

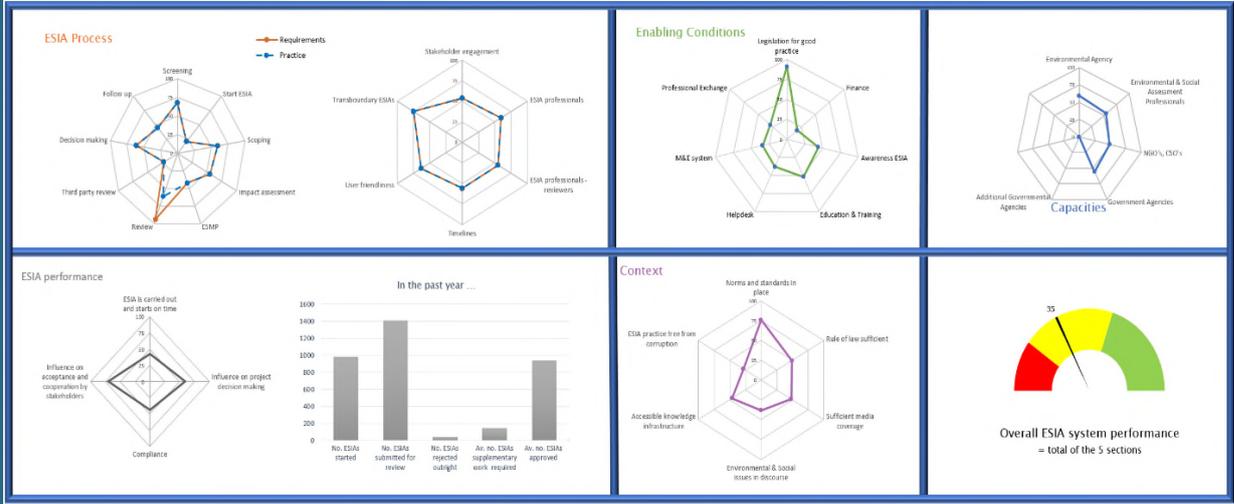


Netherlands Commission for
Environmental Assessment

ESY mapping and SEA Introduction

3–5 April, Hoima, workshop report
UGANDA

DASHBOARD - graphic representations of ESIA system
Scores of Quick Scan are replaced by scores of Detailed Scan if available



11 April 2023
Ref: 7021



Workshop report ESY mapping and SEA introduction Hoima, 3–5 April 2023

Title	Workshop report ESY mapping and SEA introduction, Hoima, 3–5 April 2023
To	NEMA
Attn	Ms. Margaret Aanyu, Mr. Isaac Ntujju
Date	12 April 2023
From	The Netherlands Commission for Environmental Assessment
Trainers	Mr Rob Verheem (director international NCEA) Ms Ineke Steinhauer (Technical Secretary)
Reference	7021

Contents:

Programme
Annex 1 Participants list
Annex 2–6 Copies of power point presentations
Annex 7 Notes Quick scan, actor capacities (section III) and Detailed scan (Q6, review)
Annex 8 Table with ideas for next steps
Annex 9 Evaluation results
Annex 10 Example of certificate
Annex 11 Compilation of photos

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Notes ESY mapping workshop and SEA training, Uganda



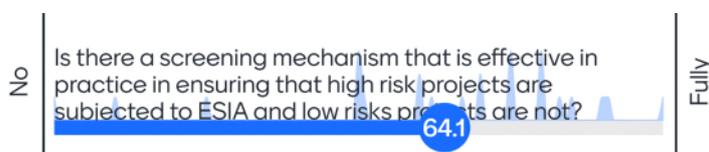
PROGRAMME FOR ESY MAPPING/EIA TRAINING WORKSHOP

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA) IN CONJUNCTION WITH THE NETHERLANDS COMMISSION FOR ENVIRONMENTAL ASSESSMENT (NCEA)

3RD – 5TH APRIL, 2023
AT KABALEGA RESORT, HOIMA

April 3: Start ESY mapping workshop: Quick Scan

Time	Agenda
08:30 – 08:45	Participant registration
08.45 – 09.00	Round of introductions of the participants and facilitators (all), if they would have to choose an animal, what they would like to be and why? Participants list in Annex 1
09.00 – 09.15	Opening of the workshop/welcome to the participants – Margaret Aanyu Speech on behalf of the Executive Director, NEMA – Isaac Ntujju
09.15 – 09.45	Remarks/Presentation by Isaac Ntujju, Oil & Gas Department – NEMA. Introduction about three oil project ESIA's: Tilenga, Kingfisher and EACOP Introduction to ESIA and SEA in Uganda, Margaret Aanyu – NEMA
09.45 – 10.15	Introduction to the mapping workshop (NCEA, Ineke): <ul style="list-style-type: none"> • Introduction NCEA and its activities in Uganda (Annex 2) • Objective of workshop & introduction to the mapping tool (Annex 3) • Overview of the workshop programme • Shows 6 animations on ESIA steps: https://www.eia.nl/en/publications/videos
10:15 – 11:00	Plenary session on Quick Scan, section I (NCEA, Rob) Annex 7, Notes of all sessions of day 1 and 2, for the scores we used mentimeter, see ex. below
11:00 – 11:15	Coffee/tea break
11:15 – 13:00	Continued work on Quick Scan, section I (NCEA, Rob)
13:00 – 14:00	Lunch
14:00 – 15:30	Continued work on Quick Scan, section II, IV and V (NCEA, Ineke)
15:30 – 16:00	Reflection on the day (NCEA, Ineke and all)



April 4: Detailed Scan of selected topics (to be determined)

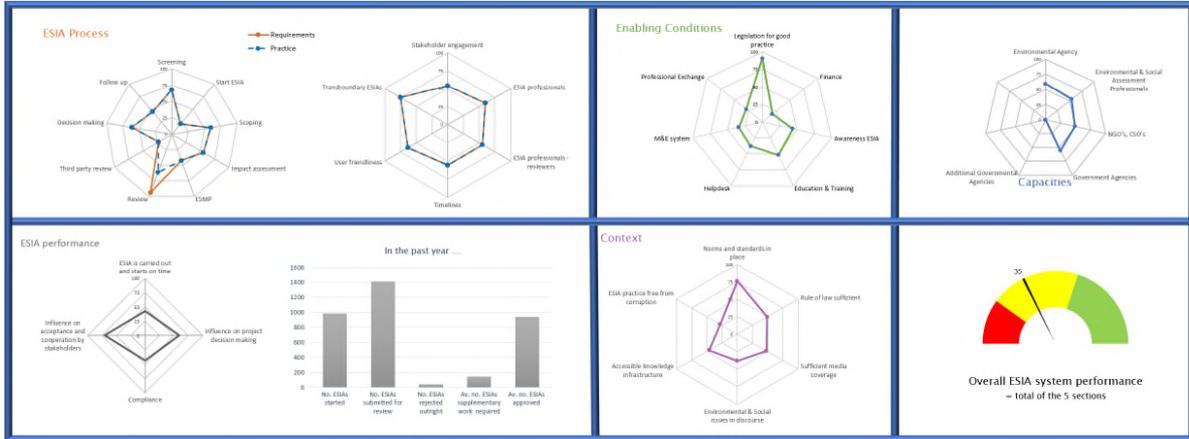
Time	Agenda
09:00 – 10:00	Taking stock of where we are: (NCEA, Rob) <ul style="list-style-type: none">• Present overview of the results of yesterday• Group reflection on results• NCEA presents overview of programme for day 2
10:00 – 11:00	Group work on Detailed Scan, section III (NCEA, Ineke and all)
11:00 – 11:15	Coffee/tea break
11:15 – 13:00	Presentation of Group work on Detailed Scan, section III (NCEA, Ineke and all)
13:00 – 14:00	Lunch
14:00 – 15:30	Plenary session on selected Detailed Scan Questions (NCEA, Rob)
15:30 – 15:45	Coffee/tea break
15:45 – 16:30	Continued session on selected Detailed Scan Questions (NCEA, Rob)
16:30 – 17:00	Reflection on the day, implications for the programme for the final day (NCEA, Ineke and all)

April 5: Results action planning of ESY map and introduction SEA/SEA distant learning:

Time	Agenda
09:00 – 11:00	Presentation, analysis and discussion of the results (NCEA, Rob), final result at next page
11.00 – 11.15	Coffee/tea break
11:15 – 13:00	Discussing conclusions and brainstorming about: (NCEA, Ineke and all) <ul style="list-style-type: none">• Opportunities and priorities for ESIA• Next steps to address strengths and weaknesses Annex 4, presentation with instructions for work in couples Results of planning for next steps in See notes, Annex 8
13.00 – 14.00	Lunch
14.00 – 15.30	General introduction SEA (NCEA, Rob), Annex 5
15.30 – 15.45	Coffee/tea break
15.45 – 17.00	Presentation SEA distant learning course and possibility for exchange and evaluation by NEMA staff that have (partly) completed course (NCEA, Ineke and participants) Annex 6
17:00 – 17:15	Evaluation and closing of the workshop, certificates (NCEA and NEMA) Annex 9 (evaluation results) and 10 (example of certificate)
Evening	Travel back to Kampala

Annex 11, compilation of photos

DASHBOARD - graphic representations of ESIA system
 Scores of Quick Scan are replaced by scores of Detailed Scan if available



Full map shared as a separate file

Annex 1: Participants list (no 1, 2 and 5 could not attend because of other obligations)

1	Dr. Barirega Akankwasah	Executive Director
2	Mr. Waiswa-Ayazika Arnold	Director, Environment Monitoring and Compliance
3	Ms. Margaret Aanyu	Environment Assessment Manager
4	Mr. Isaac Ntujju	Principal Environmental Inspector (Oil and Gas)
5	Ms. Eunice Asinguza	Legal and Corporate Affairs Manager
6	Ms. Sarah Kawala	Senior Environment Assessment Officer
7	Ms. Harriet Namara	Senior Environment Assessment Officer
8	Mr. Tonny Kiwanuka	Senior Environment Assessment Officer
9	Ms. Viola Mugisha	Senior Environment Assessment Officer
10	Mr. Deo Ekosile	Senior Environment Assessment Officer
11	Mr. James Kunobere	Senior Environment Assessment Officer
12	Ms. Christine Ainabyona	Senior Environment Inspector
13	Ms. Immaculate Namuleme	Senior Environment Inspector
14	Mr. Paul Junior	Senior Environment Inspector
15	Mr. Sarah Aijuka	Senior Environment Inspector
16	Ms. Anita Ainomugisha	Environment Assessment Officer
17	Ms. Mable Namubiru	Environment Assessment Officer
18	Ms. Doreen Komukama Mugyenzi	Environment Assessment Officer
19	Ms. Prossy Khanzira	Environment Assessment Officer
20	Mr. John Okatch	Environment Assessment Officer
21	Mr. Timothy Izimba	Environment Assessment Officer
22	Ms. Justine Nakafeero	Environment Assessment Officer
23	Mr. Dan Kibuuka	Environment Inspector
24	Mr. Isaac Mugabi	Environment Inspector
25	Mr. Ogwang Francis	Environment Inspector – Community Affairs
26	Ms. Jane Rose Atwongyeire	Apprentice
27	Mr. Antonio Rubamba	Apprentice
28	Mr. Mr. Joseph Ahimbisibwe	Apprentice

Annex 2 Introduction NCEA and its activities in Uganda

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Environmental Assessment

Introduction Netherlands Commission for Environmental Assessment

- What is ESIA and SEA?
- What is the NCEA? Its role in the Netherlands and abroad
- Some examples from NCEA experiences/practice in Uganda

Ineke Steinhilber

1

What is ESIA and SEA?

- All over the world, it is legally required to conduct an environmental assessment before major commitments are made
- Aim: to ensure that the environmental and social consequences of proposed activities/plans are incorporated into decision making, through a transparent and inclusive process.
- EA for two levels of decision making on:
 - projects, such as a road, water supply or waste disposal → Environmental and Social Impact Assessment (ESIA).
 - plans, programs or policies, such as a land use plan or a water catchment plan → Strategic Environmental Assessment (SEA).

2

What do ESIA and SEA guarantee?

- A solid **assessment** of environmental, social and other issues
(information, on impacts and alternatives, including climate change solutions/alternatives)
- A well-structured public & government **debate** on these issues
(process/dialogue, including the voice of women, youth and vulnerable people)
- A **mechanism** to take the results of assessment and debate into account
(influence, providing the right information at the right moment)

3

The NCEA, role in the Netherlands

- an **independent** body of experts, has a **legal status** and a role in all ESIA (and SEA) processes in the Netherlands.
- Provides (and publishes) **non-binding advice** on scoping/ToR for ESIA/SEAs, and/or **review** of the quality of ESIA/SEAs to the responsible government agencies for decision-making on environmental assessments.
- **Only public tasks**, the NCEA does not prepare/write the ESIA/SEA studies
- Independence assured in the **Environmental Law** (since 1987).

4

The NCEA, role internationally

- **Independent advice** on scoping/ToR for, and reviews of ESIA and SEAs
- **Capacity development**, through working on ESIA/SEA legislation and guidelines and institutional strengthening to improve ESIA/SEA practice
- **Knowledge and learning platform** www.eia.nl on ESIA/SEA legislation, practice and guidance
- Funds: Ministry of Development Cooperation, since 1993, for countries with which The Netherlands has a bilateral cooperation.
- Also 'strategic partners' such as the World Bank, other donors, WWF/IUCN Green Climate Fund...

5

NCEA secretariat

- Utrecht, The Netherlands
- 40 staff of which 50% works internationally
- Pool of (international) experts with a collective expertise covering all environmental and social related fields of the activities for which an ESIA or SEA is required.




6

Where do we work (www.eia.nl)



In countries eligible for Dutch development cooperation our ESIA/SEA assistance is free of charge for:

- competent authorities, if independent advice is required;
- government agencies, NGOs and academia requiring capacity development.

In all other cases, support can be given on a non-profit basis.

7

Uganda independent advice



- SEA Albertine Graben, coaching and review
- ESIA Tilenga: oil exploitation in and near the Murchinson Park (joint review)
- ESIA Kingfisher: oil exploitation including a 46km feeder pipeline from Kingfisher to Refinery in Kabaale (joint review)
- ESIA EACOP: 1445km pipeline from refinery to an export terminal in Tanzania including a 90 km feeder pipeline from Tilenga to the Refinery (joint review of scoping report, independent review of ESIA and revised ESIA)
- Close collaboration with Norwegian OFD

8

Uganda capacity development

On SEA for UAIA, NEMA and other Government agencies through:

- Training sessions
- Contributions to national seminars
- On-the-job (SEA Albertine Graben)

Close collaboration with SIDA/NIRAS SEA International Training program



On ESIA for environmental related institutions to prepare for expected ESIA's for petroleum projects → contents and process of review



9

Uganda ESIA and SEA regulations

On ESIA (workshops and remote):

- National Environmental Act approved in 2019, schedules
- ESIA regulation in place 2020

On SEA (workshops and remote):

- SEA regulations approved 2020
- SEA guidance document 2020



10

Related activities SRJS

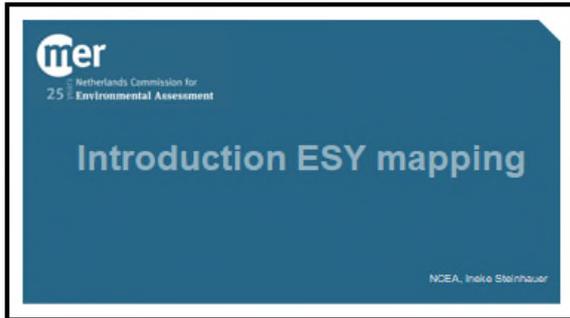
3 workshops for:

- CSOs, district technical officers & policy makers, affected communities, forest rangers, media etc
- On what is ESIA and SEA, how to review ESIA reports in the oil & gas sector. What are (legal) responsibilities, why and how involve all stakeholders, what is the role of local government in ESIA review, and in monitoring implementation of the ESIMPs
- In all workshop, NEMA participated.

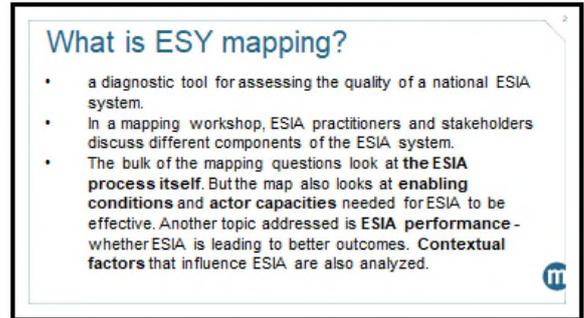


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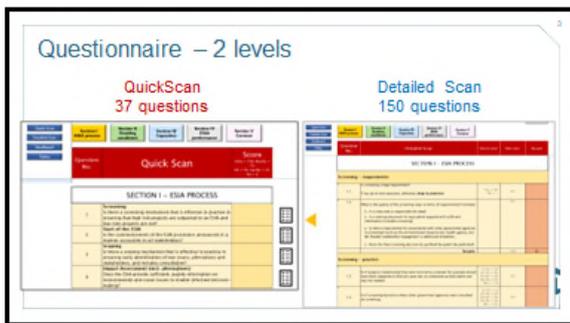
Annex 3 Introduction ESY mapping



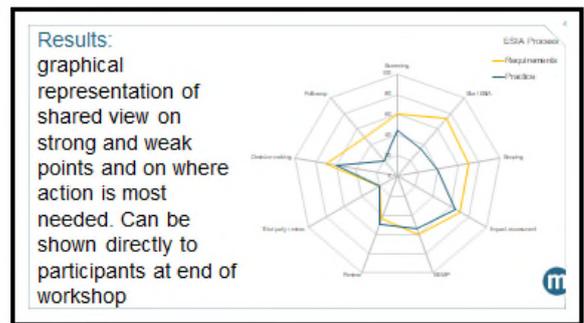
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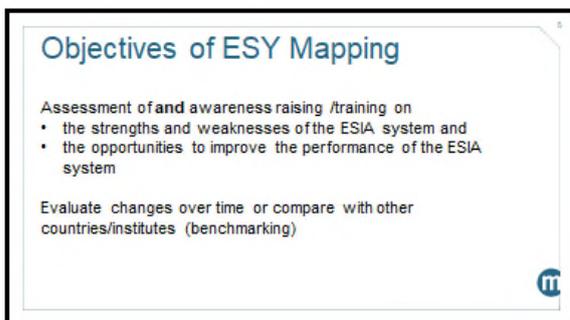
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6

Application by others

IGF uses a Mining ESIA tool (MET) to help governments identify gaps in their institutional capacity and legal and policy frameworks on ESIA's in mining.

The World Bank has adapted the ESY map into a version to compare country regulation and practice against the ESS in the WB Environmental and Social Framework.



7

Overview of ESIA related mappings in the world



8

ESY MAP – From 2019 onwards

Click on spidergraph for full report



9

Examples from practice, Pakistan

In [Pakistan ESIA mappings](#), were done in 8 provinces.

The results helped to:

- determine planning for the National Impact assessment programme
- raise commitment for collaboration amongst the provinces
- highlight difference in ESIA application between provinces, which was relevant because the mandate for ESIA was about to be decentralized.

5 years later the mappings were repeated, and showed, for example, that fewer projects were escaping the ESIA requirements than had before.



10

Examples from practice, West Africa

The ECOWAS Commission, department of Agriculture, Natural Resources and Environment is making use of the ESY-map to [inform the process of harmonizing ESIA procedures in the region](#).

Purpose:

- to gain a better understanding of the ESIA system in each ECOWAS member state
- determine how the differences between countries can be bridged.



11

Examples from practice, Central Africa

Mappings were undertaken twice, with several years in between, as part of the NCEA collaboration with the regional secretariat of the [Central African national EA associations \(SEAAC\)](#).

The results showed:

- differences between the countries, as well as over time
- progress on different aspect of ESIA practice and regulation
- workshop participants have become more knowledgeable, and therefore more critical in allocation mapping scores.

This mapping experience is detailed in [this publication from 2014](#).



12

Examples from practice, Jordan

The [ESY-map application](#) served to inform the collaboration between the NCEA and the Jordan Ministry of Environment.

The mapping helped determine the action plan and priorities:

- Capacity of the ESIA review committee.
- Thematic work on ESIA, such as climate change integration



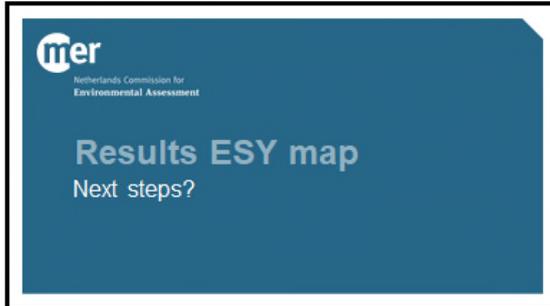
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Jordan example

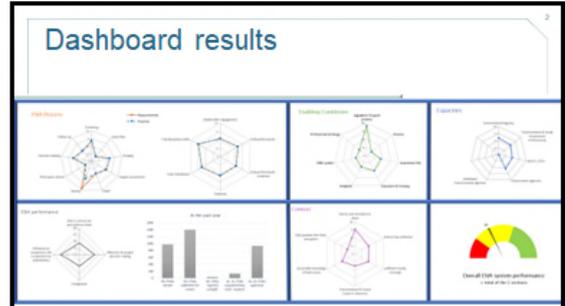



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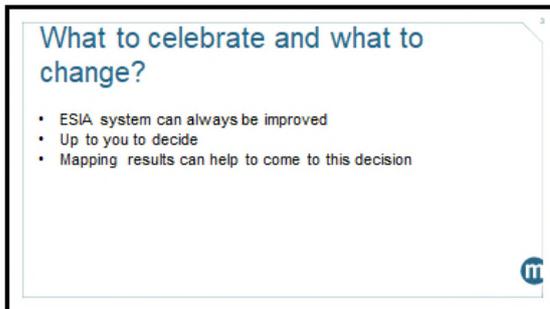
Annex 4: Next steps on basis of ESY map results



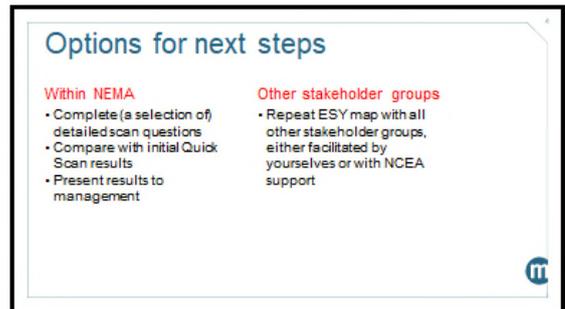
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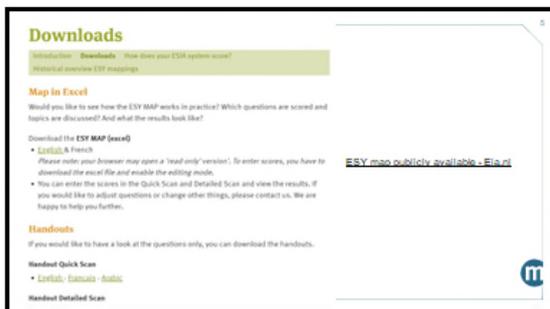
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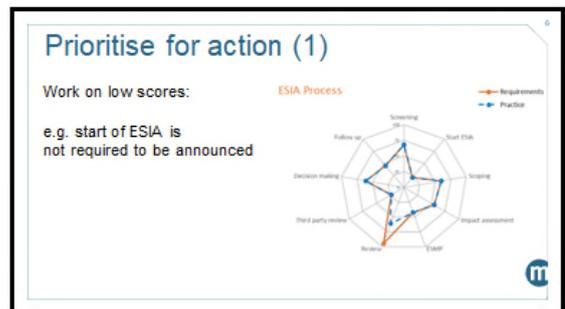
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6

Prioritise for action (2)

Action can also be triggered by ambition level:

e.g. ESMP is scoring close to 40%, but requires improvement because this is core of ESIA

7

Prioritise for action (3)

Bridge gap between regulatory requirements and practice, e.g. improve on NEMA review

8

Or rather work on enabling conditions

Enabling Conditions:

- What can/should NEMA do?
- What can/should others do?

9

Or should actor capacity be strengthened or ESIA performance be improved?

10

Next steps: discuss with your neighbour

Choose a method
Come up with 1 or 2 recommendations

For each recommendation:

- What exactly is needed?
- Who is in the lead?
- When?
- What conditions need to be in place before this can be achieved?

11

Annex 5 SEA introduction

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Netherlands Commission for
25 Environmental Assessment

Introduction into Strategic Environmental Assessment or SEA

Rob Verheem

Uganda April 2023

1

Video: UN ECE SEA protocol

<https://unece.org/video>

2

OECD DAC SEA Guidance: SEA in 4 phases

- Establish the context: Screening, set objectives, identify stakeholders, make a communication plan
- Implement the SEA: organise stakeholder dialogue, scope of SEA, alternatives & impacts, quality assurance
- Inform/Influence decision making: formulate recommendations; communicate to planners & politicians
- Monitor: monitor implementation, evaluate & feed back to political process

3

Is having a good SEA procedure enough?

A legal SEA procedure needs translation in an effective SEA process!

4

Strategic decision making is complex & unpredictable

From Newtonian mechanics to complexity science

Newtonian perspective: the world as predictable and controllable machines

The world composed mainly of complex systems

- emergence
- self-organisation
- inter-dependence
- unpredictability and non-linearity

From: Mike Parlett

5

Influence in a complex world

ref: Blair, 2008

6

Strategic decision making is often non-linear

A word cloud consisting of the words 'decisions', 'dialogue', and 'information' repeated multiple times, arranged in a clockwise spiral pattern. The words are in various shades of green and yellow.

7

Strategic decision making is often non-linear

A word cloud similar to slide 7, but with the words 'decisions', 'dialogue', and 'information' arranged in a spiral. The word 'formal decision' is highlighted in a larger, bold font.

8

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

9

SEA: integration into decision making

A diagram illustrating the integration of SEA into decision-making. It shows four vertical columns representing 'Design/Decide', 'Influence', 'Dialogue', and 'Information'. Red double-headed arrows connect these columns, indicating a continuous, bidirectional flow. Below the columns is a blue box labeled 'SEA', with arrows pointing upwards from it to each of the four columns, signifying that SEA informs and integrates into each stage of the process.

10

OECD DAC SEA Guidance: Four phases in SEA

A diagram showing the four phases of SEA as a vertical sequence of steps, each with a right-pointing arrow indicating flow from left to right. The phases are:

- Establish the context:** Screening, set objectives, identify stakeholders, make a communication plan
- Implement the SEA:** organise stakeholder dialogue, scope of SEA, alternatives & impacts, quality assurance
- Inform/Influence decision making:** formulate recommendations; communicate to planners & politicians
- Monitor:** monitor implementation, evaluate & feed back to political process

 A large downward-pointing arrow on the left side of the diagram indicates the overall progression through these phases.

11

How to integrate SEA in planning?

A diagram illustrating different levels of SEA integration in planning. It is structured as a 2x2 grid with a central text box:

- Top-left:** Separated or parallel Planning SEA. Shows a red arrow pointing down from 'Planning' and a black arrow pointing right to 'SEA'.
- Top-right:** Embedded SEA fully integrated. Shows a red arrow pointing down from 'SEA'.
- Bottom-left:** Evaluative or ex post Planning SEA. Shows a red arrow pointing down from 'SEA'.
- Bottom-right:** Partially integrated Planning SEA. Shows a red arrow pointing down from 'SEA'.
- Center:** Level of integration = Influence.
- Bottom-right (outside grid):** SEA leads planning. Shows a black arrow pointing down from 'SEA'.

12

How is it different from ESIA?

SEA	EIA
Strategic decisions & cumulative impacts of multiple projects	Project decisions & per project
Process is non-linear & continuous	Process is linear and step wise
Focus on prevention: doing the right things Paid by government	Focus on mitigation: doing the things right Paid by developer

13

Acronyms

SEA = Strategic Environmental Assessment

- = SESA
- = plan EIA

14

SEA is typically based in law

SEA regulation is **growing** quickly worldwide

15



16

SEA has professional standards & guidance

For example:

- SEA performance criteria of the International Association for Impact Assessment (IAIA)
- SEA guidance by the Organisation for Economic Cooperation and Development (OECD)
- SEA protocol of the United Nations Economic Commission for Europe (UNECE)

17

Lesson learned

SEA is the organisation of a social process with scientific input

Not the other way round

18

Example: SEA for Land Use & Water Management in the Tana Delta, Kenya



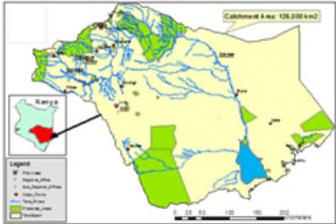
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The Tana Delta

20

TANA RIVER BASIN (Delta in Blue)



21

TANA DELTA

- 100,000 people (farmers/pastoralists/fishermen)
- One of Africa's important bird areas
- Flooding regime controls land use & biodiversity

22



Tana Delta is home to approximately 100,000 people

23

Tana Delta supports local livelihoods



Photo by Cheryl Samantha Owen

24



25



26



27



28



29



30

Developments influencing Tana

Increased water demand upstream
Upper Tana: Hydro-power & Irrigation
Lamu port development: Use of Tana fresh water

Proposals for new large scale agriculture investments
Rice 40,000 ha, Jatropha 200.000 ha, Sugar 90.000 ha

Fast growing population
lack of jobs



31

Leading to challenges

Severe water shortage: 50% less from 1999 to 2006

Deterioration of habitats and livelihoods

Competing land use leads to **conflict** (people get killed)

Lack of **land rights** and effective planning

Future: **climate change**



32

But also opportunities

Rich culture and communities

Potential for sustainable land use and livelihood

Internationally important **nature area**

Promotion of **tourism**



33

Purpose of the SEA

To find the best **balance** between:

- agricultural potential**
- livelihoods** of the people, incl jobs
- biodiversity value & ecosystem services**



34

SEA was new to Kenya

Land use planning of rural areas was new

SEA was new

Integration of SEA & land use planning was new



35

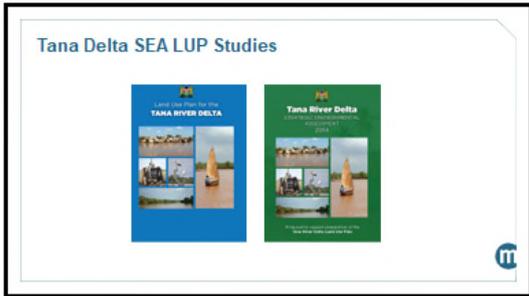
Approach: integrated LUP - SEA

Key approach: two teams working closely together

- LUP team & SEA team
- Partly overlap in members



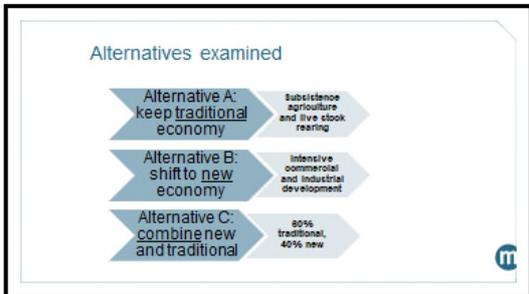
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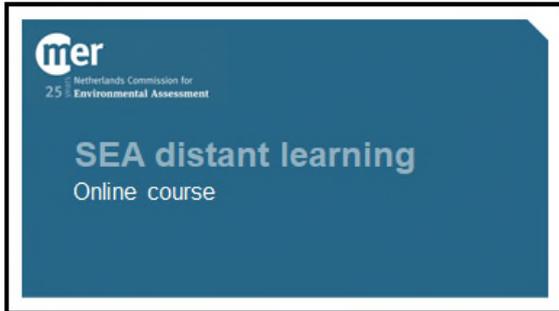


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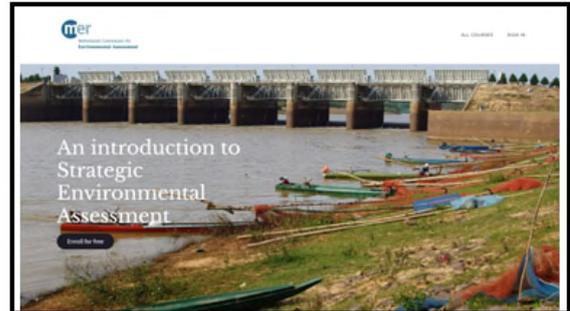


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Annex 6 SEA distant learning course



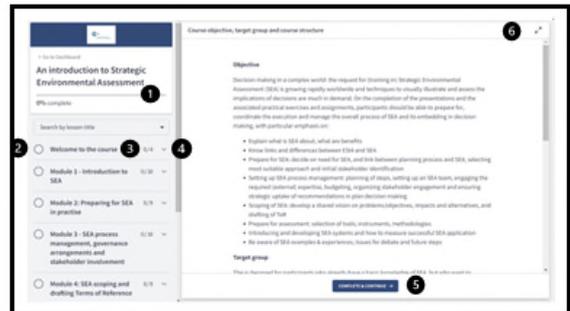
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5



6

Example 'Download'

This screenshot shows a course page for 'SEA in Uganda'. A prominent red stamp with the word 'Assigned' is overlaid on the main content area. Below the stamp, there is a section for 'Assignment 1' with a 'Download' button. The left sidebar contains a navigation menu with various course topics.

7

Example 'Quiz'

This screenshot shows a quiz interface. A message at the top states 'This answer is incorrect. The correct answer is W, V, V, A, V.'. Below this, there are several multiple-choice questions related to SEA. The interface includes a progress bar and a list of questions to be answered.

8

Example 'Video'

This screenshot shows a video player interface. The video is titled 'SEA in Uganda'. The video content includes a world map and a diagram illustrating the SEA process, showing the flow from 'Policy' to 'Plan' to 'Program' to 'Project'.

9

Example 'discussions'

This screenshot shows a discussion forum interface. The discussion is titled 'SEA in Uganda'. It features a video thumbnail and a text-based discussion post. The interface includes a 'Post your reply' button and a list of discussion topics.

10

Progress report

Student	SEA in Uganda	Progress	Completion Date
1	SEA in Uganda	100%	2023-01-15
2	SEA in Uganda	100%	2023-01-16
3	SEA in Uganda	100%	2023-01-17
4	SEA in Uganda	100%	2023-01-18
5	SEA in Uganda	100%	2023-01-19
6	SEA in Uganda	100%	2023-01-20
7	SEA in Uganda	100%	2023-01-21
8	SEA in Uganda	100%	2023-01-22
9	SEA in Uganda	100%	2023-01-23
10	SEA in Uganda	100%	2023-01-24
11	SEA in Uganda	100%	2023-01-25
12	SEA in Uganda	100%	2023-01-26
13	SEA in Uganda	100%	2023-01-27
14	SEA in Uganda	100%	2023-01-28
15	SEA in Uganda	100%	2023-01-29
16	SEA in Uganda	100%	2023-01-30
17	SEA in Uganda	100%	2023-01-31
18	SEA in Uganda	100%	2023-02-01
19	SEA in Uganda	100%	2023-02-02
20	SEA in Uganda	100%	2023-02-03
21	SEA in Uganda	100%	2023-02-04
22	SEA in Uganda	100%	2023-02-05
23	SEA in Uganda	100%	2023-02-06
24	SEA in Uganda	100%	2023-02-07
25	SEA in Uganda	100%	2023-02-08
26	SEA in Uganda	100%	2023-02-09
27	SEA in Uganda	100%	2023-02-10
28	SEA in Uganda	100%	2023-02-11
29	SEA in Uganda	100%	2023-02-12
30	SEA in Uganda	100%	2023-02-13
31	SEA in Uganda	100%	2023-02-14
32	SEA in Uganda	100%	2023-02-15
33	SEA in Uganda	100%	2023-02-16
34	SEA in Uganda	100%	2023-02-17
35	SEA in Uganda	100%	2023-02-18
36	SEA in Uganda	100%	2023-02-19
37	SEA in Uganda	100%	2023-02-20
38	SEA in Uganda	100%	2023-02-21
39	SEA in Uganda	100%	2023-02-22
40	SEA in Uganda	100%	2023-02-23
41	SEA in Uganda	100%	2023-02-24
42	SEA in Uganda	100%	2023-02-25
43	SEA in Uganda	100%	2023-02-26
44	SEA in Uganda	100%	2023-02-27
45	SEA in Uganda	100%	2023-02-28
46	SEA in Uganda	100%	2023-02-29
47	SEA in Uganda	100%	2023-03-01
48	SEA in Uganda	100%	2023-03-02
49	SEA in Uganda	100%	2023-03-03
50	SEA in Uganda	100%	2023-03-04
51	SEA in Uganda	100%	2023-03-05
52	SEA in Uganda	100%	2023-03-06
53	SEA in Uganda	100%	2023-03-07
54	SEA in Uganda	100%	2023-03-08
55	SEA in Uganda	100%	2023-03-09
56	SEA in Uganda	100%	2023-03-10
57	SEA in Uganda	100%	2023-03-11
58	SEA in Uganda	100%	2023-03-12
59	SEA in Uganda	100%	2023-03-13
60	SEA in Uganda	100%	2023-03-14
61	SEA in Uganda	100%	2023-03-15
62	SEA in Uganda	100%	2023-03-16
63	SEA in Uganda	100%	2023-03-17
64	SEA in Uganda	100%	2023-03-18
65	SEA in Uganda	100%	2023-03-19
66	SEA in Uganda	100%	2023-03-20
67	SEA in Uganda	100%	2023-03-21
68	SEA in Uganda	100%	2023-03-22
69	SEA in Uganda	100%	2023-03-23
70	SEA in Uganda	100%	2023-03-24
71	SEA in Uganda	100%	2023-03-25
72	SEA in Uganda	100%	2023-03-26
73	SEA in Uganda	100%	2023-03-27
74	SEA in Uganda	100%	2023-03-28
75	SEA in Uganda	100%	2023-03-29
76	SEA in Uganda	100%	2023-03-30
77	SEA in Uganda	100%	2023-03-31
78	SEA in Uganda	100%	2023-04-01
79	SEA in Uganda	100%	2023-04-02
80	SEA in Uganda	100%	2023-04-03
81	SEA in Uganda	100%	2023-04-04
82	SEA in Uganda	100%	2023-04-05
83	SEA in Uganda	100%	2023-04-06
84	SEA in Uganda	100%	2023-04-07
85	SEA in Uganda	100%	2023-04-08
86	SEA in Uganda	100%	2023-04-09
87	SEA in Uganda	100%	2023-04-10
88	SEA in Uganda	100%	2023-04-11
89	SEA in Uganda	100%	2023-04-12
90	SEA in Uganda	100%	2023-04-13
91	SEA in Uganda	100%	2023-04-14
92	SEA in Uganda	100%	2023-04-15
93	SEA in Uganda	100%	2023-04-16
94	SEA in Uganda	100%	2023-04-17
95	SEA in Uganda	100%	2023-04-18
96	SEA in Uganda	100%	2023-04-19
97	SEA in Uganda	100%	2023-04-20
98	SEA in Uganda	100%	2023-04-21
99	SEA in Uganda	100%	2023-04-22
100	SEA in Uganda	100%	2023-04-23

11

State of affairs Uganda

- 23 students enrolled of which 4 have completed the course (Mabie Namubiru, Anita Amugisha, George Muganga and James Osiro)
- Feedback received:
 - The course was very informative and educative. However, I wish it had more room for one-on-one engagements with participants from different regions around the world to share experiences 'beyond' the notes provided and assignments.
 - I suggest that we also get the opportunity to have physical training which may be 2 weeks so that we gain more on SEA as a whole as well we have live examples of plans that have undertaken SEA in the Netherlands with the help of the Training team
 - Given the work schedule, you realize that the time you give the online training is less because you have to attend to other office work. So it is about sacrifice so that you complete the training in the required timeframe.
 - My suggestion would be availing a zoom link for us to have face-to-face interaction with the trainer for some modules.

12

Questions to you

- Other feedback on improvements to the course?
- Can the ones that have completed the course (the more advanced ones) help the ones that have doubts/difficulties?
- Could a small 'SEA unit/team' within NEMA be set-up, that can act as a helpdesk for MDAs, UAIA members etc. in case of questions on SEA or stimulating the application of SEA in the various sectors?
- Would creation of a zoom link for face-to-face interaction between participants be helpful?
- Added value of physical training?
- Hosting the course? Link has been shared with Makerere University, who has shown interest to experiment with it, good idea?
- Certificates needed? Obligatory requirements, in terms of assignment sent in on time?

13

If time allows

<https://ncea-onlinecourse.thinkific.com/courses/copy-of-an-introduction-to-strategic-environmental-assessment>

14

Annex 7: Notes Quick Scan sections I to V, Actor capacities and Detailed Scan Q6 on review

SECTION 1 ESIA process

Q1:

Not positive? I have not seen any projects go through screening, I have never seen screening results.

Positive: we have very good schedules in place

In the middle: some projects should have full ESIA but instead do only project brief

Q2:

Positive: for any project there should be stakeholder engagement

Negative: only authority knows about start, but other stakeholders do usually not know

Announcement is made, but usually too late

Q3:

Critical: if it is not done well, then ESIA's are also bad. Developers want to skip scoping, as they are in a hurry.

Sometimes consultants are late, or do not deliver good results, they do not know about what is expected from them.

Scoping/ToR are adequate for most of the projects.

Q4:

Some consultants do deliver good work, others do not perform well.

Reports seem very good, but do not reflect reality

Positive: consultants use more and more google maps, if they have the good tools this helps.

Q5:

ESMP's are ok, but they are not implemented

ESMP's are not good, they are academic, more of textbook

ESMPs usually come without budget, therefore not implemented

Monitoring takes place and they say they have consulted stakeholders, but no proof of this.

Q6:

We have mechanisms in place, but we do not involve other lead agencies, other stakeholders

Mechanism is implemented, but for adequacy and effectiveness in practice some work remains to be done

Review should not done by an individual, but rather by a group of people

Q7:

For the ESIA petroleum projects we brought in third party review (e.g. NCEA/NEA)

For high impact projects, we organize public hearings, and receive comments of lead agencies, but the comments are not visible for all.

There is not such a mechanism in the regulations, but NCEA/NEA can help. But there are no other examples of third party review

Is it provide for on paper, but rarely happens in practice

Q8:

Sometimes comments are taken seriously by developers and they will resubmit improved ESIA report, but others do not.

It involves reviewer, manager, ED, external review and then stakeholders. So this makes it robust.

Comments are not submitted in time, and there is no measure to take care of this problem

Q 9:

Big projects go reasonably fine, small projects not ok
Follow up does not happen in relation to what is in the ESMP

Q 10:

Positive remark

If a project is sensitive, or if local government does not like project, they ask locals around to oppose

Negative, but stakeholders do not influence the process, the two public hearings only for high impact projects, not for all.

They do not comply with ToR which prescribes that stakeholder consultations should be held. They are trying to influence in a certain direction, manipulation takes place

Some consultants make good efforts with stakeholders. In ESIA it is stated that stakeholder took place but in reality it has not happened.

Q 11:

That are those that are qualified, but that are others that are not qualified. Sometimes project in totally different location, as you can check by google maps.

Some consultants take different people on board

Once you have the certificate there is no requirement to renew.

Q 12:

Difference between internal NEMA reviewers and lead agency reviewers (they may not be appropriately qualified)

Q 13:

14 days for reviewing project briefs is not enough, especially if you have many
60 days for ESIA review, but many tasks have to be done, like stakeholder consultations.
Timelines are ok, it is mainly the bulk of the work. But there is insufficient capacity

Q 14:

Developers do not really understand what they are supposed to do. It could be better explained to the various stakeholders.

It is user-friendly, because there are regulations and guidelines, but developers are ignorant, they do not know about it.

Userfriendly: yes for authorities, it is not userfriendly for others. Some do not know what ESIA is, there is no internet access.

Q 15:

Transboundary examples: EACOP and other pipeline from Kenya, examples from Cong, hydropower projects. There are not a lot of examples

SECTION II Enabling conditions

Q 16:

ESIA legislation. Everything in place. Implementation is the problem. Neighbouring countries copied Uganda regulation.

Q 17:

Finance: Not enough. Budget NEMA cut by 40% following the Covid pandemic. Even at high level insufficient funds. Result is insufficient attention to the environment. ESIA practitioners ask a lot of money for the ESIA report. Should be enough. However, they complain: they

don't get enough money to do a good job. And don't pay fees. Resulting in too little budget for NEMA.

Q 18:

Well known concept?

- Yes, well known with some stakeholders such as authority, other agencies, etc. But not with the general public.
- No:
 - Not a well-known concept at local level: worked with local governments who don't know what their role is in the ESIA.
 - Many stakeholders don't know about ESIA until they start asking for a certificate from NEMA. Then don't look at the conditions in the certificate.
 - Big informal sector in Uganda. They don't know about ESIA. They have money to spent and don't have to adhere to formal procedures.

Q 19:

Education and training. Big spread: people disagree about the score (with average in the middle). High score: tool has been around for some time. Part of academic curricula at both bachelor en Master's level. Most people in the training were educated in University. Curriculum is of good quality. Training of NEMA staff: not enough. Should be more investment in staff competences and skills.

Q 20:

Helpdesk: does exist. People can send emails. Are channeled to the agencies that can provide answers. Also, people within government can be reached/called directly. However, there is no platform function where questions could be sent to or where answers are shared between agencies.

Q 21:

Monitoring: low score. Should be done by an independent entity. Spirit is there, but budget is not sufficient. So doesn't happen. However, there is some research by academic and or NGO. So some information is there, but not enough.

Q 22:

Platform for professional exchange. Low score, with huge variation. High score: platforms are there, but the word is not spread within NEMA. Also: at regional level EANECE. But again, not very well known. Low score: does exist but, sporadic only. Not systematic. Question: alumni of SIDA-NIRAS whatsapp group? Does not exist in Uganda. Opportunities do exists but staff is not.

SECTION IV ESIA Performance

Q 28:

Synchronization with project life cycle. Low score: often ESIA starts too late: only after the project started (70%). Gap in the law: it is possible to resubmit for renovation approval after the project was constructed (without certificate). So if they are too late, they can simply resubmit later.

Q 29:

Influence on decision making. Relatively high score. High score: there is influence because whenever ESIA is submitted a decision is taken on approved, rejected or should be added. NEMA's decision is respected. Low score: not enough influence on project decision as to

design or direction. The ESIA is only used by NEMA for its decision, not by the developer for its project.

Q 30:

Influence on the ground. Relatively low score. Important that the certificate has clear conditions so that the developer can be held accountable. However, in practice developer often does not adhere to conditions. Sanctions then are possible, but does not happen often. Better situation: the big developers/multinationals. These are influenced by the ESIA. But local developers do not pay attention to the ESIA. What has some effect though: to push back certificates in the case of clear shortcomings. For example where there is no ESMP. So in the end a mixed feeling about influence on the ground in Uganda.

Q 31:

Learning. Examples: learning with NEMA during the review of ESIA's. Very positive. Training on the job. Example: NCEA advice how to review complex ESIA's. After the training on the job consecutive ESIA's were reviewed more effectively.

Day 2 SECTION V Context

Q 32:

Norms and standards. Standards present: air, chemicals, Standards lacking: wetlands restoration because outdated. Vibration and noise is missing. Currently under review. Occupational safety and hazards. Also currently under review. High score because: standards are there. Summary: most are there, some need updating.

Q 33:

Rule of law. Medium score. But some scored 0 because rule of law exists but it is weak. 'We don't follow the law'. Sometimes even the reviewers approve for reasons that are not clear or known. Also, judges don't have sufficient environmental knowledge. Other opinion: rule of law is weak but there is improvement. E.g. prosecutors are trained. We are getting there. Negative: in some cases judges are compromised by the developer. Opinion: Rule of law is sufficient in principle, but not sufficient manpower, specifically at district level. Opinion: quality of judiciary is insufficient. E.g. Bugoma case. Environmental damage would happen, but judges insufficiently qualified to deal with it. Opinion: judiciary is still trying to understand what environmental crime is. Training in environmental law underway. But how to administer the court cases? The skills to deal with environmental issues is not there. Environmental specialists should be hired.

Q 34:

Media coverage. High score because recently lots of media attention and social platforms of environmental issues. Also attention on TV. Degradation is exposed. Cases of pollution are addressed. Medium score: there is much coverage, but typically invited by NEMA. Without invitation no press attention. Does NEMA has a press officer? Yes. Opinion: press attention indeed becoming more important. Opinion: medium score because only few journalists that understand environmental issues.

Q 35:

ESIA in national discourse. Does ESIA play a role in election campaigns? Yes, during election time they do. But typically is not implemented once elected. Opinion: very low score because during campaigns environmental issues are not addressed because voter are not interested in it. Not good for popularity. Opinion: there is a development in a more positive direction.

Opinion: social issues and gender issues become more to the forefront. Important in elections. But again: it's only about promises. Typically they are not enforced.

Q 36:

ESIA knowledge structure. Low score because data availability is a challenge. It is there, but scattered. Also, much reliance currently on hard copies. Currently a development towards soft copies.

Q 37:

Political interference. Corruption is different from political interference. Low score because much political interference. Also in cases where NEMA is involved, affecting day to day work. Sometimes, even after rejection during review, a case is simply sent to a new reviewer, who approves.

Group work on section III Actor capacities

Reporting back per group

Q 23.1: Scores – Group 1: 13 Group 2: 14,5 Group 3: 14 Group 4: 11,5. Average 13

Group 1: explanation of score: first gave the sub-criteria weights. Mandates: NEMA in the lead. But responsibilities to other agencies too. However, these are not operationalized. Financing: is not 100%. Also, budget is needed for other activities too (other than ESIA). Leadership: some stability. Managers in place. Organizational structure: low score. Because not clear. New structure underway. Including new recruitment. Facilities available: some available. Local offices: coordination with national office challenge. Sufficient staff: too much work for staff available. Information management system: leaders tend to keep info to themselves. Does not arrive at the reviewers/inspectors. Tools/guidance: checklists, tools and manual do exist. Procedures not always efficient.

Other groups: no comments.

Q 23.2: Scores – Group 1: 15. Group 2: 18. Group 3: 18. Group 4: 14,7. Average: 16

Group 2: explanation. Multi annual plan: exists. Planning documents known: yes, are available. But maybe not everybody know these. Decision making and acting: yes, getting better. But implementation and follow up not always happening. Planning meetings: yes, take place. Sometimes ad hoc. Learning: low score. Doesn't happen enough. Anticipating new developments: high score. Management looking forward.

Other groups: communication with management usually is 1 way. Management overrules, no exchange. Exchange platform to be created.

Q 23.3: Scores – Group 1: 8. Group 2: 11. Group 3: 10. Group 4: 10. Average: 10.

Group 3: Expertise available for administrative tasks: not enough. Training: not enough. Access to external experts: not enough. Access to information/databases: insufficient/nonexistent.

Other groups: no comments.

Q 23.4: Scores – Group 1: 17. Group 2: 22,5. Group 3: 22. Group 4: 17,1. Average: 20.

Group 4: Cooperation with partners: takes place. Through requests. Leadership: ?.

Platforms/networks: are created. Sharing of information: takes place ad hoc. Not easy to

organize, depends on personal relationships. Status of NEMA in government: NEMA recognized as a player.

Other groups: no comments.

Q 24.1 Scores: Group 1: 30. Group 4: 24,2. Average: 27

Q 24.2 Scores: Group 1: 16. Group 4: 6,4. Average: 11

Q 24.3 Scores: Group 1: 18. Group 4: 13,4 Average: 16

Group 1: Enough ESAPs, but they often lack enough expertise to do ESIA. E.g. in the oil and gas sector. Also problem: access to data. Sufficient tools/guidelines/etc available. Training of ESAPs: is available. Information is shared. Strategic relations working with other stakeholders: yes, to a growing extent. Professional ESIA association exists. Sharing information among themselves: yes. With government: no. E.g. no sharing with NEMA. Group 4: more critical as to expertise. Possible career in ESIA: no deliberate strategy for this

Q 25: – Group 2: 25.1 – score 9.6. 25.2 – score 20.4. 25.3 score 18.7.

Group 2 explanation:

25.1 – Role of CSO: ?. Structural financing: not available. Offices and equipment: not sufficient. CSO's fulfilling their role: only to limited extent. Access to information: some access but not enough. Tools available.

25.2 – Expertise: CSOs do have expertise. Training of CSOs: yes, does take place. Finance available: yes, through donors

25.3 – Strategic relations: highly. CSOs are very good at that, that's how they work. Platforms/networks/etc: yes, available. Sharing info among CSOs: yes. Also, their info and support are very helpful for NEMA.

Q 26 – Group 3: Scores: 26.1 score 11. 26.2 score 12. 26.3 score 18. 26.4 score 16.

Group 3: explanation.

26.1. Mandates: ? Financing: insufficient. Staff and facilities: not enough. Information systems: gaps. Tools/guidance: insufficient.

26.2: Decisions acted upon: not enough. Decisions are taken but too slow. Coordination meetings: do happen, ad hoc basis. Management encourages learning: yes, they do.

26.3: expertise available: is available. Staff regularly trained: training takes place, but staff is insufficiently maintained.

26.4: maintaining strategic relations. Cooperation with relevant partners: takes place sufficiently. Participation in platform and networks. Takes place. But not enough. Sharing information: not enough.

Afternoon day 2: Detailed scan, participant choose to do this for Q 6 Review

According to regulations

6.1.1 10, changed later into 9

6.1.2 scores 6 and 2, Margaret explains that there are review guidelines in place. There is also sectoral guidelines. There are some gaps because there are no guidelines for all sectors. Checklist/criteria are in the regulations. Guidelines are very old and have not been updated in accordance the new ESIA regulations. Some sections of Act are not in line with the ESIA regulations. But there is signal in the room that people need more guidance.

6.1.3 lead agencies always have to visit the site. In the regulation it says 'may require a site visit during review'. When lead agencies are reviewing, they are asked by NEMA to do inspections.

6.1.4 to 6.1.9 score 10

6.1.10

Practice

6.2 Are there any ESIA's reviewed and if so, are they reviewed properly and within timelines. 70%, 100%, 60% because of timelines not adhered to, not because of NEMA fault, but because lead agencies sometimes do not submit their comments at all and/or timely. I cannot make estimate because I do not have the total overview of number of ESIA submitted. 80%

6.3 10%, must be higher, because lead agencies do not want to give their comments unless they have visited the site, therefore 35%. 40%, 10%, 50% because lead agencies do site verification

6.4. in most of the cases 70%, over 80%, almost in all cases. In some cases you would not approve the project, and therefore it will not be forwarded

6.5 100%, but in some cases the report shows that the project is in a wetlands, and then you stop reading.

6.6 always ESMP is looked at

6.7

6.8 In some cases the Certificates are published in the newspapers, they are all in the database of NEMA and some are on the websites.

6.9 Maybe in 5% of all ESIA review leads to better reports, especially the bigger ones. Maybe 10% by asking additional information, 20%. In 90% of the cases when we ask for additional information, then they will improve. Only in 1% of the cases they give follow up to what you ask for.

6.10 Quality of ESIA, but reports that come in now they are actually get worse. 50% Observation that earlier a 10% has been given so how possible?. 50 % are not good enough, but they might not necessarily be important because of low impact. Most of ESIA's that come in are of poor quality, and all of them are like that. 5%.

Rob summarizes and shows results of comparison of regulations and practice.

We also look at statistics and discuss about number of ESIA submitted etc. and whether that can be done by available staff: Solution, either increase number of staff or decrease number of ESIA by adjusting Schedules

Annex 8 Table with ideas for next steps

Recommendation	What is needed	Who is in the lead	When to do it	Enabling conditions to put in place
Strengthen actor capacity.	<p>Create platform for exchange of info and experiences. Both within NEMA and outside (lead agencies for example). Actors are MDAs and NEMA. But also development partners and those that prepare ESIA report.</p> <p>More staffing and funding for NEMA and lead agencies. For example for necessary site visits.</p> <p>Lead agencies need training. Current staff is often insufficient skilled..</p> <p>Practitioners need training on how to prepare ESIA reports. Currently many ESIA's are of insufficient quality.</p> <p>Rotation of staff is a problem; skilled people are lost regularly.</p>	NEMA	As early as possible. Should be a continuous process.	<p>Budget. Time reservation in work schedule.</p> <p>Management support.</p> <p>Establish membership programs.</p> <p>Provide general checklist for reviewers and practitioners.</p> <p>Donors should be included in the ESIA process for high impacts projects.</p>
Training of various actors in ESIA	Training both within NEMA and outside.	NEMA	As early as possible	<p>Budget. Time reservation in work schedule. Find the right trainers (ex NEMA staff?).</p> <p>Management support.</p>
Recruit new skilled technical personnel, for example at local level	Recruitment	NEMA	As early as possible	<p>Budget, time reservation in work schedule.</p> <p>Management support</p>
Start of ESIA: improve transparency through a better process for	Process for announcement of start of ESIA should be improved. Including more active participation at this stage. To achieve this NEMA	NEMA	As early as possible	<p>Screening process should be in place and effective.</p> <p>Other agencies to be involved and in the</p>

announcement	should 'go out' more. Involve local agencies. Involve media. Engage with sector agencies			lead. NEMA to coordinate
Strengthen Review capacity at local and sectoral level.	Train local people & MDAs how to review ESIA. Currently there is no capacity at local level for effective review. Put in place a mechanism to avoid compromising of the review promise. Improve coordination between NEMA and local agencies. Have appropriate resources and timeframes for review	NEMA	As early as possible	Financial support to local and sectoral reviewers. Provision of tools for reviewing.
Strengthen the option to have a third party review	Have it in the regulation. Developer to pay for it	NEMA	July	Good governance & resources.
Communicate more effectively about necessary fees at the start of the process	NEMA to reach out early and effectively to avoid misunderstanding and subsequent delays	NEMA	As soon as possible	
Improve ESIA performance	Bring private sector up to speed. Currently they are not so much interested in the ESIA but mostly in the certificate. Awareness to be raised.	NEMA, practitioners	Continuous process	Rewards for those that do a good job. Name and shame for those that not comply. Also, they should not get a certificate.
Improve enabling conditions: awareness, professional exchange and finance. Finance is most important.	1) Increase budget, both for NEMA and local government. NEMA to provide plans timely to enable reservation of budget. 2) Awareness: increase public awareness of ESIA by using social media. Use local languages in explaining the ESIA process.	Minister to lobby for more budget. NEMA to prepare plans.	As to finance: after current financial year.	Finance: to have a certain % earmarked in the national budget for environmental management.

	<p>3) Education and training: more training, more studies, create platform (or assign to existing platforms such as IAIA) to get access to literature. Staff should be linked to such platforms. Appointment of NEMA internal info coordinator to improve access of staff to info.</p> <p>4) Enhancing budget for ESIA system monitoring: how well is ESIA doing in Uganda?</p> <p>5) Create exchange programs with expert bodies.</p>	<p>Ministry of Finance to secure budget. NEMA to secure finance other than from government budget</p>		
<p>Improve Follow up (currently hardly happens)</p>	<p>NEMA has database for improved projects. But categorisation on magnitude of impact is lacking. On this basis: prioritisation of investment in follow up. Also: include in the database the date at which projects were improved. Make inventory of needed expertise available to do follow up. And budget needed for follow up.</p>	<p>NEMA (working with other agencies)</p>	<p>As early as possible</p>	<p>Mapping of qualifications completed. Start with NEMA. After that local levels. Reorganisation of the current database.</p>
<p>Improve awareness on ESIA</p>	<p>First and foremost: create a department focusing on awareness and communication. Then this dpt develops a workplan for ESIA awareness. Make use of existing platforms to communicate to the public. Use social media. Use IAIA. Link to donor programs. NEMA to work closely with the lead agencies and local governments for them to understand the process better.</p>	<p>NEMA</p>	<p>As soon as possible</p>	<p>NEMA needs to help its staff to understand ESIA better so that they can more effectively reach out to other stakeholders. NEMA, in cooperation with the communication department, to develop a plan for awareness raising. Improve ICT within NEMA. Bring more information online. Upload regularly.</p>

	<p>Regular engage with the press.</p> <p>The public is an ally because of their knowledge of what happens on the ground. Place this information on the NEMA website.</p> <p>Keep track on NEMA website of status of ESIA process and project decision making and implement.</p> <p>Create a helpdesk, that can answer questions from the public. Including recent changes in ESIA regulation.</p>			
Strengthen screening	Make screening more effective by making actors more aware of the requirement to do ESIA			All information should be available to all actors
Strengthen ESIA performance	<ol style="list-style-type: none"> 1) Have more reviewers in the ESIA process. Both NEMA and other lead agencies. 2) Improve ESIA influence on the ground by having a mandatory requirement for developers to include environmental experts in implementing the provisions in the certificate. 	NEMA to strengthen review, developers to strengthening implementation	Soon	Find the right people. Have sufficient budget.
Improve quality of ESIA reports	Strengthening the certification scheme. Currently not enough capacity within NEMA to verify if the certified consultants do a good job.	NEMA	Evaluation annually	Funding, staff in NEMA
Strengthen enforcement of ESIA requirements	Strengthening of the Enforcement Team. More staff, more facilities.	NEMA		Finance.
Strengthen implementation of the law	Most people don't know about the law. Translate into local languages. Inform stakeholders about the law.	NEMA	Continuous	

	<p>Publish what the ESIA is supposed to do and what are its results.</p> <p>Strengthen knowledge of practitioners about the law.</p> <p>Train practitioners in the law and its requirements. Focus attention on the ToR for the ESIA as the developers sometimes don't pay notice of it. Also, unclarity of which stakeholders to engage.</p>			
Strengthening quality and implementation of ESMPs	To create awareness with developers on the importance of the ESMPs. And attaching budget to ESMPs for its implementation.	NEMA		

Annex 9 Evaluation results

Evaluation of training in 1 word



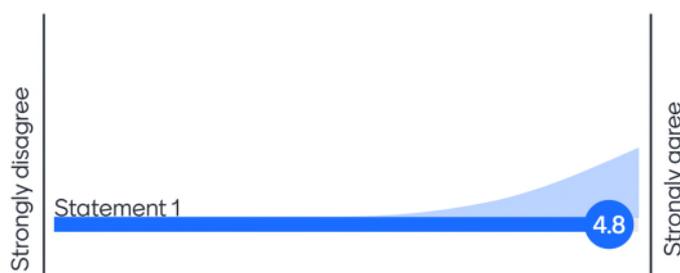
Most valuable elements 25 Answers

Mentimeter

ESY Mapping	Discussions of Third Party Reviews and SEA	Strategic Environment Assessment
ESY mapping tool as an evaluation mechanism	Review process versus practice	Difference between SEA and EIA
ESY mapping	The idea of having examples, jokes and ice-breakers related to the topics being taught.	ESIA process, review of ESIA's,
Why ESY mapping is undertaken	link between SEA and EIA Evaluation of the EIA process	ESY mapping/ Analysis of gaps in ESIA process and recommendations for improvement
SEA	The ESIA process had weaknesses and strength that need to be addressed	Being able to keenly analyze the esia system, the gaps are within and how they can be bridged
What can be done in improving ESIA process such as enhancing communication to relevant stakeholders at start of ESIA well as publicity of the outcomes of ESIA which enhances proper implementation	ESY MAPPINGESIA PROCESS, REVIEW OF ESIA'S	More of knowing what the NCEA does and how it has impacted on the Different Aspects of the EIA process and how best it has benefited the counties involved.
Firstly, ESY mapping was very insightful and clearly defined the current situation in Uganda especially the ESIA and the associated aspects. Secondly, the SEA was well elaborated and well understood	introduction to SEARreview process vs practiceimportance of reviewing the ESIA process	Different Approaches to Strategic Environment Assessment Enabling Conditions of ESIA Process
SEA legal procedure, ESIA System Mapping, Awareness on ESIA, ESIA performance, differences between SEA and ESIA	Quick scan into the practice and requirements On the law	ESIA and SRAvdifferences

More time allocated to the exercise.	Include other stakeholders for EIA review	Attract senior managers to participate in learning process
More time is needed, we had to cover a lot in the shortest time	Course could be conducted for longer probably two weeks to incorporate more elements and more practical work	bring more stakeholders on board
More practical sessions		Allocate more time for the SEA lecture.
Having the ESY map scan, in particular the quick scan, structured and tailored made to country specific scenarios.	Next time the participants should be given an opportunity to interact with the ESY Mapping tool and also, more time should be given to the training, as topics were rushed through.	Decision makers should be part of the ESY mapping
More physical activity to enhance performance especially during afternoon sessions	For the NCEA Training, more time is needed for the presentation sessions. There should be the inclusion of other relevant stakeholders otherwise, it was perfect!	More time should be allocated to the training
Use of practical examples,		More time for discussions More ice breakers More of questions to the participants for further prompting
How to review different categories of projects using existing checklists - examples	Have the participants propose and agree on the priorities and conditions as a team clearly indicating what will be implemented first.	If given more time for face to face interactions, would give a broad picture of the content to the participants
More time should be allocated to the training	Give it more time to incorporate a broader scope of the SEAINCORPORATE LOCAL GOVERNMENT AND OTHER MDAS	There's need to practically refer to an ESIA report and use it to show how real review should be done
	bringing together the different stakeholders involved in the ESIA process eg Authority, Practitioners, Local Government, Developers, university etc	
	Different stakeholders in ESIA process need to up scale their roles and responsibilities	

Usefulness of training



Annex 10: Example of certificate



Netherlands Commission for
Environmental Assessment



Certificate of attendance

The Netherlands Commission for Environmental
Assessment (NCEA) awards this certificate to

Mr. Antonio Rubamba

For successfully participating in *the ESY mapping (ESIA system
assessment) and SEA introduction workshop, Hoima, Uganda*
3–6 April 2023

Organised by the NCEA and the National Environment
Management Authority

On behalf of the NCEA

A handwritten signature in black ink, appearing to read 'Rob Verheem'.

Mr. Rob Verheem
Director International
Netherlands Commission for
Environmental Assessment

On behalf of NEMA

A handwritten signature in black ink, appearing to read 'Barirega Akankwasah'.

Mr. Barirega Akankwasah, Phd
Executive director
National Environment Management Authority

Annex 11: Compilation of photos

