be an extensive document: it should focus on what is essential for decision making

On the specific catchment plan

- Besides the CP that we review here, there are three other CPs. The general review findings can be used for all plans, then REMA can focus on the specifics in the review of that SEA. Time will be mainly dedicated to the specifics.

Meeting expectations

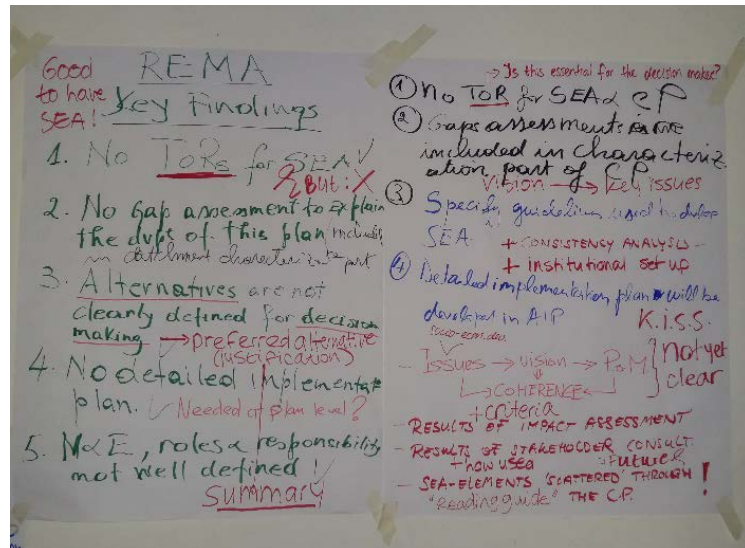
- Difference between SEA and ESIA is explained and the basic principles of an SEA as well
- Tools-Checklist: a start is made with the design of a SEA review checklist through a brainstorm session. Also, the way the exercise was done (by grouping ideas/questions) was appreciated and participants have learned from how to organize a brainstorm.
- Scoping/ToR: It is important to do a scoping for the preparation of a SEA and for the review. At the same time, even if there is no ToR and no scoping the review can be done.
- Roles/responsibilities in the SEA process: not yet fully discussed.

Applying the review framework

Yesterday was about generating a review approach, today is about applying and practising. The review framework that was created on the wall yesterday, had been typed-up by the NCEA and was now distributed as hand-out to the groups (see also Annex 5). The list has become quite long, so the groups were asked to select those issues that they consider as most important for the SEA of the Sebeya Catchment Plan, and look for answers in the plan.

Review feedback in 'carrousel'

- There are a lot of similarities in the results of the group work
- Most groups started at the top of the list, instead of looking what should have been priority
- Lesson learned: SEA should be easy to understand, it should be easy to find relevant information. That is why an easy to read executive summary is key (especially for decision-makers and stakeholders/public). The summary should guide the reader through the main document and annexes.
- It is important to make a distinction between information that is needed for the decision-makers and information that would make the life of the reviewer more easy (like having a ToR)
- Also a distinction can be made between the contents and presentation. Contents can be missing, or difficult to find. Someone suggests: if something is missing: just ask the plan-developer. No: key information should be 'ready to eat'. An SEA should speak for itself. Not every reader has access to the plan developer.
- Ideally, review should be about draft-report, not a final report, to allow time for adjustment and explanation. Time is also needed to organise review, engaging expertise etc. This should be facilitated in the regulations, also on public participation
- W4G: remarks and suggestions on presentation are very welcome for future reference and the manual on IWRM
- The documents have many users. You have to think of the target groups. An 'elevator pitch' should be part of the report, especially for (grassroot) stakeholder consultation



Presentation on next steps in catchment planning and implementation

After the break, a short presentation is given by W4G (Rob Nieuwenhuis) on what will happen in the remainder of the catchment planning process, and with implementation. This may shed light on how the SEA review recommendations could be taken into account. Options presented include:

- Adjustment of the CP (this would mean a delay in the CP approval process)
- Formal response to the review by RWFA
- Apply recommendations in implementation plans, future CP and manual

REMA asks why implementation has already started without CP being approved. W4G response: CP has been approved by the Project Steering Committee, not yet by Cabinet. But there is pressure on implementation

REMA asks if SEA for all catchments together is a (better) option. Response: NWRMP can be regarded as strategic plan for all catchments. SEA was not applied, although NCEA performed a quick scan on the document.

Help the review-team!

The group was asked to help the REMA team in its work, starting tomorrow, on the review of the Sebeya: interviews with the Catchment Task Force, a field visit and further document review. What kind of questions should they ask the Catchment Task Force representatives? A list of questions, later refined by the REMA-NCEA review team, was developed and can be found in Annex 6.

Looking back at the review framework

Now that the group had experienced using the home-made review framework, they were asked for their feedback. Could it be further improved? Several suggestions were made:

- Framework can be used as a tool by REMA
- Distinguish between questions for decision-making and questions for reviewers
- Distinguish between questions on content and presentation
- Don't do review on your own, but don't work with a large group
- Find expertise specific to the plan, sometimes you don't need experts
- Don't copy international best-practice, design your own system
- Also focus on positive points (contribution of SEA to the plan)
- Don't start at the top of the list or on page 1, use checklist as an inspiration – usually time is limited, so use is efficiently
- All 'larger sticky notes' are applicable to other PPP – they refer to elements that should be found in any SEA

Evaluation insights (from the 0–100% scoring line)

Evaluation results are gathered anonymously and are presented in Annex 4.

What expectations were met/ what were the key learnings

- The SEA process is understood
- We practiced how to define priorities
- Guidelines were developed (and it is clear that there are no tailor made checklists)
- Difference between ESIA and SEA is clear
- Role of REMA is clearer
- Constructive collaboration between REMA and plan developer
- Clarity on next steps for the Catchment Plan
- Insights from the review can be applied in preparing other SEAs
- Having a review-session with plan-developers is difficult (because they will be defence) but it was useful because RWFA and W4G were open-minded. It has helped to understand each other's roles and responsibilities. REMA and RWFA have the same objective!

Closing of the Workshop

Closing remarks by RWFA and REMA, distribution of USB sticks with:

- Presentations given during the workshop
- References on SEA
- SEA case examples

2.3 Day 3: Wednesday 14-11-2018, Review

Today marked the start of the review of the Sebeya Catchment Plan, using the results of the workshop, by REMA and supported by the NCEA.

On the agenda: meeting with the catchment task force and a site visit in the presence of the plan developer.

Preparations for REMA/NCEA:

- Agreeing on questions to ask the CTF
- Agreeing on questions to ask during site visit
- Planning



CTF Meeting

Results of the meeting with the CTF can be found in Annex 7. The meeting went well, was chaired by REMA and conducted in different languages, depending on the preference of the interviewee. The CTF members expressed to have been very involved in all stages, awareness raising has been high, capacity building has been facilitated. The ownership appears to be high. Questions remain regarding implementation of the plan:

- Considering women will be helpful in implementation
- Roles and responsibilities in implementation remains unclear (recommendation in review)
- Monitoring and evaluation at district level is embedded in Imihigo; M&E at catchment level must be checked in the documents (to do in review)

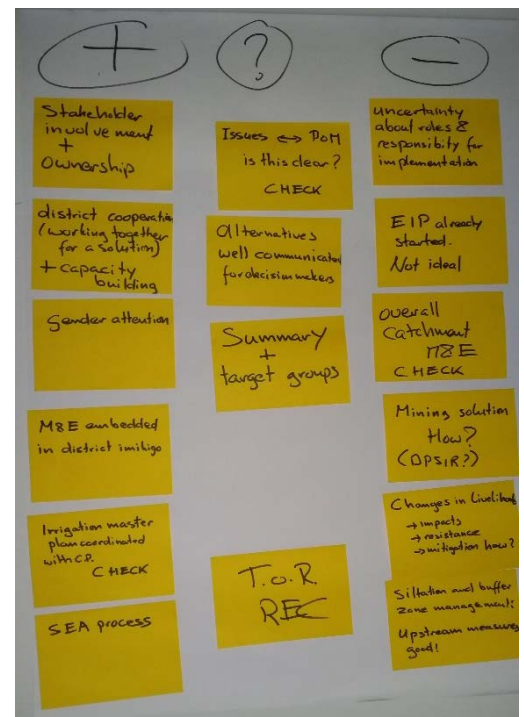
Site visit

It was felt by the joint team that the field visit could have been more focused if REMA had read the documents beforehand in more detail. Therefore, next time a presentation by the plan-developer would be useful. Some observations:

- Questions on changes in livelihood as a result of proposed measures (sand mining, agriculture) – need to be checked
- Questions on buffer zone management – needs to be checked
- Are policies on for instance irrigation and water coordinated – needs to be checked

Planning and process for next days

- Review framework: framework that we used during the workshop can be used
- Issues to check: issues that were raised during workshop can be used, complemented with points of attention from today
- NCEA will make a list, including issues to check
- Debriefing on Friday at 15h instead of 16h.



2.4 Day 4: Thursday 15–11–2018, Review

Review–team meeting

Today is reserved for working, writing and discussing within the REMA–NCEA review team. First step: agreeing on review questions and methodology (prepared by NCEA). For details, see Annex 8. General approach:

Step 1

- What do we observe (which information is there, what is lacking)
- What is the consequence of this observation for decision–making (positive/negative)?

Step 2:

- Recommendations: if information is lacking (or if presentation is inadequate), what do we recommend for:
 - decision–making on this plan
 - implementation of this plan
 - future Catchment plans
 - Structuring the review report

Step 3:

- What are the main conclusions (for review report and debriefing)

The work on review was organised as follows:

- Reading, discussing, writing in teams, following the above steps
 - Beatrice/Roel
 - Rachel/Annemieke
 - Theogène/Pieter (later joined by Rachel T)
- Second reading in carousel
- Questions and discussion on the contributions of each group
- Adjusting the contributions
- At request of RWFA debriefing on Friday will be expedited to 14h

Evening (NCEA):

- Adding together contributions
- Structuring and editing document (including introduction)
- Preparing a proposal on main conclusions and recommendations

2.5 Day 5: Friday 16–11–2018, wrap–up and debriefing

Review–team meeting

- Agreeing on main conclusions and recommendations (see Annex 9)
- No time to agree on the rest of the draft–report. This report will be finalised by REMA.

The draft review report has been written by the NCEA–experts after discussing the contents with the REMA–staff. REMA will have to check whether the text of the document (and especially the recommendations) matches their opinions and the Rwandan context.

Although they have been part of the discussion on the contents, the draft review report does not necessarily express the opinions of the NCEA experts. Whenever there were differences of

opinion, the REMA opinion has been considered as leading, as REMA is responsible for the review. If the NCEA would have been asked to perform an independent review of the Sebeya CP and SEA, some of the key observations and recommendations would be different, notably:

- Lack of ToR would not have been a major issue, because this is mainly relevant for the review and not for the SEA/plan itself (although scoping is an important step!). The reason that this has been added as a main conclusion is that 'the Guideline states that it is needed'. This may be more relevant in the Rwandan context than in the Dutch context;
- No reference would have been made to buffer zone management, because this is not an objective of the CP. The NCEA believes that it is not the task of the reviewer to add objectives to a plan;
- More attention would have been given to whether the alternatives are realistic (feasible, allowed), and compared well on the basis of a complete set of criteria. In relation to this, the NCEA would have put more emphasis on the assessment results, which are largely lacking. A table with the scores of each alternative on environmental and social-economic criteria, with an explanation and justification of the scores is considered an essential element of every SEA.

Travel to Kigali

Debriefing with REMA, RWFA and W4G

- Explanation of methodology by NCEA
- Explanation of main conclusions and recommendations by REMA
- Responses from RWFA and W4G
- Agreeing on next steps
 - Final report will be submitted next week
 - A meeting between REMA, RWFA and W4G will be held, for explanation of conclusions and agreeing on responses (after W4G has asked if it possible to 'defend our work')
 - Methodology used for Sebeya CP has been useful and will be applied to the other CP
 - REMA requests to organise presentations, site-visits and CTF-meetings for other catchments in the first two weeks of December
 - Possibly, there will be one review report for the 3 other CP together, with references to the Sebeya CP review.

Annex 1: Itinerary NCEA team

Saturday 10/11/18	Travel Amsterdam Kigali NCEA team	Gwen van Boven Pieter Jongejans Annemieke Beekmans Roel Slootweg
Sunday 11/11/18	Travel Kigali – Rubavu (Gisenye)	NCEA, W4G, REMA and RWRFA participants
Monday 12/11/18	Review capacity development workshop, day 1	NCEA, W4G, REMA and RWRFA participants
Tuesday 13/11/18	Review capacity development workshop, day 2	
Wednesday 14/11/18	Meeting with Catchment Task Force	CTF, REMA, NCEA
	Field visit Sebeya catchment	REMA, NCEA, W4G catchment planner and RWRFA catchment officer
	Return to Kigali Unanticipated travel to the Netherlands	W4G, RWFRA teams Van Boven, NCEA
	Review: observations and review questions	REMA & NCEA
Thursday 15/11/18	Review: finalising review questions, creation of writing groups, writing, carousel reading and joint discussion	REMA & NCEA
Friday 16/11/18	Formulation main recommendations	REMA & NCEA
	Travel to Kigali	REMA & NCEA
	Travel to the Netherlands	Beekmans, NCEA
	Debriefing at W4G office	REMA, NCEA, RWFRA, W4G
Saturday 17/11/18	Mission report writing Departure Kigali	Jongejans & Slootweg, NCEA
Sunday 18/11/18	Arrival Amsterdam	

Annex 2: Programme of the week

SEA review workshop and pilot case: Sebeya Catchment Plan & SEA 12–16 November, Hotel Belvedere, Rubavu, Rwanda

Time → Day ↓	8:00–10:30	10:30 – 11:00	11:00 – 12:30	12:30 – 13:30	13:30 – 15:30	15:30 – 16:00	16:00 – 17:00
Sunday 11.11.18					Arrival Installation & registration of participants and organisers		
Monday 12.11.18 Workshop SEA review “Defining an SEA review approach”	Getting started Who’s who? Introduction of participants, organisers and NCEA Expectations of participants Introduction on SEA review What is SEA? What is review? The concept, it’s function in the procedure, international best practice. Presentation by the NCEA.	Coffee /tea	Facilitated Exchange sharing experiences of participants with SEA review How to do review? What should be in an SEA report? What should we look at when doing review? Setting up a review approach	Lunch	How to do review? – ctnd Group work Development of key questions and points of attention	Coffee/tea	Agreeing on an approach – Presentation of group work – Analysis of key questions and points of attention, translation into a review framework – Exchange on lessons learnt & wrap-up for the day
Tuesday 13.11.18 Workshop SEA review “Applying SEA review, drawing lessons”	Re–cap What did we learn yesterday? Any remaining questions? Carrying out review (1) Using the review framework developed yesterday, participants will work in groups and review a real SEA: the	Coffee /tea	Review feedback – sharing of results from the review – drawing conclusions – adjusting the framework – deriving a review approach	Lunch	Consolidation of learning – What did we learn from this approach? – Can we apply this approach in the future and for other sectors? Wrap up of the workshop? Or later?	Coffee/tea	Preparations for tomorrow Using the results of today, the REMA–NCEA review team will continue the review tomorrow. Can we give them tips and suggestions? Priority issues, places to visit, people to meet?

	Sebeya Catchment plan & integrated SEA				Evaluation/feedback		Wrap up of the workshop? Or earlier?
Wednesday 14.11.18	Site visit Visit to important and characteristic sites, guided by RWFA, to get a better overview of the Sebeya Catchment, issues and opportunities and context of the plan. Also, this is the chance to ask questions about the planning process, the plan itself and the SEA. <i>NOTE: these days are flexible. We need to visit sites, meet stakeholders (CTF members) and have time for work/write sessions.</i>		Site visit Ctd		Review of Sebeya CP – general observations and points of attention from site visit and interviewing RWFA – agreeing on approach, focus, criteria and expected outputs for each group – start with carrying out review in two groups, with representatives of REMA and NCEA in each group: reading, discussion and writing		Review of Sebeya CP – exchange of first findings (positive and negative observations – what information is crucial for decision-making?) – point of attention for next days – preparations for meeting with CTF (what do we want to ask them?)
Thursday 15.11.18	Meeting with Sebeya Catchment Task Force Interviewing CTF– representatives, to understand their involvement in and get their opinion on the IWRM– and SEA–process, the proposed plan/measures and their impacts		Review of Sebeya – discuss general observations and points of attention from CTF– interview Ctd group work: – list of observations (positive and negative) – discuss the importance of shortcomings (is crucial information lacking and why is this crucial for decision-making?)		Review of Sebeya Ctd group work – discussion on shortcomings and recommendations – writing of contributions for the (draft) review report		Review of Sebeya – exchange of and reflection on review results – drawing conclusions for the review report: positive observations (what key information does the SEA provide); shortcomings and recommendations for decision-making
Friday 16.11.18	Review of Sebeya Writing the draft review report (partially in groups)		Wrap up – What did we learn from this review?		Travel to Kigali		Debriefing Presentation of draft review report (REMA, assisted by NCEA) and reflection/

Review wrap-up & debriefing			- Can we apply this review approach in the future and for other sectors?				discussion with RWFA (and others?) on the results
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Annex 3: List of Participants

VENUE: Belvedere, Rubavu				DATE: 13th November 2018			
Number of participants: 20			Female : 8	Male: 12			
#	First name	Last name	Gender	Institution	Position	Phone Number	Email address
1	Venant	HABIMANA	M	RWFA	CMO	788503873	vhabimana@gmail.com
2	Vital	MUNYANDINDA	M	RWFA	CMO	788225918	muvita24@gmail.com
3	Boniface	MAHIRWE	M	RWFA	CMO	788584878	mahirweboniface@gmail.com
4	Damascene	KAYIRANGA	M	MoE	WRP Specialist	788541395	dkayiranga@environment.gov.rw
5	Beatrice	CYIZA	F	REMA	env audi&monitoring	788475633	bcyiza@rema.gov.rw
6	Rachael	TUSHABE	F	REMA	Director Eem	788408339	rtushabe@rema.gov.rw
7	Rachael	BUSINGE	F	REMA	env audi&monitoring Officer	787311824	rbusinge@rema.gov.rw
8	Theogene	NGABO	M	REMA	EMO	788567158	tngabo@rema.gov.rw
9	Richard	NYIRISHEMA	M	W4GR	PO	788536393	_
10	Beatrice	MUKASINE	F	W4GR	PO	788561661	_
11	Fred	HAKIZIMANA	M	W4GR	PO	788586631	fhakizimana@water.rw
12	Remy	MUGUNGA	M	RWFA	WRM	788302416	_
13	Jean Marie Vianney	MUSHINZIMANA	M	RWFA	CMO	788405138	jmushinze@yahoo.fr
14	Rob	NIEUWENHUIS	M	W4GR	WMS/DTL	738901291	rnieuwenhuis@water.rw
15	Gwen Van	Boven	F	NCEA			gboven@eia.nl
16	Pieter	Jongejans	M	NCEA			pjongejans@eia.nl
17	Annemieke	Beekmans	F	NCEA			beekmans@aidenvironment.org
18	Renatha	MUJAWAYEZU	F	RWFA	WRRO	783316525	renatha.mujawayezu24@rwfa.rw
19	Anne Diane	DUSHIME	F	RWFA	Admin. Ass to DG	786653445	annediane7@gmail.com
20	Philippe	KWITONDA	M	RWFA	CMO	788666014	kwitonda.philippe@gmail.com

Annex 4: Evaluation SEA review workshop

Lessons learnt	Needed next
On SEA	On capacity and skills
<ul style="list-style-type: none"> • What is SEA 2x 	<ul style="list-style-type: none"> • To practice the review of SEA 5x
<ul style="list-style-type: none"> • The rationale of requirement for SEA at any plan to be developed 	<ul style="list-style-type: none"> • Formal SEA training with certificates for people who will be conducting SEA for other sectors
<ul style="list-style-type: none"> • Importance of SEA 	<ul style="list-style-type: none"> • Further collaboration in SEA review required
<ul style="list-style-type: none"> • Learnt the principles, guidelines and processes of SEA 	<ul style="list-style-type: none"> • Continue collaboration between REMA and NCEA
<ul style="list-style-type: none"> • I understood what is expected from SEA review authority 	<ul style="list-style-type: none"> • NCEA and REMA should focus on the capacity building of the reviewers, roles & responsibilities of the institutions
<ul style="list-style-type: none"> • Steps for conducting SEA 	<ul style="list-style-type: none"> • Awareness raising on importance of SEA
<ul style="list-style-type: none"> • On EIA versus SEA 	On the Sebeya CP and SEA
<ul style="list-style-type: none"> • Learnt the difference between SEA and EIA 2x 	<ul style="list-style-type: none"> • Reviewer to discuss final draft SEA report with plan developer for clarifications
On SEA review	<ul style="list-style-type: none"> • Assist in review of Sebeya Catchment Plan
How to review SEA 2x	<ul style="list-style-type: none"> • Improve the structure (presentation) of Sebeya CP
<ul style="list-style-type: none"> • No pre-defined checklist needed 	<ul style="list-style-type: none"> • Key issues in other catchment plans
<ul style="list-style-type: none"> • There is no cookbook for SEA review 	<ul style="list-style-type: none"> • Cabinet approval of these CPs (with separate response to SEA review)
<ul style="list-style-type: none"> • Methodology, principles of review 	<ul style="list-style-type: none"> • Multi-faceted response to/implementation of SEA review findings/recommendations
<ul style="list-style-type: none"> • Joint team review 	
<ul style="list-style-type: none"> • Some knowledge on SEA review 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Key points to focus on 	On Scoping/ToR for SEA
<ul style="list-style-type: none"> • Who to participate in the review process 	<ul style="list-style-type: none"> • How to develop ToR
<ul style="list-style-type: none"> • I learnt the difference between the review to facilitate the reviewer and the review for decision makers 	<ul style="list-style-type: none"> • How to review ToR
<ul style="list-style-type: none"> • On review approach 	<ul style="list-style-type: none"> • Clear regulation on SEA process in Rwanda
<ul style="list-style-type: none"> • Elaboration of tools using your own inputs 	On tools and guidance
<ul style="list-style-type: none"> • Some knowledge on how to formulate checklists 	<ul style="list-style-type: none"> • REMA/NCEA review of/contribution to CP/SEA development manual
<ul style="list-style-type: none"> • Development of review checklist 	<ul style="list-style-type: none"> • Suitable checklists for catchments
<ul style="list-style-type: none"> • Set checklist and make shortlist of what is important for SEA review 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Quick screening of questions needed to review 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Joint training & capacity development for SEA 	<ul style="list-style-type: none"> •
On Sebeya Catchment Plan	
SEA CP generally accepted: 'Good to have a plan'. What is remaining are mostly related to presentation	<ul style="list-style-type: none"> •

Annex 5: Key questions and points of attention for review

Sebeya Catchment Plan 2018–2024 – SEA review workshop (November 12–13, 2018)

0. Organisation

- Why is this plan developed?
- What expertise is needed for the review?
- How much time is there for review
- What is the role of/mandate for the review-team?

1. General

- Is there a logical structure to the plan, is it easily accessible?
- Who is the target group for the SEA (and for the executive summary) – who should be able to understand?
- Do Terms of Reference exist?

2. Decision-making and participation

- Who is the “owner” of the plan – who decides?
- What is the mandate of the developer?
- What legal framework applies to the plan and to the SEA?
- Have stakeholders been notified and consulted?
- Which are the results from stakeholder consultation and how has this affected the plan/SEA?

3. Scope of the plan

- Has scoping been done and who have been involved
- Who has made choices and why (have these been justified)?
- What are the results/conclusions of the scoping?
- What are the vision and objectives for the plan?

4. Analysis of current situation

- What information is used and what information is relevant (given the objectives and possible impacts)?
- Are catchment characteristics described sufficiently?
- Is the plan consistent with other PPP (like the NWRMP) – has this been analysed?
- Has a SWOT (Strengths – Weaknesses – Opportunities – Threats) analysis been done?

5. Alternatives/Programme of Measures

- Have alternatives been defined?
- How do the alternatives link to the objectives?
- Has a preferred alternative been defined and justified?
- Can the objectives be achieved with the preferred alternative (and other alternatives)?
- How does the plan deal with the issues identified, such as:
 - equitable water allocation
 - water quality
 - land use management
 - deforestation
 - sustainable natural resources management measures
- Which issues should have priority, given the objectives? Is phasing of measures needed?
- How does the plan deal with the gaps in existing PPP?
- Are measures within the PoM feasible and acceptable?

6. Assessment

- Which criteria were used to assess the alternatives (environmental, socio-economical)?
- What are the positive and negative impacts of the plan?
- Have mitigation measures been addressed?

7. Implementation and follow-up

- Which are the roles and responsibilities of key stakeholders in implementation?
- Is awareness raising been developed?
- Is there enough institutional capacity and funding for implementation?
- Does the plan/SEA contain a monitoring and evaluation plan and is this sufficient?

Annex 6: Questions for the Catchment Task Force

Sebeya Catchment Plan 2018–2024 – November 14th 2018

Agenda of the meeting

1. Introduction of REMA and NCEA review team
2. Purpose of this meeting
3. Questions for the Catchment Task Force:

General

- Could you tell us what you know about the planning process?
- What is your general opinion of the process, are you happy with the process?

Expectations

- What are your expectations of the Catchment Plan?
- Which are the main concerns/problems in this Catchment?
- What would you like to change in this Catchment?
- Do you see positive chances, for instance for investments?
- What environmental and socio-economic issues are relevant to your opinion
- Are there specific gender issues or challenges relevant for the catchment

Involvement

- What role did your organisation play in planning process?
- To which extent did your organisation participate?
- Are you happy with this?
- Can you recognize your input/interests in the process

Implementation

- What should be the contribution of your organisation in implementation of the plan (next steps)
- Monitoring and evaluation

4. Closing, way forward:

we will use your answers in the review, and will help to improve the final Catchment Plan

Annex 7: Notes Task Force Meeting

For the Sebeza Catchment Plan SEA review 14-11-2018

Task force participants :

- HARELIMANA, Innocent, District Agronomist Officer, Rubavu
- HAKIZIMANA, Africa, District representative of NGOs, Rubavu
- UWAMAHORO, Agnes, District representative of PSF, Rutsiro
- NYIRIMANZI, Jean Pierre, District Animal Resources Officer, Nyabihu

REMA participants

- Theogene Noaboyamahina, environmental audit and monitoring officer
- Rachael Businge, environmental audit and monitoring officer
- Beatrice Cyiza, environmental audit and monitoring officer

NCEA participants:

- Pieter Jongejans, NCEA secretary and SEA expert
- Annemieke Beekmans, external expert social and economic issues
- Roel Sloopweg, external expert water and environment

Main observations on:

Process and roles

- All TF members could explain very well how each of the districts were actively involved during the design of the catchment plan. Their roles were clear to them and they increased capacity during the planning. *“We were involved from beginning to the end. Very happy with the result.”*
- The planning process started with the creation of catchment committees. *“In the beginning confusion about a catchment. It didn't coincide with district boundaries and many parties were involved.”*
- CTF members were involved in Rubavu scoping workshop, Musanze workshop, W4G team presentations in the districts, involvement in early implementation projects, involved in earlier draft plans, and W4G consultants were always accompanied in the field by a CTF member.
- The different steps undertaken by the plan developer led to increased understanding of what a catchment is and how a catchment plan contributes to overall development.
- In the present district planning there are a lot of scattered projects; a CP provides an umbrella to invest more strategically in the districts. A CP will consolidate actions, leading to a better impact.
- *“Sometimes it is better to invest in a certain activity upstream in a different district to help solve an issue downstream in another district. Before, we only focused on our own district. All plans have been taken from the drawer and included in the CP.”*
- The planning process contributed to introducing a different governance mechanism (at catchment level). *“The CP creates a coordinated way of working.”*

Issues-objectives-plan

- When doing the prioritisation the districts all agreed that mining (and changing mining practices) is a key priority. When asked how the CP address mining, the answer is: it doesn't because we decided to focus on other priorities that are within our reach (soil protection, water supply, protecting river banks). According to the participants the (mineral) mining is often illegal.

- The CP cannot solve the mining issue but it helps in discussions with the ministries. Collaboration with them is needed. The CP shows very well what the problems are which helps to convince decision makers.
- *“Good that priorities for catchment interventions and packages of measures have been identified. The WEAP tool was helpful in assessing water availability with and without measures. Scenarios were used to assess future water use. This provided insight. Catchment plan was really needed to be able to prioritise activities and select high risk areas.”*
- Districts can use the maps to direct their environmental interventions. In next year’s action plan already 2 activities have been including, covering 80% of the catchment.
- The needs of women were specifically mapped. The involvement of the National Women Association was important and is recognized by the other TF members.
- Women represent more than half the population and water and land are mayor concerns to women (according to the TF members). Women were part of the analysis and decision making at different levels and moments during the planning.
- The CP is responding to the needs of women. They are big water users and happy with the proposed measures. Home use has priority for them but they also use land, so other measures are also relevant.
- NGO rep considers hillside, buffer zone and water source protection most important. These are included in the plan.

Implementation

- Members are happy to have a plan; it provides a better mechanisms to invest in priorities.
- Improvements are already there because of the early implementation projects. The new water law and introduction of water permits will make the CP enforceable.
- The CP is linked to district DDS and Imihigo; this is a guarantee for implementation. Some activities will be implemented by districts, others by W4G.
- For the implementation part preparation has started: maps are being prepared (with GIS capacity), critical areas are identified and projects in these critical areas.
- For the CP Task Force it is not clear how the CP governance mechanism will be during the implementation. Also on their own role there is no clarity yet. Catchment committee is now officially available as a coordination mechanism. But this committee has not yet been installed.
- Not clear how financing of the proposed activities will take place. The TF is a bit worried if funds will be made available. Districts get central government money to implement their annual plan, but additional donor money is needed.
- At the same time it is clearly said that having the CP allows them to integrate actions in their annual plans, financing annual plans is clear (the implementation of the CP is embedded in the institutional setting of district planning).
- Micro catchment planning allows to translate overall CP strategy in concrete activities

M&E

- The districts each have their targets and Imihigo; by integrating CP actions in the annual district plan the monitoring of implementation is institutionalized. *(remark : not clear how M&E at catchment level will be done)*

Annex 8: Checklist review Sebeya Catchment Plan

Review team 15-11-2018

1. General and presentation (BEATRICE/ROEL)

- It is good that an SEA-process has been applied
- The SEA-process has been applied well, although some steps are not described very clearly in the documents. Information is scattered through the document (**CHECK**)
- A ToR or scoping document is lacking

Recommendation for future plans: SEA integrated in the plan or not?

2. Executive Summary (BEATRICE/ROEL)

- This is the most important part of the SEA for decision-makers and general public, so it should be easy to understand and contain all relevant information for decision-making (**CHECK**)

Possible recommendation: adjust the executive summary, so that it is more easy to read and can serve as a reading guide for the CP

3. Objectives and context of the plan (THEOGÈNE/PIETER)

- Are the vision and objectives for the catchment clearly described (**CHECK**)
- Do the issues and opportunities match with the objectives (**CHECK**)
- A consistency analysis has been done, making sure that the CP is aligned with other PPP
- Does the CP/SEA propose possible solutions for sand mining and mineral mining? (**CHECK**) (RACHEL/ANNEMIEKE)

4. Alternatives, including preferred alternative (Programme of Measures) (THEOGÈNE/PIETER)

- Alternatives are described, but not easy to understand for decision-makers and general public (**CHECK**)
- Has the choice for the preferred alternative been justified (**CHECK**)
- Are the issues (problems/alternatives) clearly linked to the Programme of Measures (**CHECK**)
- The irrigation Master Plan has been coordinated with the CP (**CHECK**)
- Early implementation programmes have already started, although the Catchment Plan has not been approved yet. This is understandable, but not ideal. Can any impacts be expected from the EIP, which are relevant for decision-making? (**CHECK**)
- Does the Catchment Plan/SEA propose possible solutions for problems caused by mining (**CHECK** DPSIR)
- Does the CP/SEA propose possible solutions for siltation and buffer zone management? (**CHECK**)

5. Impact assessment (RACHEL/ANNEMIEKE)

- Have the criteria for the assessment of environmental and socio-economic impacts been described sufficiently (**CHECK**)
- Have changes in livelihood that arise from the CP been taken into account? (impacts, resistance, mitigation measures?) (**CHECK**)
- Have the results of the assessment been presented clearly? (**CHECK**)

6. Participation (BEATRICE/ROEL)

- Stakeholder involvement throughout, which leads to ownership
- Cooperation between districts (working together on solutions) and capacity building
- Gender attention
- Monitoring and evaluation embedded in district Imihigo

Recommendation: deal with uncertainty about roles and responsibilities for implementation

Annex 9: Main conclusions (DRAFT) Sebeya SEA review

As presented during the debriefing to RWFA, 16-11-2018

REMA is happy to see that SEA has been applied to the Sebeya Catchment planning process. It is appreciated that RWFA took the initiative to apply SEA, even before the new Law on Environment (2018) was adopted. The SEA and plan process were integrated, so the Catchment Plan itself is considered as the document to be reviewed. SEA elements are embedded in the plan. Applying SEA has helped in defining issues and opportunities, plan objectives, consistency alignment, stakeholder participation and formulating alternatives to achieve the objectives. Consistency alignment and stakeholder consultation have been well embedded in the planning process, although the consistency alignment is not complete. Collaboration between the various ministries, districts and other stakeholders has been stimulated. An important result of the SEA-process has been the joint update of the Irrigation Master Plan. Understanding and ownership of the Programme of Measures has been enhanced.

REMA observes that a few elements of SEA are lacking from the documents or could have been elaborated in a better way. Partly this has to do with the contents, partly with the presentation. The main observations are:

- Executive summary – the summary is not easily understandable and does not contain all relevant information for decision making. Linkages between issues and opportunities, objectives, alternatives and programme of measures are not clear.
- Terms of Reference were not developed and scoping documents are not included in the plan, even though the Guideline prescribe these.
- Buffer zone management – this topic is not addressed sufficiently in the objectives, alternatives and programme of measures.
- Consistency alignment – results are described in an Annex, but should be summarized and updated (on the issue of mining) in the main document.
- Preferred alternative – choices that were made are not explained sufficiently, because only water related criteria were used. Furthermore budgeting is not included, so it is difficult to assess whether the preferred alternative is realistic.
- An implementation plan with activities, timeframes, roles and responsibilities is lacking. At the moment, the main stakeholders are not sure about the implementation.

REMA recommends:

- To rewrite the executive summary, taking into account the comments in chapter 3 of this review, and to translate the summary into Kinyarwanda.
- To update the consistency alignment with other policies, especially taking the SEA on mining (2017) into account and to add a summary of the consistency alignment to the plan.
- To address the issues of buffer zone management, implementation plan and costing of the preferred alternative in the plan.

In the following paragraphs the main observations of the review are presented and explained, providing recommendations for decision-making on the Catchment Plan and future decision-making on micro-catchment level.