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**Assessment of Environmentally Related
Training Needs in the
Ministry of Environment and Tourism
of Rwanda**

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- Table of Contents -

	Page
List of Acronyms	iii
Executive Summary	v
1. Introduction	1
2. The Role and Development of MINETO	3
Origins	3
Responsibilities	3
MINETO Organizational Chart	4
The Rwandan Office of Tourism and National Heritage (ORTPN)	6
3. Suggested Training Approach	7
The Seminar Strategy	7
Training Needs Identification	9
Obtaining Maximum Results from Training	9
The Training Management and Follow-up Process	9
4. The Scope of Work of the Seminars	11
Plan and Methodology	11
Table 1: Suggested Schedule of the Seminar Program: Four Phases	11
Table 2: Summary of the Seminar Program	12
5. The Two Preparatory Seminars	13
Concepts of Environment and Development (Seminar 1a, One Module, Level 1)	13
Concepts of Environment and Development (Seminar 1a, One Module, Level 2)	14
Management and Organizational Development Skills	16
Module 1, Level 1	16
Module 1, Level 2	17
Module 2, Level 1	18
Module 2, Level 2	19
6. The Two Foundations Seminars	21
The Relationship of Development Policy with Environmental Protection and Management (Seminar 2c, Module 1)	22
The Relationship of Development Policy with Environmental Protection and Management (Seminar 2c, Module 2)	25
The Relationship of Development Policy with Environmental Protection and Management (Seminar 2c, Module 3)	26
Methods of Education and Public Information for Environmental Awareness and Action (Seminar 2d, Module 1)	26

Methods of Education and Public Information for Environmental Awareness and Action (Seminar 2d, Module 2)	29
7. The Six Specialized Seminars	31
Target Groups and Length of the Specialized Seminars	31
Environmental Law (Seminar 3e, Three Modules)	31
Environmental Impact Assessment (EIA) Methods (Seminar 3f, Three Modules) . .	34
Environmental Information Systems (Seminar 3g, Three Modules)	36
Cost-Benefit Analysis in the Tourism Industry (Seminar 3h, two Modules)	38
Cost-Benefit Analysis in Development Projects (Seminar 3i, 3 Modules)	40
Ecotourism and Biodiversity (Seminar 3j, Three Modules)	42
8. Seminar Logistics	45
Location	45
Appendix A: Scope of Work of the Assessment Mission	47
Appendix B: Options for Training of Trainers	49
Appendix C: Persons Interviewed during the Mission	51

List of Acronyms

CNE	Conseil National de l'Environnement/National Environmental Council
EPAT	Environment and Natural Resources Policy and Training Project/ Projet de Politique et de Formation en Matière de l'Environnement et des Resources Naturelles
EIA	Environmental Impact Assessment
EIE	Etude d'impact sur l'Environnement
FME	Fonds Mondial pour l'Environnement/Global Environmental Fund
GEF	Global Environmental Fund/Fonds Mondial pour l'Environnement
GIS	Geographic Information Systems/ Systèmes d'Informations Géographiques
IRST	Institut de Recherches Scientifiques et Technologiques/ Scientific and Technological Research Institute
ISAR	Institut des Sciences Agronomiques du Rwanda/ Rwandan Institute of Agronomic Sciences
MINAGRI	Ministère de l'Agriculture/Ministry of Agriculture
MINETO	Ministère de l'Environnement et du Tourisme/ Ministry of Environment and Tourism
MINIPLAN	Ministère du Plan/Planning Ministry
MINISANTE	Ministère de la Santé/Ministry of Health
MINITRAPE	Ministère des Travaux Publics/Ministry of Public Works
ONG	Organisation Non-Gouvernementale
NGO	Non-Governmental Organization
NRMP	Natural Resource Management Projet
ORTPN	Office Rwandais du Tourisme et des Parcs Nationaux/ Rwandan Tourism and National Parks Office
PARN	Projet d'Aménagement des Ressources Naturelles
PME	Petite et Moyenne Entreprise
PNUD	Programme des Nations-Unies pour le Développement
SME	Small and Medium Enterprise
SNER/PAE	Stratégie Nationale de l'Environnement au Rwanda, Plan d'Action Environnementale/Rwandan National Environmental Strategy, National Environ- mental Action Plan.
USAID	United States Agency for International Development/ Agence Américaine pour le Développement International
UNDP	United Nations Development Programme

Executive Summary

This report outlines a strategy of ten seminars designed to respond to training needs of the Rwandan Ministry of Environment and Tourism (MINETO) and its partner agencies concerned with environmental issues. This report is a product of USAID's Environmental and Natural Resources Policy and Training (EPAT) Project, which conducted an assessment of environmentally related training needs in Rwanda in August, 1993.

The consultant's mission to Kigali followed previous missions that had identified technical training needs within MINETO. The present mission found, however, that preliminary training would be needed to enable most MINETO staff to benefit fully from and implement the results of technical training. The proposed seminars will include representatives from a variety of institutions concerned with environmental issues. MINETO, a recently created institution, has an insufficient number of staff and few of its staff members have any environmental training. In order to carry out its mandate, MINETO will need to work closely with several other ministries as well as NGOs, the private sector, the university and research institutes. For this reason, developing inter-institutional linkages by training "cohorts" of staff from MINETO and its counterpart agencies will be an important outcome of the EPAT seminar program.

The MINETO staff training committee will play a central role in planning for and coordinating the seminars (scheduling seminars, managing nominations and pre-seminar assignments, etc). USAID's Natural Resources Management Project (NRMP) in Kigali will act as a liaison between MINETO and EPAT. Key factors determining participation in the seminars include the law of the environment (soon to be promulgated), the revised MINETO workplan and the priorities of the National Environmental Strategy and Environmental Action Plan (SNER/PAE).

The recommended three-part seminar strategy, to be carried out between early 1994 and 1995, is as follows:

1. Two Preparatory Seminars

- Basic Concepts of Environment and Development (sensitization and consensus-building)
- Management and Organizational Development Skills (for MINETO and the Office of Tourism and National Heritage, ORTPN, staff only)

Both of these seminars would be designed to strengthen MINETO's environmental leadership role and to prepare MINETO's staff to take on the tasks to be learned in later seminars.

2. Two Foundations Seminars

- The Relationship of Development Policy with Environmental Protection and Management
- Education and Public Information for Environmental Awareness and Action

These seminars would be designed to develop the ability among MINETO staff and counterparts in other agencies to understand the relation between environmental management and development and to communicate essential environmental messages to selected audiences.

3. Six Specialized Seminars

- Environmental Law
- Environmental Impact Assessment Methods
- Environmental Information Systems
- Cost-Benefit Analysis in the Tourism Industry
- Cost-Benefit Analysis in Development Projects
- Ecotourism and Biodiversity

The final six seminars would be designed to give MINETO staff and counterparts in partner agencies specific technical skills needed to define and implement environmental protection policies.

Depending on the nature of the seminar topic and the number of participants, the seminars would each comprise one, two or three modules and one or two sections. The seminars will be conducted by two persons, a specialist from an EPAT institution and a national counterpart. In the case of larger seminars with two sections, a national training specialist would assist in managing the seminars.

The Rwandan counterparts will play a crucial role in the seminar program. They will help in adapting selected training materials to the Rwandan context and act as resource persons on certain topics. If possible, some of the counterpart trainers could conduct similar environmental training on their own in the future.

Each seminar module will be conducted in-country for a period of six full days or 12 half-days. The estimated costs, including the EPAT and the national trainers, training materials and rental of a training site are \$22,000 per module, or \$44,000 for a two-module seminar and \$66,000 for a three-module seminar.

1. Introduction

This analysis of staff training needs in the Rwandan Ministry of Environment and Tourism (MINETO) is a part of USAID's technical cooperation program in the area of protection and management of natural resources in Rwanda. This analysis is intended to further develop and refine the recommendations of two previous missions as well as the evaluation findings of the NRMP (Natural Resources Management Project), whose Environmental Planning and Policy component provides USAID-funded technical assistance to support Rwanda's National Environmental Strategy and Environmental Action Plan (SNER/PAE). Three NRMP evaluation reports have identified certain areas in which training would be an appropriate means of strengthening MINETO's capabilities. This report outlines a recommended short-term training strategy that highlights the content areas, types of participants, suggested topics and possible schedule of a series of seminars to be given with the support of the Environmental and Natural Resources Policy and Training (EPAT) Project.

The World Resources Institute Mission Report of May, 1992

The objective of the World Resources Institute mission was to suggest how to establish an environmental information system for Rwanda, based in MINETO. Such a system is essential to implementing the SNER/PAE and would require close collaboration between MINETO and other institutions concerned with the environment, especially in the areas of collecting, analyzing and distributing relevant data. To create and operate the system, MINETO would require staff with skills in: documentation; computer systems/word processing/data processing; drafting documents and technical reports; and circulating and publicizing documents and reports.

The Institute's report notes the lack of adequately trained staff -- both in MINETO and in other ministries concerned with environmental information systems -- capable of carrying out the suggested strategy.

The NRMP Mid-point Evaluation

The mid-point evaluation report of NRMP, which has an environmental management component, recommended training for MINETO staff. The evaluation mission, fielded by Tropical Research & Development, Inc., worked in Rwanda in November and December, 1992. Some of the tasks it recommended for MINETO require significant training in:

- environmental impact assessment (EIA) methodology;
- environmental protection methods; and,
- preparation of environmental legislation, including norms and standards for EIA and environmental protection;
- management and coordination within the ministry.

The Report on NRMP's Environmental Planning and Policy Component of 3/11/92

This brief report summarizes the achievements of the component and identifies various problems in the following areas:

- MINETO's role in the broader process of developing the capacity to do EIAs and maintain an environmental information system;
- management efficiency and effectiveness in MINETO; and,
- effective involvement of NGOs, the private sector, Small and Medium Enterprises (SMEs), and the wider community in developing environmental protection legislation.

The Scope of Work for this Mission

After studying the environment-related recommendations of the above-mentioned missions, NRMP management asked that EPAT study the training needs of MINETO staff to develop a training plan to enable its staff (and other ministries and institutions concerned with MINETO's activities) to implement critical activities in the following areas:

- environmental law (especially the drafting of norms and standards);
- environmental impact assessments (EIAs);
- environmental information systems (designed to facilitate information exchanges among institutions whose activities have an environmental impact);
- environmental economics (especially cost-benefit analysis and natural resource accounting);
- organizational development and management;
- development policy analysis and reform; and,
- environmental education and sensitization.

2. The Role and Development of MINETO

Origins

MINETO's functions have been carried out by various institutions since 1985, when the Rwandan Organization of Environmental Affairs was established within the Ministry of Health and Social Affairs. The unit's responsibilities were transferred to the Planning Ministry in 1985. As environmental programs and activities continued to evolve, however, the National Environmental Service was created, and it was attached to the Ministry of Agriculture, Livestock and the Environment in 1991. Since its official creation as a Ministry in April, 1991, MINETO has become the official body responsible for defining national environmental protection and management policy.

Responsibilities

The Prime Minister's Decree Number 09/02 of August 28, 1992, officially defines MINETO's organizational chart (see MINETO: Organizational Chart, below) and the functions of its component parts. Sometimes, however, there is a certain amount of ambiguity in distinguishing the roles and responsibilities of various divisions since a close analysis reveals that some of their tasks are essentially the same. The major challenges facing the ministry are as follows:

- establishing its national leadership in environmental management;
- a staff with diverse training and professional backgrounds (very few have any environmental training);
- insufficient staff to carry out division responsibilities;
- uncertainty about the nature of relations with other ministries concerned with development and environment (e.g., Agriculture, Health, Public Works, etc.) and with implementing agencies (such as research institutes, NGOs, and the private sector). The new law of the environment, which is expected to be formally adopted in the near future, should clarify some of these relationships.

Besides the classic ministerial structure (a minister, a cabinet composed of a director, a counselor for political and administrative affairs, a counselor for technical affairs, a press attaché, and a central secretariat), MINETO is composed of three directorates.

MINETO:

Organizational Chart

The Director-General's Office

The Director-General's office is responsible for MINETO's technical activities. His office is supported by 3 divisions.

The Division of Administrative and Financial Affairs, which is in charge of administration and personnel functions. In addition, it prepares and expends the Ministry's budget.

The Division of Research, Legal Affairs and Documentation provides centralized support to the various research activities undertaken by MINETO's divisions. This division is also in charge of maintaining documentation and archives and drafting texts for legal and regulatory documents.

The Division for Inspection is responsible for monitoring tourism infrastructure as well as identifying complaints and problems concerning the environment and tourism.

The Environment Directorate

The Directorate is generally responsible for defining national policy and planning strategies in the area of natural resource and environmental use, management, and protection. The Environment Directorate is in charge of coordination with other ministries in the area of studies on natural resource management and environmental protection, especially EIAs. Finally, the directorate is responsible for guidelines for public information and popular mobilization for environmental protection issues. The directorate's three divisions implement these functions.

The Division of Environmental Studies and Planning's responsibilities center around several tasks. First of all, the division has two linked responsibilities -- formulating, planning, and implementing projects that are part of the SNER/PAE -- as well as the definition of quality standards and the substance of environmental legislation. The division is also responsible for environmental impact assessments that are essential to carrying out its other duties. Finally, the division is in charge of developing environmental education programs for the public.

The Division of Environmental Education and Information has two central functions: environmental education and the management and distribution of information about the changing state of the environment. The first function involves the development of means to promote support for environmental protection (via the mass media, documents, seminars, and distribution of written material to the public). Its second function is basically the creation of an environmental information system to be established via data banks and linkages with documentation centers specializing in information about tourism and the environment.

The Division of Environmental Protection and Natural Resource Conservation is responsible for environmental protection and restoration and natural resource conservation and management. The first category of responsibilities includes participation in the development and application of appropriate means of managing and restoring the environment, especially in the area of pollution controls. The second category includes responsibilities centered around the conservation of the national parks and natural reserves and forest and soil conservation.

The Directorate of Tourism

In Rwanda, the environment is an important tourist attraction and a major national industry. The national parks and natural reserves offer national and foreign visitors a great diversity of flora and fauna that are threatened by the encroachment of agriculture, poaching and deforestation. The Directorate of Tourism is expected to cooperate with the tasks and research carried out by its fellow Environment Directorate in the development and implementation of means to promote tourism.

The Division of Tourism Resources has as its major task the development of policies to manage resources for tourism. The division is responsible for studying the productivity of tourism in economic terms and for evaluating the compatibility of tourism with environmental protection.

The Division of Tourism Promotion's responsibilities include promoting Rwandan tourism domestically and abroad. The division seeks to develop relations with travel agencies and to organize fairs and expositions promoting tourism. The division is also charged with studying ways of linking tourism to improving the lives of communities adjacent to protected areas.

The Rwandan Office of Tourism and National Heritage (ORTPN)

This autonomous organization is in charge of managing tourism, which was a major national economic asset before the civil war. The minister's cabinet in MINETO liaises between ORTPN, an executing agency, and the Directorate of Tourism (in MINETO itself), a policy-making and planning body. In the future, ORTPN is expected to become a private or semiprivate company. It would still be a policy-executing body.

3. Suggested Training Approach

The Seminar Strategy

Rwanda has little experience in the area of environmental management. Although the country has cadres who are trained in several disciplines related to development (chemistry, forestry, agronomy, soil science, etc.) few of these cadres have an ecological understanding of their disciplines. Furthermore, the staff policies needed to implement, monitor and evaluate environmental activities could benefit from strengthening. The in-service training outlined in this report is intended *to develop progressively a base-line of essential environmental knowledge, skills, and attitudes* among the staff of MINETO and its partner agencies. The introductory seminars will address the same groups while the specialized seminars will address two different groups:

- planning agencies, or institutions responsible for developing, monitoring and evaluating environmental policy (notably MINETO); and,
- executing agencies, or institutions that implement environmental policies.

There are two factors that will determine the details of the seminar curricula: the final version of the new law of the environment and the revised MINETO workplan. The first version of the law has been corrected and resubmitted to the Prime Minister's cabinet for study. The definitive version might be approved before the end of September, 1993. The law will have an important effect on the seminars because it will define the relations between MINETO and other ministries. As for the MINETO workplan, the priorities for 1994 are still being discussed.

To address Rwanda's training needs effectively, the proposed seminars would be offered between the last quarter of 1993 and the end of NRMP in 1995; they will generally last six days (full-time training) or 12 days (part-time training). Due to its short duration, the seminar program presented in this report cannot meet all of MINETO's and its counterpart institutions' training needs in the area of environmental management. These seminars should rather be seen as complementary to longer forms of training to be organized or funded by Rwanda's other development partners.

To insure that training results in better job performance, the choice of seminar contents must reflect the participants' actual needs. Thus, the choice of themes should match the priority activities in MINETO's workplan, which was still being developed at the time of this assessment in August, 1993. Training has a greater impact when it enables participants to apply immediately their newly acquired skills and knowledge. Therefore, the final training plan should seek to prepare staff to undertake specific tasks immediately or shortly after the end of each seminar. For example, a series of seminars (or modules) on environmental law could be linked with the actual drafting of proposed legislation on environmental protection. During the time between each module of the seminar, the participants could work on drafts of the proposed legislation and use

the last module to refine the form and substance of the text before submitting it to the government for approval.

The seminars should focus primarily on developing and enhancing *essential knowledge and skills*. The seminars should avoid topics involving the use of sophisticated analytical models requiring legal, econometric, statistical, or other skills that few participants would have or that would not be readily applicable to Rwanda in the near future. The seminars should rather aim to *identify priority environmental needs and optimal policy design and implementation methods*. This means that the seminars will also serve as a forum in which to study options for developing clearer individual roles and an improved partnership between MINETO and its counterpart institutions within the framework defined by the new law on the environment.

The Relationship between Outside and Rwandan Specialists

Given the current situation, initial trainers will necessarily be outsiders. While they will have the technical knowledge and skills to provide training on environmental issues, they should rely on their Rwandan counterparts. In particular, the national counterparts can write and/or edit case studies and other materials to reflect the realities of the Rwandan context. National counterparts must be identified before the seminars and receive instructions about their role. They will also need to receive copies of any materials they are to edit or revise before the seminars. While not necessarily skilled as trainers, the national counterparts should be subject matter specialists. In short, it is hoped that the series of seminars outlined in this report can contribute to the development of an environmental training capacity in Rwanda through the collaboration of nationals with outside trainers.

The Training of Rwandan Trainers

The possibility of developing a national capacity to undertake certain types of environmental training will depend on potential demand for training and the type of expertise currently available in Rwandan institutions. Creating a national capacity for environmental training is justified only in areas in which a sufficient demand exists. The training of new staff at MINETO and other institutions and further in-service training could eventually be supported, in part, by the national university or research institutions with the proper materials and trainers. Unfortunately, restrictions on recruiting civil servants, which is linked to Rwanda's Structural Adjustment Program, hampers the hiring of badly needed staff at MINETO.

Certain national research institutions could eventually provide training on environmental planning and management as a result of certain of collaboration with outside trainers. By giving a "training of trainers" slant to the collaboration of the external trainers and the national specialists, some of these specialists could also become environmental trainers within their own institutions. The national university, the Institute for Scientific and Technological Research (IRST), and the Rwandan Institute of Agronomic Sciences (ISAR) are potential sources of counterparts to the EPAT trainers. These institutions would each, in any event, send at least one staff member to participate in the seminars. It is hoped that after the end of a series of seminars these participants (or trainer counterparts) would be able to institute some of the training in their own institutions.

As a final comment about the training of trainers approach, the participating national institutions will need documents and copies of training materials from the seminars. As a first step, staff members sent from IRST or ISAR, for example, would help the external trainers by adapting their materials to the Rwandan situation, perhaps by writing or rewriting case studies and other training materials. At the end of each seminar, copies of the final version of the materials would be given to the institutions that provided the Rwandan counterparts.

Two alternate approaches to developing a cadre of national environmental trainers are presented in Appendix B.

Training Needs Identification

In doing training needs assessment it is essential to distinguish between *sensitization* and *technical training*. In other words, certain staff benefit from an overview and general environmental concepts while others will need more specific skills enabling them to carry out analyses or implement more technical tasks such as defining activities to protect environmentally sensitive areas. Consequently, the training proposed in this report attempt to respond to both needs.

Obtaining Maximum Results from Training

Since the suggested training strategy is designed to strengthen the capacities of MINETO and its counterpart institutions to define and implement national environmental policies, the seminars should lead to increased productivity. Training that is too abstract, theoretical, and removed from the participants' actual needs will have little impact because the individuals who participate in the training expect concrete, operational outcomes. Two strategies are recommended to insure optimal linkage between the suggested training strategy and the enhanced effectiveness of the participating institutions.

Training of Cohorts of MINETO-ORTPN Staff and Counterparts in Other Institutions Concerned with the Environment

In order to develop its role as a central actor among institutions involved with formulation and implementation of environmental policies, MINETO and ORTPN staff should, as much as possible, participate in seminars *with their counterparts from other institutions*, including research institutions, the private sector and NGOs. This strategy of training "cohorts" of counterparts should help to develop a team approach to environmental policy-making and implementation in Rwanda.

The Training Management and Follow-up Process

The staff training committee within MINETO will be responsible for seminar management and follow-up with interministerial support. The committee will carry out the following tasks:

Pre-Seminar Planning Steps

- act as the focal point for communication with NRMP and USAID/Kigali regarding logistical and other services to be provided;
- finalize the annual schedule of seminars (setting dates and institutions to be invited to attend);
- determine nomination criteria and the number of participants per seminar;
- distribute seminar information and registration materials to appropriate national institutions (ministries, university departments, ISAR, IRST, NGOs, private sector, as appropriate);
- recruit (with the assistance of NRMP) a local training specialist who will help to facilitate the larger seminars;
- recruit (with the assistance of NRMP) the various Rwandan specialists who will be counterparts to the external trainers;
- liaise with appropriate external institutions to obtain critical information about each seminar's main topics to provide data to the national training counterparts who will then collect relevant Rwandan documents and prepare or adapt materials such as case studies or role plays to the Rwandan context; and,
- organize briefings for the external trainers and their national counterparts before each seminar.

Seminar Follow-up

The MINETO staff training committee will oversee activities that will take place between the modules of each seminar to insure a smooth transition from one to the next. Specific tasks include:

- overall management of the components of the training strategy -- preparatory training, foundations, and specialized training (see Section 4, below);
- review of the evaluations of each seminar to decide on appropriate follow-up (e.g., adding or eliminating a third module, creating a seminar on a new topic, etc.); and,
- monitor the projects or action plans that the seminar participants (especially MINETO and ORTPN staff) will be responsible for, either individually or as a "cohort" between modules of a given seminar.

4. The Scope of Work of the Seminars

Plan and Methodology

This report outlines a plan of ten seminars comprising one, two, or three modules each, organized in three groups. The seminars include a variety of organizations, but one of the two preparatory seminars (i.e., Management and Development Skills) in the first group is for MINETO and ORTPN staff only. The two foundation seminars have an important team-building function; they are intended to create a working relationship between MINETO and its partner agencies. The six specialized seminars that follow will build on the common foundation and develop competence in priority technical areas related to environmental issues in Rwanda. A suggested outline and sequencing of these seminars is shown in Tables 1 and 2.

The plan could be carried out in four phases between the last quarter of 1993 and the end of 1995. The plan is, of course, a proposal and can be modified as a result of the evaluation at the end of each phase or module. Flexibility insures that the training meets the needs of the participants and their institutions.

Table 1

Suggested Schedule of the Seminar Program: Four Phases

<p>Phase 1 -- last quarter, 1993:</p> <p>Seminars 1a, 1b (first module), 2c and 2d (first module of each).</p>
<p>Phase 2 -- 1st semester, 1994:</p> <p>Seminars 1b , 2c and 2d (second module of each); 3h, i, f and e (first module of each).</p>
<p>Phase 3 -- 2nd semester, 1994:</p> <p>Seminars 3h, f and e (second module of each), 3g, i, and j (first module of each).</p>
<p>Phase 4 -- 1995:</p> <p>Seminars 3e and f (third module of each) and 3g, i and j (second and third module of each).</p>

Table 2

Summary of the Seminar Program

Two Preparatory Seminars (1 or 2 Modules Each)
1a. Concepts of Environment and Development (1 Module, 2 Levels).
1b. Management and Organizational Development Skills (2 Modules, 2 Levels).
Two Foundations Seminars (2 or 3 Modules Each)
2c. The Relationship of Development Policy with Environmental Protection and Management (3 Modules, 2 Sections).
2d. Education and Public Information for Environmental Awareness and Action. (2 Modules, 2 Sections).
Six Specialized Seminars (2 or 3 Modules Each)
3e. Environmental Law (3 Modules, 1 Section).
3f. Environmental Impact Assessment Methods (3 Modules, 2 Sections).
3g. Environmental Information Systems (3 Modules, 2 Sections).
3h. Cost-Benefit Analysis in the Tourism Industry (2 Modules, 1 Section).
3i. Cost-Benefit Analysis in Development Projects (3 Modules, 2 Sections).
3j. Ecotourism and Biodiversity (3 Modules, 1 Section).

5. The Two Preparatory Seminars

Concepts of Environment and Development (Seminar 1a; One Module, Level 1)

Target Groups

Ministerial cabinet members, Directors-General of MINETO, ORTPN and counterpart ministries; the national university, research institutes, and possible observers from international organizations and NGOs.

Rationale

The creation of Rwanda's National Council on the Environment will bring together a group of ministries and institutions concerned with issues of sustainable development and its environmental implications. One of the challenges to the Council is the tendency of these institutions to work in isolation, pursuing fairly narrow, sectoral objectives; this centrifugal factor will work against efforts to define and implement coherent development policies. The lack of coordination is especially problematic with regard to intersectoral policies, such as environmental management and protection, which require cooperation among many institutions. Although the issue of interministerial coordination is a problem in most countries, the fact that MINETO is a recently created ministry constitutes a special challenge. In order to assert its leadership in the environmental area, its role and that of its counterpart ministries as defined by the new law of the environment must be clearly understood and accepted by all parties.

In addition to sensitizing senior staff in MINETO and its partner institutions to the concepts of environment and sustainable development and their respective roles in the policy formulation process, *the seminar will provide a forum for preparing a list of priority legal themes that will be an input to the seminar on environmental law (3e)*. Participants in the latter seminar will use this list to produce draft legislation, standards, and norms.

Objectives

- To prepare for the implementation of the new law of the environment;
- To create a cooperative relationship among the major national institutions concerned with environmental issues in Rwanda;
- To operationalize the National Council on the Environment; and,
- To draft a list of priority themes for environmental legislation, norms, and standards.

Trainers

The seminar will be chaired by a respected high-level official, possibly a senior manager from MINETO. The chairman should be able to moderate the communication process during the seminar, including presentations by special speakers.

Chief Resource Person/Facilitator

A person knowledgeable about environment and development issues will facilitate discussions and question-and-answer sessions. This person should be able to synthesize concepts of environmental protection and development, either from his or her own knowledge or based on the presentations of technical resource persons. *The chief resource person/facilitator could either be from an external institution or from a Rwandan institution, as this seminar could be organized using local resources and expertise.*

Suggested Topics

- An overview of the new law of the environment.
- The environment-development nexus:
- analysis of the role of the main national and international actors in the area of environment in terms of producing the annual report on the environment in Rwanda;
- overview and conclusions of The World Bank's *World Development Report* (1992) -- implications for Rwanda.
- The status of the SNER/PAE.
- Preparations for the National Council on the Environment.
- Drafting a list of priority legal issues -- to be developed into draft legislation by the seminar on environmental law (see Seminar 3e, below).
- The objectives of the seminar strategy outlined in this report.

Concepts of Environment and Development (Seminar 1a; One Module, Level 2)

Audience

The general service or subordinate staff of MINETO and ORTPN.

Objectives

- To provide subordinate staff an improved understanding of MINETO and ORTPN's roles.
- To develop support for institutional objectives.

Trainers

- Seminar coordinator-trainer (either the chairman of the Level 1 version of the seminar or an external trainer).
- A resource person knowledgeable about development and environmental issues.

If one of the resource persons from the Level 1 version of the seminar is chosen to coordinate the Level 2 version, the person should be able to moderate and facilitate group

discussions. This part of the seminar will need to make subordinate staff comfortable with asking questions about MINETO/ORTPN strategy and raising issues about their own responsibilities.

The resource person covering development and environmental issues should be able to explain essential concepts to persons with specialized training in these areas.

Level 2 could be conducted without bringing in international support.

Suggested Topics

- The mission of MINETO and ORTPN in the light of the new law of the environment.
- An overview of the main issues of environment and development in Rwanda, with reference to the conclusions of The World Bank's *World Development Report* (1992).
- The main themes of the SNER/PAE.
- The role of the National Council on the Environment.

Management and Organizational Development Skills (Seminar 1b; Two Modules, Two Levels)

Audience

Level 1 -- MINETO cabinet members, the Director-General, ORTPN director, directors and division chiefs of MINETO and ORTPN.

Level 2 -- division-level professional staff with supervisory responsibilities within MINETO and ORTPN.

Rationale

The recent creation of MINETO and the shortage of adequate professional staff means that team work, delegation, flexibility and clear definition of roles are critical issues. The senior managers of the ministry and ORTPN must not only supervise the work of the divisions but also communicate and cooperate actively with their counterparts in other ministries and institutions concerned with environmental issues. In order for MINETO's leadership in environmental policy in Rwanda to be effective, however, training in management skills and organizational development methods should enable managers to obtain better results from their staff as well as from their collaborative work with other ministries and institutions.

Similarly, the professional staffs within the divisions of MINETO and ORTPN have management and coordination functions. Although these staffs do not have the same level of responsibility as the division chiefs and senior managers, they are the direct supervisors of the subordinate staff and, therefore, need skills to enable them to guide subordinates in team work, project implementation, and other tasks.

Thus, a two-module, two-level seminar is recommended, focusing on management/supervisory skills as well as concepts of organizational development (on level 1). *The seminar is essential to enabling MINETO and ORTPN to benefit fully from the six, more specialized technical seminars, which should come later.* The two levels of each module of the seminar can be conducted simultaneously, with Level 1 participants meeting in the mornings and Level 2 participants meeting in the afternoons. (The schedule can, of course, be reversed if needed.) Alternatively, the training for Level 2 could be held after Level 1 training. This would mean, however, training Level 1 intensively in full-day sessions for six days during one week and Level 2 in a similar fashion for six days during the following week.

Module 1, Level 1

Objectives

- To improve the effectiveness of management within MINETO and ORTPN.
- To prepare the staffs of MINETO and ORTPN for their environmental leadership roles.
- To identify strategies to ease communication, team work and productivity in and among MINETO and ORTPN divisions.

Trainers

- External trainer: a management training specialist, preferably with African experience. Knowledge of at least one method of assessing management/communication styles; organizational development methods. French fluency.
- National counterpart: a specialist in administration or management.
- National trainer: a specialist in facilitation and seminar management.

Suggested Topics

- Introduction to the concepts of leadership and the role of the manager.
- Communication skills.
- Decentralization and delegation: organizational climate, problem-solving and conflict resolution.
- Team building.
- Performance appraisal.
- Time management.
- Group work: Individual and group action plans defining objectives with performance/productivity indicators to be carried out by the second module of the seminar.

Module 1, Level 2

Objectives

- To improve the quality of cooperation among subordinate and supervisory staff in MINETO and ORTPN.
- To clarify and develop among subordinate staff a clear understanding of MINETO's and ORTPN's leadership roles in environmental affairs.
- To identify strategies to facilitate communication, team work, and better productivity among subordinate staff in MINETO and ORTPN.

Trainers

The same as for Level 1 of the seminar.

Suggested Topics

- Supervisory skills and performance appraisal.
- Team building.
- Communication skills.
- Problem solving and conflict resolution.
- Time management.
- Group work: individual and group action plans defining objectives for improved staff supervision and productivity to be carried out by the second module of the seminar.

External Inputs (Modules 1 and 2, both Levels)

An external institution should provide the principal trainer, who should be a specialist in management training (see profile, above) as well as training materials in French, including:

- readings on management and organizational development (e.g., articles, chapters of books on management, etc.);
- case studies;
- exercises, including role plays, group work, analyses of organizational structures;
- wall charts, diagrams, and overhead transparencies, as appropriate;
- videos on management skills;
- a camcorder and blank video cassettes (PAL/SECAM format).

It must be clear to the external trainers that two versions of the seminar are to be developed, one for senior managers (Level 1) and another for professional staff with supervisory responsibilities (Level 2). While there will be significant areas of overlap in the two versions, the differences in training needs of the two groups must be kept in mind while still insuring that participants in each seminar are aware of the other seminar.

A precourse assignment including certain introductory readings and a fact-finding questionnaire about the participants' management/supervisory problems should be sent to NRMP

at least two weeks before the seminar. NRMP will send copies of the assignment to the MINETO staff training committee for distribution to nominees.

The participant version of the training materials should be collected in binders together with seminar objectives and agenda and distributed on the first day of the seminar.

Both levels of the seminars on management and organizational development should be based on participatory training methods in order to facilitate the participants' tasks of developing and practicing appropriate skills. Videotaping will be a useful feedback tool and one of the suggested activities is asking participants to develop short scenarios on themes such as active listening, giving feedback to others, coaching, or delegation. The external trainer would video tape participants and use the videos as a diagnostic device so that participants can analyze their own communication styles.

The second module of the seminar will give particular emphasis to identifying management/communication styles, and introduce organizational development concepts, particularly in Level 1. There are several useful methods of identifying management and communication styles, including the Myers-Briggs method, but others are acceptable. Videotaping participant interaction will be especially important in this part of the second module.

The individual and group action plans to be developed by the end of the first module are extremely important. They will provide a framework for the participants to begin implementing their new knowledge and skills. At the beginning of the second module, these action plans will be evaluated.

Module 2, Level 1

Audience

The cabinet, the Director-General, directors and division chiefs of MINETO and ORTPN.

Objectives

- To evaluate progress made since Module 1, as measured by individual and group action plans.
- To identify the management style of each participant.
- To identify structural problems and bottlenecks that impede optimal work flow and coordination.
- To finalize and implement strategies to improve communication, team work, and institutional effectiveness through better management and/or internal restructuring.

Trainers

The same as for Module 1.

Suggested Topics

- Progress on individual and group action plans: what worked, what did not work and why.
- Identification of individual management styles.
- Introduction to methods of organizational development:
- analysis of how well MINETO and ORTPN structure and terms of reference work;
- identification of bottlenecks and overlapping functions.
- Development of a strategy to increase the effectiveness of MINETO and ORTPN through better management, appropriate restructuring, and improved social climate.

Module 2, Level 2

Audience

Division-level professional staff in MINETO and ORTPN with supervisory responsibilities.

Objectives

- To evaluate progress made since Module 1 in carrying out individual and group action plans.
- To improve participants' supervisory skills.
- To finalize strategies to improve communication, team work, and productivity of subordinate staff in MINETO and ORTPN.

Trainers

The same as for Module 1 of the seminar.

Suggested Topics

- Progress on individual and group action plans: what worked, what did not work, and why.
- Identification of participants' communication styles.
- Identification of bottlenecks and overlapping functions that hamper optimal work flow.
- Formulation of proposals to improve productivity to be submitted to senior management.

23

6. The Two Foundations Seminars

Certain skills and knowledge are of common interest to MINE TO staff and their counterparts in other institutions concerned with environmental issues. These counterparts include staff in certain ministries, university departments, research institutions, NGOs, and the private sector. One of the major objectives of the foundations seminars is the creation of a team spirit and better cooperation among the participating institutions. So far, Rwandan development policy has mainly followed sectoral lines; this sectoral division is also reflected in staff training policy. The foundations seminars are intended to broaden the largely sectoral and often narrow concerns of many specialized participating institutions by giving them a new **ecological** perspective, thus enabling them to understand the complementarity of their respective missions. For example, while most staff in target institutions are aware of the importance of generating active local involvement in development and environmental protection activities, approaches to developing and communicating "environmental messages" are generally fragmented and superficial.

The first seminar in this series will focus on the relationship between development and the environment. It will comprise three modules, the last of which will emphasize the environmental programming methods of the donor community.

The second seminar will enable participants to understand training, sensitization and communication methods in order to select those that are most appropriate to their institutions' roles in bringing about change in environment-related public attitudes and behaviors in Rwanda. Participants will develop training/communication/information strategies that are compatible with the means and objectives of their respective institutions.

Target Groups

Since there will probably be a rather large number of participants in these seminars, each module will comprise two sections. *The composition of the sections suggested below is a proposal that can and should be modified according to needs.* Participation in one section or the other will depend on having roughly similar common interests. For example, participants concerned with tourism and environmental issues (mainly ORTPN, the Tourism Directorate of MINE TO and persons from private tourism companies) should be grouped in the same section. This will enable them to concentrate on environment-development issues of particular interest to them, but care should be given so that the participants are not isolated from other perspectives.

A total of 40 to 50 persons will be trained in groups of 20 to 25.

Duration

Each seminar will include six days of full-time training (seven hours a day, not including breaks), from Monday through Saturday, or six half-days per week over a two-week period. The advantage of half-day training is that participants can continue to do their regular jobs.

The Relationship of Development Policy with Environmental Protection and Management (Seminar 2c, Module 1)

Rationale

Development and environmental protection are often erroneously perceived as antithetical ideas. Older views of development often said that trees must be cut down, water and air polluted if "development" were to take place. Other views tend to gloss over human needs in favor of animal rights or wilderness protection and would argue for stringent limits on the use of natural resources for fear of pollution or resource depletion. Alternatively, another, more recent view appreciates the need for a synthesis of environmental protection measures and sustainable development strategies. Indeed, "sustainable" development is in reality a process that respects both the integrity of the environment and essential human needs.

The seminar participants will come from a variety of institutions and disciplines, so few of them will have had prior environmental training. One of the primary objectives of the seminars is to give participants an ecological understanding of how their respective disciplines contribute to the development process so that they can better define their role in an effective intersectoral partnership.

This seminar, composed of three modules, will move from a conceptual study of an ecological concept of development to a practicum on how to draft projects or requests for funding from outside donors. Staff within MINETO specifically requested such training, thus suggesting an emerging consensus regarding the salience of environmental issues and an ecological ethic.

Objectives (Module 1)

Participants will be able to:

- Identify the ideas of "human development" and their application to development policy in Rwanda.
- Identify the relationship between environmental protection and sustainable development in Rwanda (especially the application of conclusions of *World Development Report* of 1992).
- View their respective disciplines from an ecological perspective.
- Define ways to support SNER/PAE activities.
- Prepare for the creation and functioning of the National Council on the Environment.

Trainers

- External trainer: a development planning and management specialist with environmental experience. Familiarity with UNDP's *Human Development Report* and with The World Bank *World Development Report* (1992). African experience desirable. French fluency. Knowledge of the program/project cycle of at least one international donor (for the third module of the seminar).

- National counterpart: specialist in planning or development; familiarity with concepts of development planning policy in Rwanda.
- National trainer: specialist in facilitation and seminar management.

Suggested Topics

- The evolution of development theory; emphasis on the concept of "human development" and conclusions of UNDP's *Human Development Report* (annual editions since 1990).
- Development issues in Rwanda:
 - Implications of being land-locked;
 - Debt and structural adjustment;
 - HIV/AIDS and development;
 - the economic impact of tourism; and,
 - other sectoral problems (to be determined).
- The concept of ecology.
- The main environmental issues in Rwanda (reference to *World Development Report*):
 - population and environment;
 - biodiversity and forest conservation;
 - tourism policy; and,
 - others (to be determined).
- The situation of SNER/PAE.
- The role of the National Council on the Environment.
- The role of MINETO and its partners in environmental protection and management.
- Preparation of the second module of the seminar: group or individual action plans linked to the carrying out of MINETO workplan, the annual report on the environment in Rwanda or implementation of SNER/PAE.

External Inputs (Modules 1 and 2, both Sections)

An external institution should provide the principal trainer, a development specialist (see profile, above). *If the trainer is knowledgeable about cost-benefit analysis, he or she might also lead Seminar 3i (cost-benefit analysis of development projects, described below).*

Ideally, the external trainer will be able to cover all three modules of the seminar. If the trainer is not familiar with at least one major donor's project cycle, then a different trainer should be chosen for the third module. The UNDP office in Kigali could provide a resource person to cover the issues of human development.

The external institution will also provide training materials in French, including:

- readings on development theory and practice (such as excerpts from the UNDP's *Human Development Report*, World Bank's *World Development Report*, articles, studies, chapters of books, etc.);
- case studies;
- exercises, including role plays, group work, analyses of development and environmental issues;
- wall charts, diagrams and overhead transparencies, as appropriate; and
- videos on development and environment.

A precourse assignment including certain introductory readings and a fact-finding assignment about SNER/PAE and Rwandan development policy should be sent to NRMP at least two weeks in advance of the seminar. NRMP will send copies to the MINETO staff training committee for distribution to nominees.

The participant version of the training materials should be collected in binders with seminar objectives and agenda and distributed on the first day of the seminar.

The seminar should be based on participatory training methods. The external trainer will need to have some knowledge about the major development and environmental issues in Rwanda in order to provide an appropriate emphasis. The national counterpart will help to adapt the seminar to the Rwandan context by briefing the external trainer before the seminar and writing, revising, or editing some of the training materials before the seminar.

The second module of the seminar will explore the major themes of the first module in greater depth. The third module will cover the practical aspects of working with international donors and particularly how to prepare and submit project documents and/or requests for technical assistance and funding. The donor community in Kigali could provide resource persons for the module.

The action plans to be developed by the end of the first module are extremely important; they will provide a framework for the participants to begin implementing their new knowledge and skills. At the beginning of the second module, these action plans will be evaluated.

The Relationship of Development Policy with Environmental Protection and Management (Seminar 2c, Module 2)

Objectives

Participants will be able to:

- Identify concepts of "human development" and their implications for development policy in Rwanda.
- Identify the objectives of the main sectoral environmental strategies in Rwanda.

Trainers

The same as for Module 1.

Suggested Topics

- Evaluation of the action plans and results of the first module.
- Further exploration of key topics from Module 1, particularly:
 - concepts of ecology;
 - SNER/PAE;
 - the expected role of the National Council on the Environment;
 - the main themes and programs defined at the U.N. Conference on Environment and Development;
 - the Global Environment Fund (GEF) and The World Bank; and,
 - Agenda 21.
- Preparations for the third module of the seminar:
 - review of documents on the environmental policies of the main donors active in Rwanda; and,
 - review of donor funding and project formulation requirements.

The Relationship of Development Policy with Environmental Protection and Management (Seminar 2c, Module 3)

Objectives

Participants will be able to:

- Identify the broad outlines of the environmental policies of selected donor agencies in Rwanda.
- Draft a project document or funding proposal following the requirements of at least one donor active in Rwanda.

Trainers

The same as for Module 1. The principal trainer must be knowledgeable about at least one major donor's project and funding requirements. Speakers or resource persons from the donor community in Kigali can help with certain sessions of the module.

Suggested Topics

- Evaluation of the results of the second module.
- Analysis of the environmental policies and strategies of major donors active in Rwanda.
- How to write a project document or request for funding following the requirements of donors such as:
 - UNDP/UNEP;
 - European Development Fund;
 - USAID;
 - Fonds d'Aide et de Coopération (France);
 - Belgian Cooperation;
 - international NGOs; and,
 - others.
- Evaluation of the three modules of the seminar.

Methods of Education and Public Information for Environmental Awareness and Action (Seminar 2d, Module 1)

Rationale

Active public understanding, support, and involvement are essential if policies of environmental protection are to have a lasting impact. Education and public information are some of the necessary complements to sustainable development and environmental protection activities. Nonetheless, changing people's attitudes and behaviors is a slow and difficult process. Thus, any education and public information strategy should be based on a variety of complementary approaches, methods, and programs to insure that clear and appropriate "messages" reach target groups.



Due to the intersectoral nature of efforts required to carry out environmental education and sensitization, each institution that will participate in the seminar should prepare an education or information strategy appropriate to its goals and means. The strategies that will emerge from the seminar should therefore include monitoring and evaluation components so that the effect on target populations can be evaluated. Of course, these suggestions presume that some agreement exists about a common definition of what constitutes effective environmental education.

Objectives

Participants will be able to:

- Distinguish among concepts and methods of education, training and sensitization as they apply to public opinion and/or behavior change among designated groups.
- Identify the role of the main means of social communication in shaping public attitudes and behavior.
- Prepare a pilot environmental education, sensitization or public information project, including a plan for monitoring and evaluation of impact.

Trainers

- External trainer: a specialist in education and/or training, preferably with knowledge about extension methods, broadcast media, and communication. African experience highly desirable. French fluency.
- National counterpart: specialist in adult education, training, media or extension work; alternatively, a specialist with research experience in the social sciences.
- National trainer: specialist in facilitation and seminar management.

Suggested Topics

- Essential concepts
 - education, training, and sensitization: similarities and differences; and,
 - public opinion and attitudes about the environment in Rwanda.
- Communication methods and their effect on public opinion and individual behavior; the role of:
 - the mass media;
 - schools;
 - the work-place (modern sector, traditional sector, markets, farmer associations, etc.
 - social institutions (Boy Scouts, communal public works, etc.);
 - traditional community organizations;
 - churches, mosques, religious associations;
 - the armed forces; and,
 - others.
- Strategic approaches to sensitization and behavior change among different sectors of the population; the roles of:
 - national NGOs;

- travel agencies and tour operators;
- social marketing strategies;
- public meetings and debates;
- school curricula (content analysis for environmental information); and,
- others.

Preparation of the second module of the seminar.

Development of a draft strategy of education, training, sensitization or public information on one or more issues regarding the environment or tourism in Rwanda. Possible topics include: ecotourism, SNER/PAE, population and environment, and biodiversity and forest conservation.

The participants will develop a strategy, either individually or in groups.

External Inputs (Modules 1 and 2, both Sections)

An external institution should provide the principal trainer, a training and education specialist (see profile, above). Ideally, the external trainer will be able to cover both modules of the seminar and will also provide training materials in French, including:

- readings on training, education, communication, and behavior change;
- case studies;
- exercises, including role plays, group work;
- wall charts, diagrams and overhead transparencies, as appropriate;
- videos on training, adult education, media impact etc.; and,
- a camcorder and blank video cassettes for Module 2 (PAL/SECAM format).

A precourse assignment including certain introductory readings should be sent to NRMP at least two weeks in advance of the seminar. NRMP will send copies to the MINETO staff training committee for distribution to nominees.

The participant version of the training materials should be collected in binders together with seminar objectives and agenda and distributed on the first day of the seminar.

The seminar should be based on participatory training methods in order to ease the participants' tasks of developing and practicing appropriate skills. In Module 2, videotaping will be a useful feedback tool, and one of the suggested activities requires participants to develop short presentations on environmental themes of interest to their respective institutions. The external trainer would tape participants and use the videos as a diagnostic device so that participants can analyze their own communication effectiveness.

The external trainer should have some knowledge about the major development and environmental issues in Rwanda. The national counterpart will help to adapt the seminar to the Rwandan context by briefing the external trainer before the seminar and by writing, revising or editing some of the training materials in advance of the seminar.



The action plans to be developed by the end of the first module are extremely important; they will provide a framework for the participants to begin implementing their new knowledge and skills. At the beginning of the second module, these action plans will be evaluated.

Methods of Education and Public Information for Environmental Awareness and Action (Seminar 2d, Module 2)

Objectives (Module 2)

- To develop personal competence as a presenter or trainer.
- To evaluate pilot environmental training/education/sensitization projects developed after Module 1 of the seminar.
- To define a definitive environmental training/education/sensitization strategy.

Trainers

The same as for Module 1 of the seminar.

Suggested Topics

- Evaluation of the results of the first module, including the participants' pilot projects.
- Training of trainers, to include presentation methods, communication skills and the use of audio-visual aids, including video.
- Development of definitive education and sensitization strategies
 - definition of target institutions or groups;
 - definition of objectives and methods;
 - definition of action strategies (ex. public conferences, school programs, media messages, etc.), including individual roles and monitoring and evaluation procedures.
- Final evaluation of the seminar.

7. The Six Specialized Seminars

Target Groups and Length of the Specialized Seminars

Specialized training is most effective when scheduled after the introductory and foundations training. Most of the needs addressed by the specialized seminars were identified by the World Resources Institute and the NRMP mid-term evaluation missions. The focus on tourism in some of the specialized seminars described below reflects MINETO's explicit request for such training.

When there are sufficient numbers to justify dividing participants into two groups (at least 40 persons), two sections of each seminar can be organized. In cases where two sections are to be held, the national training specialist will support an external trainer and his or her national counterpart. For small groups in seminars with a single section, however, the external trainer and the national counterpart will be able to manage without an extra person.

Whenever possible, the participants will be grouped by interest. One of the objectives of the seminar strategy is to build cooperative links between MINETO and other institutions concerned with environmental issues, so it is appropriate to differentiate between participants mainly responsible for policy definition and those mainly responsible for policy implementation.

Target Groups for Section A

Policymakers in MINETO, ORTPN, and counterpart ministries and institutions concerned with environmental and tourism policies. Researchers from the university, ISAR, IRST.

Target Groups for Section B

Staff responsible for implementation of environmental and tourism policies and regulations in ORTPN, other ministries, NGOs, and the private sector. Selected staff from the university, ISAR, IRST.

Environmental Law (Seminar 3e, Three Modules)

Target Groups

One Section: Staff concerned with the development of environmental legislation, standards and norms. Key participants include a specialist in legal affairs from MINETO and from its counterpart ministries, notably the Ministry of Foreign Affairs, where the legal affairs officer is well acquainted with Rwanda's involvement in international environmental law. Some participants should come from the private sector (especially tourism and industries). NGO representatives may also be asked to attend as well as a legal specialist from the U.N. Environment Programme in Nairobi.

Rationale

A legal framework is essential to developing and launching an intersectoral strategy of environmental protection linked with development activities. Rwanda does not have significant experience in the area of defining environmental norms and standards, so it is appropriate to study methods and models that have already been tested in other countries. This will provide a starting point for developing norms and standards to fit Rwanda's particular needs. To do this, however, principle concerned actors must identify and agree upon the priority areas for environmental norms and standards. Two steps will be required:

- An interministerial group must first identify the gaps in existing legislation on environmental protection. This preliminary task will allow for the identification of needs in the area of legislation, norms and standards.
- MINETO should develop a list of priority issues in consultation with its counterpart ministries. *The tentative list should be presented, discussed and finalized during the Concepts of Environment and Development Seminar(1a).* The final list will incorporate recommendations from the interministerial group as well as the list discussed during Seminar 1a.

Objectives (for the 3 Modules)

- To develop a consultative group on environmental legal questions, norms and standards.
- To draft legislation and/or texts of norms and standards in priority environmental areas.
- To develop competence in at least one domain of environmental law, norms or standards.

Trainers

- External trainer: a specialist in environmental law, with knowledge about environmental norms and standards. African or developing country experience highly desirable. French fluency.
- National counterpart: specialist in law, preferably with experience in at least one area of environmental law. This legal specialist should have contributed to developing the list of priority areas for environmental legislation, norms and standards.

Suggested Topics

- Priority areas for environmental legislation, norms, and standards in Rwanda.
- Implications of Rwanda's legal commitments:
 - agreements and treaties signed at UNCED;
 - other international accords that will affect domestic environmental legislation; and,
 - the new law of the environment and its effects on norms and standards.
- Illustrative and relevant environmental laws, norms, and standards of other developing countries, including an analysis of the steps that led to their adoption and an analysis of their applicability to Rwanda.

- The data required to define norms and standards in the areas targeted by the list adopted during Seminar 1a.
- Strategies to involve concerned parties in drafting environmental legislation.
- Group project and action plan:
 - drafting of norms and standards to be approved by the relevant authorities;
 - development of a research and writing strategy; and,
 - setting of targets to meet before the next module of the seminar.

External Inputs (Modules 1, 2 and 3)

An external institution should be asked to provide the principal trainer (see profile, above). Ideally, the trainer will be able to cover all modules of the seminar. The external institution will also provide basic training materials in French, including:

- readings on environmental law, norms and standards;
- case studies;
- exercises and group work;
- wall charts, diagrams, and overhead transparencies, as appropriate; and,
- videos on issues of environmental law, norms, and standards.

A precourse assignment including certain introductory readings should be sent to NRMP at least two weeks before the seminar. NRMP will send copies to MINETO's staff training committee for distribution to nominees.

The participant version of the training materials should be collected in binders together with seminar objectives and agenda and distributed on the first day of the seminar.

The seminar should be based on participatory training methods in order to ease the participants' tasks of developing and practicing appropriate skills.

The external trainer should have some knowledge of the major development and environmental issues in Rwanda. He or she should therefore do some appropriate reading before going to Rwanda. The national counterpart will help to adapt the seminar to the Rwandan context by briefing the external trainer before the seminar and by writing, revising, or editing some of the training materials in advance of the seminar.

The group project or action plan to be carried out between the first and the second modules is extremely important. It will provide a framework for the participants to begin drafting environmental legislation, norms, and standards. The project or action plan will be evaluated at the beginning of the second module and refined during the period between the seminar's second and the third modules.

Environmental Impact Assessment (EIA) Methods (Seminar 3f, Three Modules)

Target Groups for Section A

Policymakers in MINETO, ORTPN, and counterpart ministries and institutions concerned with environmental and tourism policies. Researchers from the university, ISAR, IRST. For this group, the seminar will focus on interpreting and using data in developing policies and in monitoring and evaluating projects, such as those being implemented in the SNER/PAE.

Target Groups for Section B

Staff responsible for implementing of environmental and tourism policies and regulations in ORTPN, other ministries, NGOs, and the private sector. Selected staff from the university, ISAR, and IRST should also be invited. For this group, the seminar will focus on methods of choosing and collecting appropriate data for different types of EIAs.

Rationale

Environmental Impact assessment is an essential tool in the development and implementation of environmental policies. The 1993 MINETO workplan emphasizes the importance of training staff in EIA methods. Indeed, this is one of the ministry's stated priorities. Undertaking EIAs involves other actors concerned with development and environment, including various ministries, the private sector, research institutes and NGOs. Consequently, these partner institutions should be represented in the seminar's three modules. The two sections of each module will have a somewhat different focus:

- Section A will concentrate on data interpretation and policy formulation. Drafting terms of reference for an EIA will be one of the outcomes of the seminar for this section.
- Section B will focus on how to gather relevant data and may include field work as part of the seminar activities.

Objectives (for the Three Modules)

- To develop two interinstitutional groups of cadres able to:
 - collect necessary data to carry out at least one type of EIA;
 - draft terms of reference for Environmental impact assessments; and,
 - use the data derived for EIAs in formulating environmental policies.
- To spread the use of EIAs in key development sectors in Rwanda.

Trainers

- External trainer: a specialist in environmental impact assessment methods. African or developing country experience highly desirable. French fluency.

- National counterpart: a development specialist, preferably with experience in at least one area of environmental policy or protection and/or feasibility studies.
- National trainer: a specialist in facilitation and seminar management.

Suggested Topics

- Analysis of the consequences of using and not using EIAs.
- Identification of appropriate EIA methods in the most critical environmentally related development activities in Rwanda.
- Identification of data required in carrying out selected types of EIAs.
- Individual/small group action plans to develop a relevant EIA project to carry out before the next module of the seminar, including data collection, documentation, collecting measurements, samples in the field (as relevant), and appropriate data analysis.

External Inputs (Modules 1, 2 and 3)

An external institution should provide the principal trainer (see profile, above). Ideally, the trainer will be able to cover all modules of the seminar. This institution will also provide training materials in French, including:

- readings on environmental impact assessment methods;
- case studies;
- exercises and group work (with appropriate variations for Section A and Section B);
- wall charts, diagrams, and overhead transparencies, as appropriate; and,
- videos on issues of environmental impact assessment issues.

A precourse assignment including certain introductory readings should be sent to NRMP at least two weeks before the seminar. NRMP will send copies to the MINETO staff training committee for distribution to nominees.

The participant version of the training materials should be collected in binders together with seminar objectives and agenda and distributed on the first day of the seminar.

The seminar should be based on participatory training methods in order to simplify the participants' tasks of developing and practicing appropriate skills. Field work, especially for Section B, will be necessary. Data collection in the Kigali area should be possible, in order to minimize travel time.

The external trainer should have some knowledge about the major development and environmental issues in Rwanda. He or she should therefore do some appropriate reading before going to Rwanda. The national counterpart will help to adapt the seminar to the Rwandan context by briefing the external trainer before the seminar and by writing, revising or editing some of the training materials in advance of the seminar.

The individual and group projects or action plans to be carried out between the first and second and between the second and third modules are extremely important. They will provide a framework for the participants to actually carry out one or more types of needed EIAs. The

projects or action plans will be evaluated at the beginning of the second module and refined during the period between the second and the third modules. The group projects or action plans will ideally relate to priority projects in SNER/PAE.

Environmental Information Systems (Seminar 3g, Three Modules)

Target Groups

This seminar will have only one section, mainly staff in MNETO and the Directorate of Agricultural Statistics (MINAGRI) concerned with collecting, managing and distributing information on the status of the environment in Rwanda. Selected staff from documentation centers in other institutions concerned with environmental issues would also attend.

Rationale

Creating a system of managing environmental information and of continual environmental surveillance is one of the outputs in the 1993 MNETO workplan. Such a system is also essential to carrying out a number of SNER/PAE activities. Setting up the system is a major task (computer data banks and networks are to be created), and the seminar is only one of the enabling factors. The environmental information system will involve:

- Collecting existing environmental data. These data form the nucleus of an information inventory that will facilitate access to data for development projects.
- Establishing a computerized data processing system.
- Analyzing data to produce studies and other documents.
- Creating a system to disseminate data and documentation to interested users.

During the seminar the participants will learn to use systems of environmental data collection, processing, and dissemination. The Directorate of Agricultural Statistics will be one of the main partners of MNETO's environmental information systems.

Objectives

- To develop a group of cadres able to: collect environmental data; process and use the results of data analysis; develop indicators to monitor and evaluate activities that impact on the environment; and, draft documents and technical reports based on data analysis.
- To promote the exchange of environmental information among interested institutions.

Trainers

- External trainer: a specialist in environmental information systems; knowledge about software used in natural resource inventories. Knowledge of Geographic Information Systems (GIS) desirable. African or developing country experience highly desirable. French fluency.

- National counterpart: computer programmer with knowledge of numerical data treatment; knowledge of documentation and data collection desirable.

Suggested Topics

- Methods of collecting environmental data.
- Identification of indicators to be used in on-going environmental surveillance.
- Monitoring of on-going projects that involve natural resource inventories.
- Use of appropriate software packages.
- Identification of actual and potential users of environmental information.
- Creating and managing documentation systems.
- Group and/or individual projects, action plans: to be determined.

External Inputs (Modules 1, 2 and 3)

An external institution provide the principal trainer (see profile, above). Ideally, the trainer will be able to cover all modules of the seminar. The external trainer will also provide materials in French, including:

- readings on environmental information systems;
- case studies;
- exercises and group work on data collection, input and analysis; and,
- wall charts, diagrams, and overhead transparencies, as appropriate.

A pre-course assignment including certain introductory readings should be sent to NRMP at least two weeks in advance of the seminar. NRMP will send copies to the MINETO staff training committee for distribution to nominees.

The participant version of the training materials should be collected in binders together with seminar objectives and agenda and distributed on the first day of the seminar.

The seminar should be based on participatory training methods in order to ease the participants' tasks of developing and practicing appropriate skills. Access to computer terminals is essential. No more than two people should have to use the same terminal. Some field work will be necessary.

The external trainer will need to have some knowledge about the major development and environmental issues in Rwanda. He or she should therefore do some appropriate reading before going to Rwanda. The national counterpart will help to adapt the seminar to the Rwandan context by briefing the external trainer before the seminar and by writing, revising, or editing some of the training materials before the seminar.

The individual and group projects or action plans to be implemented between the first and second and between the second and third modules are extremely important. They will provide a framework for the participants to actually implement an environmental information system in appropriate phases. The projects or action plans will be evaluated at the beginning of the second module and refined during the period between the seminar's second and the third modules.

Training in word processing, data entry, and other computer skills may be necessary for some participants between modules of the seminar.

Cost-Benefit Analysis in the Tourism Industry (Seminar 3h, Two Modules)

Target Groups

A single section, composed of participants from ORTPN, the Tourism Directorate of MINETO, the Ministry of Planning, the Ministry of Finance, and the hotel and tourism industry.

Rationale

This seminar, which staff members from MINETO have requested, is intended to help in making informed decisions about tourism policy, particularly in the area of investments. Due to the drop in tourism revenues during the civil war, special efforts are needed to restore the industry.

Objectives (Modules 1 and 2)

- To develop a group of cadres able to:
 - collect and analyze data relevant to investing in tourism development in Rwanda;
 - process and apply the results of data analysis in developing investment options; and,
 - propose policies to encourage appropriate types of investment in tourism.
- To develop exchanges and cooperation between government agencies and the private sector in the area of tourism.

Trainers

- External trainer: a tourism specialist familiar with the appropriateness as well as the advantages and disadvantages cost-benefit analysis or an economist with experience in tourism policy development in developing countries. African or developing country experience highly desirable. French fluency.
- National counterpart: a manager from the Rwandan tourism industry or an economist familiar with national tourism policies.

Suggested Topics

- The strengths and limitations of cost-benefit analysis.
- Cost-benefit analysis of investments in hotel accommodations and other tourist facilities, both public and private.
- The role of travel agencies and tour operators.
- Options for the reinvestment of tourism revenues in communities adjacent to the national parks.

- Small group work and/or individual action plans: to carry out a cost-benefit analysis of a proposal of interest to tourism policy development:
 - draft terms of reference for such a study;
 - identify data to be collected;
 - conduct the study; and,
 - present conclusions in the next module of the seminar.

External Inputs (Modules 1 and 2)

An external institution should provide the principal trainer (see profile, above). Ideally, the trainer will be able to cover all modules of the seminar. The external institution will also provide basic training materials in French, including:

- readings on cost-benefit methods as applied to policy formulation;
- case studies;
- exercises and group work;
- wall charts, diagrams, and overhead transparencies, as appropriate; and,
- videos on issues related to ecologically sensitive tourism development.

A precourse assignment including certain introductory readings should be sent to NRMP at least two weeks before the seminar. NRMP will send copies to MINETO's staff training committee for distribution to nominees.

The participant version of the training materials should be collected in binders together with seminar objectives and agenda and distributed on the first day of the seminar.

The seminar should be based on participatory training methods in order to ease the participants' tasks of developing and practicing appropriate skills. Some field work may be necessary.

The external trainer should have some knowledge about the major development and environmental issues in Rwanda. He or she should therefore do some appropriate reading before going to Rwanda. The national counterpart will help to adapt the seminar to the Rwandan context by briefing the external trainer before the seminar and by writing, revising, or editing some of the training materials in advance of the seminar.

The individual and group projects or action plans to be conducted between the first and second modules are extremely important. They will provide a framework for the participants to conduct cost-benefit analyses in the tourism area. The projects or action plans will be evaluated at the beginning of the second module. The group projects or action plans should be related to priority projects in SNER/PAE.

Cost-Benefit Analysis in Development Projects (Seminar 3i, 3 Modules)

Target Groups for Section A

Policymakers in MINETO, ORTPN, and counterpart ministries and institutions concerned with environmental and tourism policies. Researchers from the university, ISAR, and IRST.

Target Groups for Section B

Staff responsible for implementation of environmental and tourism policies and regulations in ORTPN, other ministries, NGOs, private sector. Selected staff from the university, ISAR, and IRST.

Rationale

This seminar will complement the foundation seminar on development policy and environmental protection (2c) and consider advanced applications of cost-benefit analysis as well as alternative approaches to valuing natural and environmental resources.

Objectives (Modules 1, 2 and 3)

- To develop a group of policymakers cadres able to:
 - identify needs for data relevant to rational investment decision-making in SNER/PAE (and other development) projects; and,
 - analyze project strategies in order to determine probable results of optimal budget and investment decisions.
- To develop a group of cadres responsible for project implementation able to:
 - collect and analyze data relevant to project design and budgeting; and,
 - use the results of data analysis in project implementation and monitoring.

Trainers

- **External trainer:** a development economist knowledgeable about cost-benefit analysis and other economic methodologies related to the valuation of natural resources. African experience highly desirable. French fluency.
- **National counterpart:** a development economist or planner familiar with development projects in Rwanda.
- **National trainer:** specialist in facilitation and seminar management.

Suggested Topics

- The relevance and limitations of cost-benefit analysis in planning development projects:
 - examples of project failures linked to the non-use of cost-benefit analysis;
 - case studies showing how cost-benefit analysis can help a choice of optimal project strategy; and,

- examples of the misuse of cost-benefit analysis so that participants can recognize the approach's limitations.
- Data collection methods and sources, including surveys, on-site measurements, and the use of existing documents and records.
- Defining decision-making alternatives.
- Methods of quantifying data in sectors of interest to the participants (including SNER/PAE projects).
- Group projects or individual action plans: undertaking a cost-benefit analysis relevant to the needs of participants' respective institutions:
 - drafting terms of reference for cost-benefit studies;
 - identification of data to be collected;
 - implementing data collection and analysis; and,
 - presentation and discussion of results in the following module of the seminar.

External Inputs (Modules 1, 2 and 32)

An external institution should provide the principal trainer (see profile, above). Ideally, the trainer will be able to cover all modules of the seminar. The external institution should also provide training materials in French, including:

- readings on cost-benefit methods as applied to policy formulation;
- case studies;
- exercises and group work;
- wall charts, diagrams, and overhead transparencies, as appropriate; and,
- videos on issues related to the planning and management of development projects.

A precourse assignment including certain introductory readings should be sent to NRMP at least two weeks before seminar. NRMP will send copies to MINETO's staff training committee for distribution to nominees.

The participant version of the training materials should be collected in binders together with seminar objectives and agenda and distributed on the first day of the seminar.

The seminar should be based on participatory training methods in order to ease the participants' tasks of developing and practicing appropriate skills. Some field work may be necessary, particularly for participants in Section B.

The external trainer should have some knowledge about the major development and environmental issues in Rwanda. He or she should therefore do some appropriate reading before going to Rwanda. The national counterpart will help to adapt the seminar to the Rwandan context by briefing the EPAT trainer before the seminar and by writing, revising, or editing some of the training materials in advance of the seminar.

The individual and group projects or action plans to be carried out between the first and second and the second and third modules are extremely important, as they will provide a framework for the participants to actually carry out cost-benefit studies of development projects. The projects or action plans will be evaluated at the beginning of the second module and again at the beginning of the third module. The group projects or action plans should relate to priority projects in SNER/PAE.

Ecotourism and Biodiversity (Seminar 3j, Three Modules)

Target Groups

A single section, composed of participants from ORTPN, the Tourism Directorate of MINETO the Ministry of Planning, the Ministry of Finance, and the hotel and tourism industry. Participants from the university and research institutes should also attend, together with representatives of selected NGOs and projects related to protecting the national parks and wildlife reserves.

Rationale

MINETO staff requested this seminar, which will complement the seminar on cost-benefit analysis in the tourism industry (Seminar 3h). The participants will be essentially the same.

Objectives (Modules 1, 2 and 3)

- To develop a group of cadres able to:
 - evaluate the relevance of other countries' experience in the area of ecotourism to the situation in Rwanda;
 - apply information on biodiversity in Rwanda in order to develop an ecotourism policy; and,
 - developing guidelines for investments in ecologically sensitive tourism.
- Find or generate data needed in defining norms in the areas of tourism and biodiversity.

Trainers

- External trainer: a specialist in biodiversity issues and ecotourism. African or developing country experience highly desirable. French fluency.
- National counterpart: a biologist familiar with Rwanda's flora and fauna; familiarity with national tourism policies desirable.

Suggested Topics

- The concept of ecotourism:
 - experience of other countries in this area;
 - economic factors in developing ecotourism;



- biological factors (conservation of rare flora and fauna); and,
- aesthetic factors (the attraction of certain species and of scenic landscapes)
- Concepts of biodiversity and conservation:
 - definitions and importance of biodiversity;
 - sustainable use of forest resources;
 - the scientific and tourist/economic value of flora and fauna in the forests; and,
 - the carrying capacity of forests to receive human visitors.
- The legal implications of ecotourism
 - norms for hotel and campsite construction and maintenance;
 - regulations on hunting, fishing, or cutting down trees (legally or illegally); and,
 - regulations for tour operators.
- Strategies to promote ecotourism in Rwanda and abroad.
- Group projects and/or individual action plans related to biodiversity and tourism resources.

External Inputs (Modules 1, 2 and 3)

An external institution is to provide the principal trainer (see profile, above). Ideally, the trainer will be able to cover all modules of the seminar. The external institution will also provide basic training materials in French, including:

- readings on biodiversity and ecotourism;
- case studies;
- exercises and group work, including data collection and analysis;
- wall charts, diagrams, and overhead transparencies, as appropriate; and,
- videos on issues related to biodiversity and ecologically sensitive tourism development.

A precourse assignment including certain introductory readings should be sent to NRMP at least two weeks before the seminar. NRMP will send copies to the MINETO staff training committee for distribution to nominees.

The participant version of the training materials should be collected in binders together with seminar objectives and agenda and distributed on the first day of the seminar.

The seminar should be based on participatory training methods in order to facilitate the participants' tasks of developing and practicing appropriate skills. Some field work may be necessary, perhaps in the national parks.

The external trainer should have some knowledge about the major development and environmental issues in Rwanda. He or she should therefore do some appropriate reading before going to Rwanda. The national counterpart will help to adapt the seminar to the Rwandan context by briefing the external trainer before the seminar and by writing, revising, or editing some of the training materials in advance of the seminar.

The individual and group projects or action plans to be implemented in phases between the first and between second and the second and third modules are extremely important. They will provide a framework for the participants to carry out studies in the area of biodiversity and tourism. The projects or action plans will be evaluated at the beginning of the second and the third modules. The group projects or action plans should relate to priority projects in SNER/PAE.



8. Seminar Logistics

Location

The IWACU Center on the outskirts of Kigali appears to be an ideal place to hold most of the seminars. It has good conference facilities and is far enough from the city so that participants will not be tempted to return to their offices for routine tasks. As for the high-level seminars (1a and 1b, level 1), the participants are under constant pressure and it may be advisable to hold these even farther from Kigali. The hotel in the Akagera game preserve may be a good venue for these seminars, which would meet on a full-time basis if held there rather than at the IWACU Center.

The IWACU Center will provide meeting rooms and lodgings, an overhead projector, a video cassette recorder, and a monitor (PAL/SECAM). The center's cafeteria will provide meals and coffee break refreshments when needed. It is estimated that five out of an average of 40 seminar participants will need overnight accommodations. They will occupy three rooms at the center (one single, one double).

Except for the introductory seminar (Concepts of Environment and Development, 1a, which will last two full days or four half-days), each seminar will last for twelve half-days over two weeks or six full days. In most cases there will be an international expert provided by EPAT, a national counterpart, and a training specialist recruited locally. The exceptions are Seminar 1a, which could be held without external support, and several specialized seminars with relatively few participants (3e, 3g, 3h, 3j), which would be held without the help of a local training specialist.

Each external expert will normally spend 18 days in Rwanda (three days for pre-seminar consultations with the national counterpart, 12 days of training and one day for post-seminar evaluation).

The national counterparts will be responsible for writing and/or editing case studies and possibly other training materials before the seminars. The counterpart will also play an active role during the seminars, either as a presenter, or a resource person.

The national training specialist will act as a facilitator and seminar manager for the larger seminars, especially those with two levels or sections. The training specialist will be especially valuable in coordinating group work and helping to evaluate action plans or group projects.

10

11

- Appendix A -

Scope of Work for the Assessment Mission

Background

USAID/Rwanda's Natural Resources Management Project (NRMP) includes an environmental component that provides technical assistance to the Ministry of Environment and Tourism (MINETO), established in April, 1992. This technical assistance is to support activities related to environmental planning and policy analysis. The component is currently providing support to help coordinate the implementation of Rwanda's national environmental strategy. To do so, the NRMP believes it is desirable to increase the technical and substantive skills of MINETO's staff (about 60 persons, including about 27 professionals). The following seven subjects have been identified as potential areas of interest for training:

- environmental law (especially relating to the definition of norms and standards);
- environmental impact studies;
- environmental information systems (particularly linking other ministries whose activities have an environmental impact);
- environmental economics (particularly cost-benefit analysis and natural resource accounting);
- organisation and management skills;
- development policy analysis and reform; and,
- environmental education.

Specific Tasks

The purpose of this activity is to conduct an assessment of environmentally related training needs in Rwanda in immediate, medium-term and long-term perspectives. In particular, the mission is to:

- identify potential Rwandan counterparts who could usefully contribute to such training;
- discuss the timing and content of proposed training;
- assist in the drafting of scopes of work; and,
- explore the prospects for organizing environmental awareness seminars.

The assessment will be conducted in Kigali from August 10 to 23, 1993 in cooperation with MINETO and its Department of the Environment, the NRMP's National Director, or his designated representative, who shall serve as the consultant's liaison in Rwanda.

41

50

- Appendix B -

Additional Options for Training of Trainers

"Twinning"

An additional option to consider in creating a national environmental training capacity is the possibility of "twinning" Rwandan university departments or research institutes with counterpart institutions in other countries. Under such an arrangement, designated professors or researchers from Rwandan institutions would go for training and research in specific environmental disciplines at foreign institutions "twinned" with theirs. While this option falls outside of the scope of the proposed seminars, it would complement the seminars.

On-the-Job Training

In some cases, a small number of Rwandan cadres might be designated for certain types of environmental training. In this case, the external trainer would supervise the cadres in carrying out certain specific tasks. While the cadres would meet periodically as a group with the trainer, he or she would concentrate on small-group or even individual instruction and coaching over the two-week period normally allocated to each module of the seminar. Some of these seminar participants might be able to act as resource persons in future environmentally related training.

- Appendix C-

Persons Interviewed

Paul Bartholomew, Acting ADO/Chargé intérimaire de la programmation agricole USAID-Kigali.

Cléophas Bazihizina, Programme Officer, UNDP/Chargé de Programme, PNUD.

Gaspard Bizimana, Staff Member, Tourism Promotion Division, MINETO/Agent, Division de la Promotion du Tourisme, MINETO.

Claudia Cantell, Project Development and Training Officer, USAID-Kigali/Chargée de programme et responsable de la formation, USAID-Kigali.

Cheryl Fimble, Co-Director/Codirectrice, Wildlife Conservation International, Nyungwe Forest/Forêt de Nyungwe.

Julio Gamba, Resident Representative, The World Bank, Kigali/Représentant Résident, Banque Mondiale, Kigali.

Jean Gisagara, NRMP Coordinator, MINETO/Coordinateur du PARN au MINETO.

Elisaphan Habimana, Chief, Environmental Protection and Natural Resource Conservation Division, MINETO/Chef de la Division Protection du Milieu et Conservation des Ressources Naturelles, MINETO.

Protais Karemera, Chief, Environmental Studies and Planning Division, MINETO/Chef, Division Etudes et Planification Environnementales, MINETO.

Yvon Le Moal, Resident Representative/Représentant Résident, UNDP/PNUD-Kigali.

Nygenzi Masabo, Director General/Directeur Général, MINETO.

François Minani, National Director/Directeur National, NRMP/PARN-Kigali.

Claudia Mujayawayezu, Division Chief, Education and Environmental Information Division, MINETO/Chef de la Division Education et Information Environnementales, MINETO.

Ildé Mukamuhire, Staff Member, Tourism Promotion Division, MINETO/Agent, Division de la Promotion du Tourisme, MINETO.

Gary Nelson, Mission Director/Chef de Mission, USAID Kigali.

Jean-Daniel Nkundineza, Chief, Environmental Planning and Studies Division, MINETO/Chef de la Division Etudes et Planification Environnementales, MINETO.

André Nizeyimana, Division Chief, Tourism Promotion Division, MINETO/Chef, Division Promotion du Tourisme, MINETO.

Joseph Nzakunda, Legal Advisor, Ministry of Foreign Affairs/ Conseiller en affaires juridiques, Ministère des Affaires Etrangères.

Louis Nzeyimana, Veterinarian and Researcher, Dian Fossey Gorilla Fund/Vétérinaire et Chercheur, Dian Fossey Gorilla Fund.

Ernest Rukangira, Director, Environment Department/Directeur de l'Environnement, MINETO.

Isaïe Rwagasore, Chief, Tourism Resources Division, MINETO/Chef de Division, Division Patrimoine Touristique, MINETO.

André Rwamakuba, Director of the Kigali Region, Ministry of Health /Directeur de la Région de Kigali, Ministère de la Santé.

Faustin Rwamuhizi, Staff Member, Tourism Resources Division, MINETO/Agent, Division Patrimoine Touristique

André Semakamba, DAI Administrative Assistant/Assistant Administratif, NRMP/PARN Kigali.

Tharcisse Urayenzeza, Staff Member, Environmental Education and Information Division, MINETO/Agent, Division Education et Information Environnementales, MINETO.