



## Strategic Environmental Assessment

A Practice-Orientated Training for Policy Makers,  
Administration Officials, Consultants and NGO Representatives

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### Training Course

## Strategic Environmental Assessment in Developing and Transition Countries:

A practice-orientated training focussing on Biofuels/Land use planning related Policies  
and Programs

2007

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### Section 1 – Basic information

#### (a) Course title

Strategic Environmental Assessment in Developing and Transition Countries:  
A practice-orientated training focussing on Biofuels related Policies

#### (b) Level

Intermediate

#### (c) Prerequisites for participants

A low/or moderate level of knowledge of EIA concepts and practices

#### (d) Language of delivery

English

#### (e) Duration

Due to interactive case work based on the Harvard Business School methodology the training requires two to four days

#### (f) Minimum and maximum number of participants

Minimum number of participants: 10

Maximum number of participants: 26

#### (g) Name and contact details of the trainers

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## Section 2 – Course description

### (a) Summary of purpose, content, and learning outcomes

Strategic Environmental Assessment (SEA) offers a *promising methodology* to promote and improve planning processes in general and the integration of environmental aspects into policies, plans and programmes in particular. SEA has been introduced as an obligatory instrument in many industrialised countries and is meeting with growing interest in developing and transition countries too. Taking this into account, the OECD Development Assistance Committee (DAC) has developed the Guidance “*Applying Strategic Environmental Assessment. Good Practice Guidance for Development Cooperation*“. According to the SEA Guidance, capacity development approaches always need to be based on local and intra-institutional efforts. Further, they need to take into account some basic principles such as outcomes and results-orientation, system orientation, learning orientation and trust building.



Based both on these principles and the practical perennial experiences with impact assessment tools, the German Technical Cooperation (GTZ,) and Capacity Building International (InWEnt) have developed the present training course on behalf of the German Federal Ministry for Economic Cooperation and Development.. The training employs innovative methods by intensively exploiting opportunities for action learning and group work. In line with the casework methodology of the Harvard Business School, the training focuses

on practical approaches to SEA. This methodology allows discussions on locally appropriate SEA approaches (based on insights put forward by the participants). Furthermore, conclusions will be formulated through joint debate rather than providing ‘ready-made’ teaching messages. Using different materials, participants of the training will design and apply an SEA to a national biofuels strategy in the fictitious country of “Ganama” while making reference to real biofuel planning processes around the world. The target group includes Environmental Impact Assessment experts, administration officials and NGO representatives

**Learning objectives:** The overall purpose of this training is to introduce participants to the concept of SEA and to train them how to apply it in their daily work. At the conclusion of the SEA training participants will have learned:

1. How to link SEA and decision-making to improve outcomes of planning processes.
2. How to choose and design the adequate analytical approach to SEA within a specific context
3. How to facilitate and manage effective stakeholder participation in SEA
4. How to organise the management and monitoring for the implementation of policies, plans and programs.
5. How do manage SEA efficiently within budgetary and time constraints.

## (b) Detailed description of the course structure and content

### Structure and content

The importance of SEA in the context of development cooperation has been stressed by many international agreements such as the Paris Declaration on Aid Effectiveness (2005), which commits donors and their partner countries to “develop and apply common approaches for Strategic Environmental Assessment”. Therefore, The SEA background of this training is based on both practical perennial experiences with impact assessment tools within development countries and development co-operation and the OECD Good Practice Guidance on applying SEA. The overall objective of the training is to introduce participants to the concept of SEA and to train them how to apply it in their daily work. The training will reinforce and develop capacities of the participants from countries in which there is a high demand for the instrument SEA due to legal requirements, international obligations and interest in improved decision-making.

Throughout the training either a case on a national biofuels programme / land-use planning will be used as examples for policies, plans and programmes to which an SEA could be applied. Furthermore, the participants of the SEA training are provided with several factsheets which gives background information about the fictive country Ganama in which the planning takes place.

Participants will learn how to perform SEA in the fictitious country Ganama corresponding to the different preparatory, analytical and participatory tasks:

- a. Link P/P/P and SEA, design appropriate strategy for SEA
- b. Determine the right issues and scope of assessment
- c. Analyze the baseline trends (zero alternative)
- d. Assess proposed development objectives and their alternatives
- e. Assess proposed actions and their alternatives
- f. Use effective means of participation
- g. Ensure sufficient management and monitoring in implementation of the P/P/P
- h. Manage SEA efficiently within budgetary and time constraints

### Methodology:

The training employs innovative methods by intensively exploiting opportunities for action learning and group work. Being based on the case work methodology of the Harvard Business School the training focuses on practical approaches to SEA. This methodology allows discussions on locally appropriate SEA approaches (based on insights brought forward by the participants). Furthermore,

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conclusions will be formulated through joint debate rather than providing 'ready-made' teaching messages.

The sessions are based on

- Short introductory lecture and brief descriptions of core elements of SEA (sheets, short texts)
- Individual reading and preparation (some background reading will be sent to the participants in prior to the training; during the 2-4 days training individual reading sessions of 5x10 minutes will be provided).
- Case work in groups of 4-6 people
- Wrap-up sessions to formulate conclusions
- Facilitated debate on "how does this relate to our context?"
- Action learning elements/exercises

The modular approach ("sessions") enables the two trainers to adjust the course contents to particular needs of the participants. Depending on these needs and experiences some modules may be presented very briefly whereas other ones may provide detailed debates. Not least these case works and discussions give participants a multitude of thinking tools and instruments to work with in practice. The trainers will not explain the message of the cases. The participants will be guided through questions and therefore are encouraged to find them out by themselves.

The following 3 pages provide an outline of the SEA training (ex: 2-3 days training) including information about the training elements, methodology and guiding questions. The didactical core elements are the "Case Works 1-8" in which the working groups discuss and prepare the different steps of an SEA related to the fictive country "Ganama" and its biofuels programme / land-use planning.





### Outline of the SEA training of the German Technical Cooperation (GTz/InWEnt):

#### Day 1

- 8.30 Registration & distribution of training materials
- 9.00 Opening of the Training Course
- 9.30 Introduction of participants and to the course
- 10.00 **Introduction to SEA and debate on biofuels programme / land-use planning.**
- 10.45 Tea break
- 11.00 Corner game
- 11.45 Introduction to case study & case materials
- 12.00 Lunch break
- 13.00 Reading time for participants
- 13.30 **Determine right issues and scope of the SEA**
  - ⊕ Introduction
  - ⊕ Case work
  - ⊕ Wrap-up debate on issues in good SEA
  - ⊕ Example
    - Discussion on how this relates to participants' context
- 15.15 Tea break
- 15.45 **Analyse the baseline trends**
  - ⊕ Introduction
  - ⊕ Case work
  - ⊕ Wrap-up debate on issues in good SEA practice
  - ⊕ Example
    - Discussion on how this relates to participants' context
    - Key challenges in outlining the likely future evolution of these trends (data, methods and tolerance to uncertainties)
- 17.00 End of Day 1



### Day 2

- 9:00      Recap of the key issues from Day 1
- 9.15      **Assess proposed alternative development objectives and priorities**
- ⊕ Introduction
  - ⊕ Case work
  - ⊕ Wrap-up debate on issues in good SEA practice
  - ⊕ Example
  - ⊕ Discussion on how this relates to participants' context focusing on the following particular issues:
    - Usual approaches to identification of development objectives and priorities and to their evaluations (i.e. macro-economic)
    - Key issues for undertaking analyses at this level
- 10.30      Tea break
- 11.00      **Assessment of proposed actions and alternatives & link between such assessment at P/P/P level and project-level decisions**
- Summary presentation building upon experience from assessments of biofuels programmes / land-use planning.
- 11:30      **Link SEA and P/P/P elaboration**
- ⊕ Introduction
  - ⊕ Case work
  - ⊕ Wrap-up debate on issues in good SEA practice
  - ⊕ Example
  - ⊕ Discussion on how this relates to participants' context
- 12.00      Lunch break
- 13.00      **Link SEA and P/P/P elaboration (cont.)**
- 13.45      **Use effective means of participation**  
Summary presentation, followed by a short facilitated debate
- 14.30      **Manage SEA effectively**
- ⊕ Introduction
  - ⊕ Case work
  - ⊕ Wrap-up debate on issues in good SEA practice
- 15:30      Tea break



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15:45	<b>Wrap-up of the course</b> Facilitated discussion
16.30	Course evaluation
17.00	End of the course

### (c) Description of the materials

The SEA training is based on the case work methodology of the Harvard Business School. It is composed - on a modular basis - of a number of case work sessions. Participants will receive some of the materials (the overall context of the fictitious country “Ganama”) prior to the training. The other materials will be provided in a folder (costs covered by GTZ). Throughout the training participants will receive the following materials:

- Case study: the overall context of the fictitious country “Ganama”
- Map of Ganama
- Information about the biofuels programme / land-use planning for “Ganama”
- Background information of the “biofuels debate” and Impact Assessment
- Additional fact sheets according to the learning objectives which guides the participants through the case works/sessions:
  - Introduction to SEA
  - Linking SEA and decision-making for improved outcomes
  - Choosing and designing adequate analytical approaches to SEA
  - Facilitation and Management of stakeholder participation.
  - Management and monitoring for implementation of policies, plans and programs
  - Efficient Management of SEA within budgetary and time constraints
- List of references and internet resources on SEA
- Power Point Presentation of the trainers
- “Good Practice Guidance on Applying SEA in Development Co-operation”, the official guidance of the OECD Development Assistance Committee
- Certificate of the GTZ

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### Abstract of the fact sheet “Linking PPP and SEA”

#### **Case 1: Poverty Strategy Reduction Paper in Ganama**

#### **Case Work 1: Linking SEA and decision-making, design appropriate strategy for SEA**

##### **Current situation**

The Government of Ganama decided in May 2005 to launch the revision of the Poverty Reduction Strategy Paper (PRSP 2003-2005) and to carry out an SEA integrated into the revision so that environmental issues could be mainstreamed in the revised version. The Government of Ganama announced that the revision process of the PRSP will follow certain objectives:

- The database of the planning should be updated and adjusted to recent developments.
- The whole PRSP should be stronger focused on the sectors of most relevance for poverty reduction.
- Sustainable development will be an issue to be considered throughout the PRSP in an integrative way.

The whole set of Millennium Development Goals (MDGs) has to be taken into account in a more consistent way. This includes the mainstreaming of environment (MDG 7) but also gender equality (MDG 3). MDG achievement has to be made more effective.

(...)

**In a group discussion with your SEA team colleagues you should elaborate the following issues:**

- Design a map of the PRSP revision process how you would expect it taking into consideration the process of the first PRSP elaboration and your general knowledge on planning and decision-making in Ganama.
- Indicate in the map at what steps which interventions and considerations have to be ensured.
- Draft a stakeholders' analysis using the chart of exhibit 5 based on your existing knowledge.
- Specifically indicate who should be involved into the SEA process in which way?

### **(d) Provisions for post-conference follow-up**

First of all, GTZ offers to discuss with participants the design of SEA approaches in which they are involved prior and during a period of 6 months after the training (via Email). Secondly, participants will be part of the GTZ SEA community which means that they have access to all relevant training materials which will be available on the OECD SEA task team website ([www.seataskteam.net](http://www.seataskteam.net)). This website include other case works such as transport and poverty reduction strategies.. The platform is open for discussion on further adaptation of training materials which allows permanent improvement of our concept.

## Section 3 – Qualifications of the trainers

### (a) Abridged CV

See Annexes

### (b) History of the course

The training has been developed by the German Technical Cooperation and is based on both practical perennial experiences with impact assessment tools in development co-operation and the “Good Practice Guidance on Applying SEA in Development Co-operation”, the official guidance of the OECD Development Assistance Committee. It responds to the Paris Declaration 2005 in which donors and partner countries agreed upon harmonisation and alignment both in general and in specific instruments such as SEA.

Until present, participants from South Africa, Australia, Canada, Colombia, the Czech Republic, Kenya, Macedonia, Montenegro, Namibia, Nepal, Serbia, Slovakia, Sweden and Tanzania have joined training courses. Between 2006 and August 2007, we delivered the GTZ/InWEnt SEA training in the context of planning processes in

- Germany,
- Benin,
- Tunisia,
- Mauritania,
- Namibia,
- Indonesia and
- Viet Nam.

In 2007, the training was also delivered

- prior to the annual conference of the *International Association for Impact Assessment (IAIA)* in Seoul 2007,
- during the Commission for Sustainable Development (CSD-15) in New York,
- during the international McGill-UNEP Master Program in Environmental Assessment at the McGill University (Canada), and
- for the African Development Bank in Tunisia.

Further, GTZ and UNECE/UNDP agreed on a collaboration regarding the use of the training manual in the context of the UNECE SEA Capacity Development Programme. On request of the OECD DAC Environet GTZ/InWEnt will deliver the training in a condensed version in September 2007 for representatives for donors from around the world. In November 2007, the training will be delivered together with national consultants in Algeria. Other planned training events include Honduras, Mozambique and Morocco (all in 2008).

# Curriculum Vitae

Personal data	
Full name	Axel Johannes Olearius
Company	(GTZ) GmbH - Deutsche Gesellschaft für Technische Zusammenarbeit Deutsche Gesellschaft für Technische Zusammenarbeit German Technical Cooperation
Contact	Tulpenfeld 2, 53113 Bonn, Germany T: +49 228 985 3328; F: +49 228 984 7018; E: <a href="mailto:Axel.Olearius@gtz.de">Axel.Olearius@gtz.de</a>
Nationality	German
Education	
10/1998-10/2003	Studies in Political Science and Environmental Management at the <i>Free University of Berlin</i> ; Diplom-Politologe (Master equivalent)
09/2002-02/2003	International Relations and Psychology at the <i>University of Bath</i> (England)
05/2001-10/2002	<i>German League for Natur (DNR)</i> in cooperation with the <i>Institute for Environmental Communication, University of Lüneburg</i> : 18-month study and training program "Kurs Zukunftspiloten" for young leaders of the Environmental movement
09/1999-02/2000	International Relations at the <i>Institut des Sciences Politiques</i> (IEP) in Aix-en-Provence (France)
Professional activities	
2005 until present	<p>German Technical Cooperation, GTZ GmbH, Germany: Since 2004 trainer and advisor to GTZ in Germany, Benin, Tunisia, Morocco, Namibia, Vietnam.</p> <ul style="list-style-type: none"> <li>➤ Strategic Environmental Assessment (e.g. Trainer for training at IAIA 2007)</li> <li>➤ Negotiation skills according to the Harvard methodology</li> <li>➤ Incentives for Sustainable Development and Good Governance</li> <li>➤ Key competences of sustainable development</li> </ul> <p><u>Principal areas of activities:</u> Strategic Environmental Assessments within development co-operation, Governance and management of natural resources, economic analysis of ecosystem services, environmental fiscal reform and financing instruments.</p>
2003-2005	<p>German Technical Cooperation, GTZ GmbH, Morocco: Advisor to the Program for Environmental Protection and Management of the bilateral cooperation between Germany and the Moroccan Ministry of Environmental Affairs</p> <p><u>Principal areas of activities:</u> Private public partnerships with environmental benefits; advisor to a group of inspectors for the implementation of environmental norms; industrial environmental management systems; creation of cleaner production centre; monitoring and evaluation of program activities.</p>
02/2002-12/2002	Research project at the <i>Free University of Berlin</i> , supported by the <i>Heinz-Schwarzkopf-Stiftung Foundation</i> : Diffusion of environmental norms during the EU enlargement - the cases of Poland and Romania.
09/2001-01/2002	<i>Potsdam Institute for Climate Impact Research (PIK)</i> : Research fellow in the Global-Governance-project and coordinator of the "Berlin Conference 2001 on the Human Dimensions of Global Environmental Change"; Berlin
04/2000- 07/2000	<i>Dr. Reinhard Loske</i> , Member of Parliament and spokesman of the Green Party for environmental policy: Assistant in the parliamentary office; Berlin
Language skills	
German:	<i>mother tongue</i>
English:	<i>excellent</i>
French:	<i>excellent</i>
Spanish:	<i>good</i>

# CURRICULUM VITAE

**Name:** Harald Lossack  
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**Nationality:** German  
**Languages:** German (mother tongue)  
 Portuguese  
 English  
 Spanish  
**Formation:** M.A. in Sociology, Political Sciences and Economy  
 University of Bonn e Free University of Berlin  
 Germany (1983)  
**Principal areas of professional activities:** Institutional and organizational assessment, political advisory, regional planing, natural resource management, monitoring and evaluation, sustainability indicators, environmental policy, strategies for sustainable development, environmental fidcal reform and financing instruments, governance and natural resources, strategic environmental assessment

## Professional activities and experience:

**1984 – 1986** Consultant of *IVU - Gesellschaft für Informationsverarbeitung, Verkehrsberatung und angewandte Unternehmensforschung mbH, Berlin*; Urban transport planning, urban environmental management;  
**1986** Visiting Professor, Institute of Sociology, Free University of Berlin;  
**1986** Consultant of *Carl-Duisberg-Gesellschaft*, today InWEnt  
**1987** Consultant of *GRI - Gesellschaft für Rechnersysteme und Informationsverarbeitung mbH, Berlin*;  
**1987** Short term consultant for *GTZ* in the Capverdian Islands, elaboration of urban and regional planning studies;  
**1988 - 1992** Long term consultant for *German Development Service (DED)* with Brazilian NGO FASE - Federação de Órgãos para Assistência Social e Educacional, Rio de Janeiro, training and assessment of trade unions and urban social movements in the Metroplitan Region of Rio de Janeiro, Brazil;  
**1988** Consultant for *GTZ* in Salvador da Bahia, Brazil, institutional analysis and feasibility studies;

<b>1991 - 1995</b>	Sector Coordinator (Social Service and Financing Instruments) of DED in Brazil;
<b>1992</b>	Special Consultant of DED in the preparation of the ECO 92 (United Nations Conference on Environment and Development - UNCED);
<b>1995 – 2006</b>	Senior Professional of <i>Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH – German Technical Cooperation</i>
<b>1995 – 2000</b>	Senior Advisor of GTZ in the <i>Subprogramme of Demonstration Projects - PDA</i> within the <i>Pilot Programme for the Conservation of Tropical Rain Forests in Brazil</i> , Ministry for the Environment, Brasilia, Brazil
<b>2000 - 2003</b>	Coordinator of the German Technical Cooperation within the <i>Pilot Programme for the Conservation of Tropical Rain Forests in Brazil</i> , Ministry for the Environment, Brasilia, Brazil Senior Advisor of GTZ of the <i>AMA – Project for Monitoring and Analysis of the Pilot Programme</i> , Ministry for the Environment, Brasilia, Brazil;
<b>2002</b>	Interim Director of the Division for Latin America at headquarters of GTZ in Eschborn, Germany
<b>2003 - 2006</b>	Project Manager of <i>Rioplus – Environmental Policy and Promotion of Strategies for Sustainable Development</i> , Bonn, Germany
<b>2005/2006</b>	Director of the GTZ-Office in Bonn, Germany

Bonn, August 2007

Harald Lossack