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GEMS Training Delivery Report:

Life of Project Environmental Compliance and Environmentally Sound Design and Management:

An Africa Regional Training Workshop for USAID Staff

13–17 May 2013
Mangochi,, Malawi

28 June 2013

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(cover photo: workshop participants on shore of Lake Malawi at Nkopola)

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Acronyms

AFR	USAID Bureau for Africa
AFR/SD	USAID Bureau for Africa, Office of Sustainable Development
ANE/TS	USAID Bureau for Asia
AOR	Agreement Officer's Representative
ARTC	(USAID) Asia Regional Training Center
BEO	Bureau Environmental Officer
COR	Contracting Officer's Representative
E3	USAID Bureau for Economic Growth, Education, and Environment
EA	Environmental Examination or East Africa
EIA	Environmental Impact Assessment
EMMP	Environmental Mitigation & Monitoring Plan
ENCAP	Environmentally Sound Design and Management Capacity-Building Support for Africa
ESDM	Environmentally Sound Design & Management
GB	gigabyte
GEMS	Global Environmental Management Support Project
IEE	Initial Environmental Examination
IP	Implementing Partner
LMS	USAID Learning Management System
LOP	Life-of-Project
M&E	Monitoring & Evaluation
MEO	Mission Environmental Officer
PDO	Program Development Officer
RCE	Request for Categorical Exclusion
REA	Regional Environmental Advisor
Reg. 216	22 CFR 216
US	United States
USAID	United States Agency for International Development

1. Overview

Over 13-17 May 2013, an Africa regional training workshop for USAID staff in "Life of Project Environmental Compliance and Environmentally Sound Design and Management" was delivered in Mangochi, Malawi.

The workshop was hosted by USAID/Malawi with funding from AFR/SD. Key technical assistance was provided by the GEMS project. 26 participants attended, all of which were USAID mission staff, representing 11 missions.

The workshop was the latest in a series of Africa Regional Environmental trainings for USAID staff.[1] The overall goal of these workshops is to strengthen environmentally sound design and management of USAID-funded activities in these regions by assuring that participants (including USAID MEOs, CORs/AORs, Activity Managers, Team Leaders, M&E Officers & PDOs, and IPs) have the motivation, knowledge and skills necessary to (1) achieve environmental compliance over life-of-project, and (2) otherwise integrate environmental considerations in activity design and management to improve overall project acceptance and sustainability.

Secondarily, these workshops provide a forum for mission and regional USAID staff to discuss current environmental compliance and ESDM issues, including Mission needs for technical assistance and backstopping.

Towards these ends, the workshop used the most current version of the GEMS "life of project" agenda and materials; see http://www.usaidgems.org/esdm.htm. Participant evaluations strongly indicate that the workshop achieved its objectives.

The training program was developed by GEMS in consultation with and with key contributions from the USAID facilitation team. Logistics support was provided by GEMS, USAID/Malawi, and AFR/SD.

This report is not a proceedings document, but is intended to document the workshop's:

- Learning approach and structure, as embodied in agenda, materials, and facilitation;
- Outcomes (including evaluations and issues for follow-up); and
- Key attributes and implementation arrangements.

2. Agenda & Learning Approach

The workshop was 4.5 days in length and featured two half-day field visits.

Approach to Learning. The workshop was highly participatory and field-based:

1. Skills and processes briefed in the presentations were practiced in hands-on exercises conducted in small working groups.
2. The key, integrative exercises in Core EIA skills and LOP compliance were built around field visits.

[1] The most recent previous workshops in this series were held in Takoradi, Ghana (March 2012), under GEMS, and in Naivasha, Kenya (January 2011) under ENCAP.

3. *Even presentation-centered sessions were designed to be interactive.* Participants were expected and encouraged to ask questions and, as importantly, to share and discuss their own experiences and perspectives relevant to the topic at hand.

Overall Goal. As noted in the Overview section above, the overall goal of the workshop was to strengthen environmentally sound design and management of USAID-funded activities in Africa by assuring that participants have the *motivation, knowledge and skills necessary to* (1) achieve environmental compliance over life-of-project, and (2) otherwise integrate environmental considerations in activity design and management to improve overall project acceptance and sustainability.

Structure & Objectives. Towards this goal, the agenda had four main components, each corresponding to key workshop objectives.

Agenda component	**Corresponding objectives:** By the end of the workshop, participants should be able to:
1. **Motivating LOP environmental compliance.** USAID's mandatory environmental procedures exist to assure environmentally sound design and management (ESDM) of development activities. The workshop begins by defining ESDM and establishing why ESDM must be a necessary and explicit objective for successful development.	• Articulate the ESDM concept and common causes of failure to achieve ESDM. • Explain why ESDM must be a necessary and explicit objective for successful development. • Articulate key action principles for achieving ESDM
2. **Building Core EIA Concepts & Skills.** USAID's environmental procedures are a specific implementation of the general environmental impact assessment (EIA) process. An understanding of the basic EIA process greatly facilitates understanding USAID's procedures, and basic proficiency in a set of core EIA skills is required for effective compliance over life-of-project.	• Explain the relationship between ESDM and the EIA process. • Describe the key elements of the EIA process. • Demonstrate basic proficiency in the core EIA skills of identifying significant impacts/issue of concern and design of mitigation and monitoring.
3. Mastering LOP Compliance Requirements. The workshop first surveys LOP environmental compliance requirements. These requirements—and the compliance process—can be divided into "upstream" and "downstream" elements. ***Upstream* compliance** consists primarily of the pre-implementation environmental review process defined by 22 CFR 216 (Reg. 216), which culminates in approved Reg. 216 documentation (RCEs, IEEs and EAs). ***Downstream* compliance** consists primarily of *implementing* the environmental management conditions specified in approved Reg. 216 documentation, and *reporting* on this implementation. The *environmental mitigation and monitoring plan (EMMP)* is the key instrument for systematic implementation of these conditions—and thus for achieving ESDM. The workshop covered both upstream and downstream compliance, but the weight of the practical exercises were on downstream compliance (EMMP development), as this is where the greatest gaps typically are.	• Describe the basic elements of LOP compliance, and attendant roles and responsibilities. • Demonstrate basic familiarity with the pre-implementation environmental review process established by Reg. 216, • Understand the characteristics of effective initial environmental examinations (IEES) and be able to assess the quality of IEEs. • Demonstrate basic proficiency in developing environmental mitigation and monitoring plans (EMMPs). • Articulate the environmental compliance reporting requirements attendant to EMMP implementation.

4.	**Understanding Key "Special Topics" in Compliance.** Focused "special topic" sessions address the environmental compliance and management aspects of selected current, complex and emerging issues in the USAID portfolio and operating environment**.**	• Explain the key compliance issues involved in each special topic, and articulate recommended best practice.
5.	**Improving Compliance Processes.** Achieving LOP compliance and ESDM requires both that individual USAID staff and IPs understand their roles and responsibilities and master key skills *and* that internal mission and project processes support and "mainstream" environmental compliance.	• Evaluate strengths and weaknesses of environmental compliance processes in their team/mission against those in the region as a whole. • Undertake or propose improvements to these processes following the workshop.

Component 1 led the workshop; components 2 and 3 alternated over days 1 and 2, with EIA skills introduced followed by the compliance processes they support. Day 3 was devoted in the entirety to downstream compliance (objective 3). Day 4 was devoted to wrapping up downstream compliance, synthesis of core materials, and special topics (objective 4). Day 5 was focused on improving compliance processes (component 5).

The final agenda for the workshop is annexed to this report.

3. Evaluations

Two different formal methods were used to evaluate the success of the workshop in meeting its objectives. Both indicate that the workshop strongly achieved these objectives:

1. Environmental Compliance/ESDM Knowledge "Game." Following the conclusion of core LOP compliance theory and practice sessions on Day 4, a test and review of this content was conducted in the form of a small-teams competition. The Environmental Compliance/ESDM knowledge game consisted of 3 rounds of multiple-choice/fill-in-the-blank questions designed as a technically challenging review of substantive content conducted under time pressure. Each round of the game corresponded to a particular workshop objective. All teams recorded correct answers at least 75% of the time, indicating strong comprehension and uptake of core workshop content.

2. Individual workshop evaluation & feedback instrument. At the conclusion of the workshop, participants were also asked to complete the standard LOP/ESDM individual workshop evaluation form, in use since 2008 (attached). It is designed to both solicit evaluations of learning approach and to differentiate evaluations according to the level of prior knowledge of participants.

The latter is intended to evaluate workshop performance against and inform future workshop design with respect to a consistent challenge in this training series: simultaneously meeting the needs of both "old hands" and novices in the areas of ESDM and USAID environmental procedures.

The tables below summarize the responses received. In the overall evaluation categories ("All" column, table A), the scores range between good and excellent and are consistent with recent trainings in this series.

Overall evaluation results:
Scoring scheme: (1=very poor; 2=poor; 3= acceptable; 4=good; 5=excellent)

Evaluation Element	Current workshop (Malawi, 2013) Average scores by type of participant				Previous workshops in the series Average scores for all participants	
	All (16)	Among self-described…			Takoradi, Ghana (2012)	Naivasha, Kenya (2011)
		Advanced	Mid-level	Novice		
Technical Program	4.25	4.0	4.67	4.5	4.37	4.56
Facilitation	4.33	4.83	4.33	4.5	4.00	4.32
Logistics	4.36	4.83	4.67	4.75	3.78	4.32
Venue	4.12	4.83	4.33	4.25	4.11	4.36
Field Visit	4.24	5.0	4.5	4.5	4.30	4.54

Impact: (3= ideal score in all cases)

Evaluation Element	Scoring scheme	Score*	Interpretation
Empowerment (Knowledge & Capabilities)	1=not at all increased 2=moderately increased 3=strongly increased	2.83	All but two participants reported that their motivation and empowerment were either moderately or strongly increased, with the latter predominating.
Motivation		2.74	

*average across all participants

Learning Approach: (3=ideal score in all cases)

Evaluation Element	Scoring scheme	Score*	Interpretation
Field vs. Class time balance	1=much more field time needed 3=right balance 5=much more classroom time needed	2.81	Good balance
Presentations vs. Exercises balance	1=much more emphasis on presentations needed 3=right balance; 5=much more exercise/discussion time needed	2.69	Good balance
Technical Level & Pace	1=too heavy; 3=about right 5=too light	3.00	Ideal balance
Learning from training team vs. learning from peers	1=need to hear much more from facilitators 3=right balance; 5=need much more peer learning	2.85	Good balance.

*average across all participants

High rated/low-rated sessions:

Participants were asked to identify the 1 or 2 sessions they rated most highly and least highly, for content, usefulness, approach or other reasons. Participants in many cases did not use formal session names or numbers, so a number of responses are difficult to interpret. However:

- Total citations to high-rated sessions totaled 47 whereas total citations of low-rated sessions totaled 14, with many participants identifying no low-rated sessions.
- The sessions that were most consistently high-rated were the session on Effective IEEs, the first field visit, the EMMP Exercise, and the sessions on Core EIA Skills. These sessions correspond directly to the critical core content of the workshop.

The most frequent-cited reasons for assigning a session a low rating were not enough time during special topic sessions for discussion/questions, particularly during the special topic session on pesticides, and that additional examples or topics relevant to the staff's position, such as budgeting for an IEE, were not addressed or not given sufficient time.

A spreadsheet containing a full transcription of the evaluations is logged in the GEMS deliverable archive and available from GEMS upon request. Individual comments on the evaluations offer a number of insights for strengthening future workshops in the series.

4. Participant assessments of compliance status and needed strengthening measures

Session 15 of the workshop "Bringing Training to Reality" asked participants to take stock of where their missions/teams/projects stood with respect to life-of-project compliance, and how processes and capacities could (should) be strengthened to improve LOP compliance and better achieve ESDM. Participants considered a set of questions in 3 focus groups (Malawi Mission, MEOs and AOR/CORs+other functions), which subsequently reported in plenary. The following table presents these questions and a synthesis of the plenary discussions that followed.

Question	Synthesis of discussions
1. What elements of LOP compliance are well-implemented in your mission/project? Why?	General agreement: IEE coverage is generally good. Beyond this, strengths in other elements of upstream compliance were identified, but these were not consistent across all missions, e.g.: • Awards/solicitations in all cases reviewed by MEO • Sector points of contact designated
2. Have you/your team/the mission/your project implemented compliance strengthening measures you would like to share? Are they working well?	A number of different good practices were identified; none were implemented across all missions: • Best Practice Review (BPR) done & real effort at follow-through • Training of mission staff and IPs in environmental compliance (multi-sector, also sector specific, e.g. for population/health staff and IPs) • Created environmental compliance section on field visit checklist. • Commissioned environmental compliance field evaluation for Indoor Residual Spraying activities • Environmental Compliance specifically addressed in chief-of-party meetings. • Including environmental compliance language in awards.

	• Requiring EMMPs and moving towards making this standard.
3. Are there key LOP environmental compliance gaps within your team/ mission/ project? What are the causes of these gaps?	• "Downstream compliance" – IP implementation of IEE conditions and USAID monitoring of this. • Minimal involvement of MEOs in program planning Key causes: • Poor COR/AOR awareness of environmental compliance responsibilities • Poor partner awareness of environmental compliance responsibilities • CORs/AORs are overburdened – staff turnover and revolving commitments present challenges, Lack of MEO time for MEO duties. • Lack of consequences; project evaluations don't look at environmental management • Poor security situation prevents field visits by AOR/CORs and M&E specialist
4. Do you see feasible remedies? What are they? **and** **5. What do the USAID sector teams (and A/CORs specifically) need to do differently? Do they or the projects need additional resources, support or training to implement these changes?**	• Increase ownership for environmental compliance: o AOR/COR training is needed; environmental compliance should be addressed as a substantive module in mandatory AOR/COR certification training. o environmental compliance responsibilities should be emphasized in designation letters. o The entire mission staff needs environmental compliance awareness training, particularly regarding the need for environmental compliance language in awards and IP environmental compliance reporting. Where environmental compliance mission orders exist, they should be the focus of such training. o Communicate responsibilities to IPs. Focus on making sure environmental compliance requirements, including EMMPs, are written into contracts nad awards • Assure that environmental compliance is integrated into all field visits • Senior leadership support for environmental compliance. Ensure Mission Director and Program Officer conferences include environmental compliance • Address environmental compliance/management in end-of-project evaluations • More time and staff to allow AORs/CORs to fulfill all of their duties adequately. • Place MEO in program office (not universally endorsed) • Assign a greater portion of the MEO's time to their MEO duties. Then empower MEOs through training and high-level support to assure they participate in program planning and field monitoring. Recognize MEOs for their contributions. • More opportunities like this one for exchange of practices among missions

5. Key workshop attributes & implementation arrangements

Place, Date, and Participants

Dates	May 13-17 2013*
Venue	Sunbird Nkopola Lodge, Mangochi, Malawi

Participants **(full participant list is attached)**	Total full-time participants, including training team: 38 Full-time participants Total full-time participants excluding training team: 26 representing 11 missions. Facilitation team: 2 GEMS Trainers (see "GEMS facilitation team," below) and USAID facilitators
Working language	English

**The workshop was originally scheduled back-to back with a USAID/Malawi bilateral environmental compliance-ESDM training workshop delivered by GEMS and USAID/Malawi in March 2013. However, difficulties with the upgrade of USAID's global learning management system forced rescheduling to 13-17 May 2013.*

Staffing and Logistics

Planning leads and coordination	**Key planning leads:** Logistics: Mark Stoughton, Cadmus Workshop Registration & Overall Tracking: Kristin Taddei, Cadmus Case sites: Rosie Chekenya (pre-workshop); Hastings Mumba (at workshop) Agenda & Material preparation: Mark Stoughton, Cadmus Mission team: Madalitso Chisale, Maria Mwale, USAID/Malawi In the two months preceding the workshop, email exchanges and preparations calls were held by this core planning team.
Registration	Registration for the workshop was divided into two phases: pre-registration followed by registration via the online USAID Learning Management System (LMS). Pre-registration served as a gating/control process for LMS registration, as well as a means to gather additional information about participant backgrounds and training needs. The pre-registration form was designed for this purpose and attached to the workshop announcement. Brian Hirsch (USAID Africa Bureau BEO) sent multiple sets of workshop announcements/invitations.
In-country logistics	USAID/Malawi provided transportation to/from Lilongwe and Mangochi, while USAID/Malawi training coordinator was on-site throughout the training and provided on-site logistical support; USAID/Malawi also provided a printer. USAID/Malawi supported participants in acquiring visas, arranged airport transfer, Lilongwe transit hotel bookings, and bookings at the Sunbird Nkopola Lodge. For security and transportation purposes, all participants were required to stay at this hotel. Sputnik Car Rental provided transportation to/from field visits during the workshop.
GEMS Facilitation Team	Mark Stoughton (Cadmus) served as the lead trainer. Scott Solberg (SMTN) served as a co-trainer. Hastings Mumba (Cadmus) managed the field program and served as a social issues expert
USAID Training/Facilitation Team	Brian Hirsch (AFR/SD), Walter Knausenberger (AFR/SD), Teresa Bernhard (USAID/GH, USAID/E3), Madalitso Chisale (USAID/Malawi), Benjamin Opoku (USAID/West Africa), Amanda Robertson (AFR/SD) and David Kinyua (USAID/EA) served as facilitators.

Contracts, Funding, and Cost-Shares

Cost shares & Sources of funding	Participant's respective missions/offices and projects covered travel and per diem costs for their staff.

	USAID/Malawi provided staff time for preparations (including substantial participation by M Chisale in pre-workshop planning), Lilongwe/Mangochi RT transfer for all participants, and the attendance of the mission training coordinator. AFR/SD funded GEMS travel, salary and per diem for the GEMS training team; development of workshop agenda and training materials; and case site transport.
Contract mechanisms	USAID/AFR/SD buy-in to GEMS funded GEMS delivery costs as above. Cadmus, as GEMS prime contractor, subcontracted with Sun Mountain International and for trainer services and contracted with the hotel and Sputnik Car Rental for case site transport. USAID/ Malawi provided introductionsto local vendors.

Agenda, Content and Materials

Development lead	Mark Stoughton, Cadmus
Agenda	The final agenda is attached. See also notes on the agenda in section 2.
Case site visits	**Day 1—Field Visit 1: Practicing Core EIA Skills**. Participants had the choice of visiting one of the following 3 sites: • Ulande Primary School • Misomale Feedlot & Dairy • Malawi Lake Basin Development Program Agro Forestry Center **Day 3—Field Visit 2: EMMP Development**. Participants had the choice of visiting one of the following 3 sites: • Monkey Bay Community Hospital • Malawi Orphans Education and Training (Integrated Aquaculture) • Cement Products Limited
Hardcopy materials	Participants were provided with the following materials in hardcopy: **Sourcebook**. 1.5" three-ring binder containing the agenda, a brief objectives statement/overview of each module, presentations and exercises. **ENCAP Visual Field Guides**. Each participant received a copy of each of the 5 ENCAP Visual Field Guides. These were the basis for an environmental monitoring exercise on Day 2. Sourcebooks, ENCAP visual field guides, and workshop certificates were reproduced in the US from PDF originals prepared by Cadmus and sent to Malawi via courier.
Memory sticks (Flash Drives)	After the workshop, an email was sent to participants offering a USB flash drive containing the sourcebook and an off-line version of the GEMS program Web site to any participant upon request. These flash drives include all of the technical resources used in conjunction with course delivery and were sent to USAID missions as requested.

Attachment: Final Agenda

Life-of-Project Environmental Compliance and Environmentally Sound Design and Management

An Africa Regional Training Workshop for USAID Staff

Sunbird Nkopola Lodge ▪ Mangochi, Malawi ▪ 13-17 May 2013 ***Version 12 April 2013***

Day/Time	Session	Objectives/Content Summary	Presenter/Facilitator
Sun 12 May	**ARRIVAL**		
6:00 -	**Welcome Reception/Dinner**		
Mon 13 May	**MOTIVATION, CORE SKILLS, OVERVIEW OF USAID ENVIRONMENTAL COMPLIANCE PROCEDURES OVER LIFE-OF-PROJECT.**		
8:00-8:15	Sign-in		
8:15-8:25	Welcome and Opening Statements		
8:25-9:00	**Session 1:** Workshop Objectives, Logistics and Participant Introductions	Articulate workshop plans, objectives, goals, and participants' introductions and expectations. Review the agenda and logistics.	
9:00-9:55	**Session 2:** Environmental Compliance for Environmentally Sound Design and Management (ESDM). *Part A: Presentation + participant examples*	Achieve a common understanding of "environment." Introduce USAID Environmental Procedures and summarize the legal basis of the procedures and the life-of-project requirements they establish. With illustrations by example, understand the need to systematically address environmental considerations in design and implementation of development activities – even in activities not primarily focused on intrastructure.	
9:55-10:15	*Part B: "The Story of Zaragosa:"* *(Video (15min) and brief discussion)*		
10:15-10:30	Break		
10:30-11:15	**Session 3:** Introduction to Environmental Impact	USAID's Environmental Procedures are as specific implementation of the general EIA process. Understanding USAID's procedures	

Day/Time	Session	Objectives/Content Summary	Presenter/Facilitator
	Assessment (EIA)	requires understanding the general EIA process. Thus, in this session we achieve a common, basic understanding of the EIA process and key EIA concepts such as *baseline*, *impact* and *activity*. We also establish how the EIA process is a framework for achieving ESDM.	
11:15-12:00	**Session 4**: Core EIA Skills 1 *Presentation; focus on learning-by-example*	Learn essential classroom theory for baseline characterization, impact identification & mitigation design. Establish that because effective mitigation design must be highly responsive to site conditions, effective mitigation design requires baseline characterization and issues identification skills.	
12:00-12:30	**Session 5:** Field Visit #1: Practicing Core EIA Skills *Part A: Briefing*	Practice observation skills needed to characterize the baseline situation and identify impacts/issues of concern	
12:30-13:30	Lunch – Field Visit Groups requested to sit together & orient themselves to the exercise.		
13:30-17:00	**Session 5, cont'd** *Part B: Field Visits*	Synthesize field observations and prioritize impacts/issues of concern; discuss possible approaches for limiting adverse effects on the environment.	
Tues 14 May	**ENVIRONMENTAL COMPLIANCE DURING PROJECT IMPLEMENTATION**		
8:15-8:25	Day 1 review & Day 2 prospectus		
8:25-9:45	**Session 5, cont'd** *Part C: Group Work & Plenary Synthesis*	Synthesize field observations and prioritize impacts/issues of concern; discuss possible approaches for limiting adverse effects on the environment.	
9:45-10:30	**Session 6:** Reg. 216: USAID's Pre-Implementation EIA Process *Presentation*	Understand Reg. 216 as USAID's mandatory pre-obligation EIA process, and further understand that environmental mitigation and monitoring conditions established by this process become required elements of activity design and implementation. Become familiar with the entire Reg. 216 process.	
10:30-10:45	**Break**		
10:45-12:15	**Session 7:** Effective IEEs	Initial Environmental Examinations (IEEs) are USAID's version of the	

Day/Time	Session	Objectives/Content Summary	Presenter/Facilitator
	Exercise orientation, group work & plenary synthesis	*preliminary assessment* and the most common type of Reg. 216 documentation. We learn the characteristics of effective IEEs by critiquing draft IEEs based on our field visits.	
12:15-13:15	**Lunch**		
13:15-14:00	**Session 8:** Core EIA Skills 2: Environmental Monitoring & Environmental Mitigation and Monitoring Plans (EMMPs)	Monitoring is the essential complement to mitigation: its objective is to determine clearly and cost-effectively if mitigation is sufficient and effective. We will understand this objective, brief the two types of environmental monitoring indicators & achieve a common understanding of the principles of environmental monitoring design. EMMPs set out the mitigation and monitoring measures by which a project will respond and comply with IEE or EA conditions. We will understand the basic EMMP concept and formats.	
14:00-14:20	**Session 8**: cont'd *"Conditions to Actions" discussion/exercise*	Practice a key EMMP skill: Translating IEE conditions to specific mitigation actions	
14:20-15:15	**Session 9:** Indicators exercise *Small group exercise*	Build and apply indicator selection skills (a key constituent skill for EMMP development) in a scenario-based small-group exercise centered on the Visual Field Guides.	
15:15-15:30	**Break**		
15:30-16:00	**Session 10**: Field-based EMMP Development Exercise: *Part A: Site & Exercise Briefing*	Over this extended session, we will work in small groups to develop EMMPs for project scenarios based on the field visits we will undertake at the beginning of Day 3.	
16:00-17:00	**Session 10, cont'd** *Part B: Group Preparation*	*Groups view briefing materials and initiate EMMP*	

Wed 15 May	**FIELD VISITS AND EMMP DEVELOPMENT**		
8:30-13:00	**Session 10, cont'd** *Part C: Field Visits*		

Day/Time	Session	Objectives/Content Summary	Presenter/Facilitator
13:00-14:00	Lunch & Freshen up		
14:00-16:30	**Session 10, cont'd** ***Part D:*** *EMMP & presentation development (Group work; groups take tea break at their leisure)*	*Groups work to complete their EMMPs & the presentations they will make at the beginning of Day 4*	
Thurs 16 May	**WRAPPING UP CORE ENVIRONMENTAL COMPLIANCE; SPECIAL TOPICS**		
8:15-8:25	Day 3 review & Day 4 prospectus	.	
8:25-9:30	**Session 10, cont'd** *Part E: EMMP Presentations*	Working groups present their EMMPs in approx. 15-minute presentations with feedback from facilitators	
9:30-9:50	**Session 11:** IP Environmental Compliance Reporting *Presentation & Q&A*	For A/CORs to fulfill their responsibilities, IPs must report on environmental compliance. Understand the basic necessary content of this reporting.	
9:50-10:30	**Session 12:** Roles, Responsibilities & Resources	Review Environmental Compliance roles and responsibilities, with reference to ADS requirements. Introduce the key resources available to support environmental compliance and ESDM.	
10:30-10:45	Break		
10:45-12:00	**Session 13:** Environmental Compliance/ESDM Knowledge Game	Reinforce key "core session" content in a small-group competition	
12:00-12:30	**Session 14**: "Parking lot" session	Address unresolved questions with reference to the issues and questions "parking lot" created over the course of the workshop.	
12:30-13:30	Lunch		
13:30-17:00	**Special Topic Bloc** **Session bloc to be programmed in response to participant input during the workshop.** *Emphasis will be on small, seminar-type sessions. Some Sessions will be scheduled concurrently.*	Focused "special topic" sessions address the environmental compliance and management aspects of selected current, complex and emerging issues in the USAID portfolio and operating environment**.** **Topics will be chosen and sessions organized in response to participant input.** May include Pesticides, Subproject Review, Health Care Waste, Environmental Compliance & G2G Assistance; Water; Social Impacts; among others	

Day/Time	Session	Objectives/Content Summary	Presenter/Facilitator
Fri 17 May	**BRINGING TRAINING TO REALITY**		
ATTN: PLEASE show up at opening session ready for departure			
8:30-8:40	Day 4 review & Day 5 prospectus	.	
8:40-9:15	**Session 15:** Bringing Training to Reality *Part A: State of Environmental Compliance in USAID Mission & Projects: Results of Environmental Procedures Best Practices Reviews (BPRs)*	The workshop has addressed how environmental compliance as it *should* be. We know that in missions and projects, there are gaps and shortcomings. This session first takes stock of where we are *(Part A)*, and identifies measures that we can take individually, and which missions and projects can take to better comply, and better attain ESDM.	
9:15-10:15	**Session 15, cont'd** *Part B:* *Focus sessions*	Informed by the preceding session, Identify key messages to communicate to mission management/sector team leaders and to project COPs to prioritize and strengthen LOP environmental compliance.	
10:15-10:30	Break		
10:30-11:30	**Session 15, cont'd** *Part C: "Way Forward" plenary discussion & individual action plans*	Brief report-outs from the 2 focus sessions; develop an individual action plan for workshop follow-up to strengthen LOP environmental compliance in your team, or mission/operating unit. Volunteers share highlights of their individual action plan.	
11:30-11:45	**Session 15, cont'd** *Part D: BEO/REA Reflections/Responses*		
11:45-12:00	**Session 16:** Evaluations		
12:00-12:30	**Certificates and Closing**		
12:30-13:30	Lunch		
13:30	**Departure (Buses to Lilongwe)**		

Attachment: Evaluation Form

Life-of-Project Environmental Compliance and Environmentally Sound Design and Management

An Africa Regional Training Workshop for USAID Staff

Mangochi, Malawi ▪ 13–17 May 2013

Your frank and honest feedback will help strengthen future trainings and help prioritize ESDM and environmental compliance support to USAID Programs and Missions in Africa and globally. Thank-you for your time!

Learning approach

For each issue, please check the assessment you most agree with

Issue	Assessment					Comments
Balance of time in classroom to time in field	Much more time in field needed	A bit more time in field needed	About right	A bit more time in classroom needed	Much more time in classroom needed	
In the classroom, balance of presentations to exercises, group work & discussions	Much more emphasis on presentations needed	A bit more emphasis on presentations needed	About right	A bit more emphasis on exercises/ discussions needed	Much more emphasis on exercises/ discussions needed	
Technical level & pace	Much too heavy	A little too heavy	About right	A bit too light	Much too light	
Opportunities for peer exchange & learning	Needed to hear and learn much more directly from facilitators	Needed to hear and learn more directly from facilitators	About right	Some more opportunities for peer learning/ exchange are needed	Many more opportunities for peer learning/exchange are needed	

Highest/Lowest-rated sessions

Please identify the 1 or 2 sessions that you rate most highly (for content, usefulness, approach or for other reasons). Please also identify the 1 or 2 sessions that you found least engaging/useful/relevant. Please briefly indicate the reasons for your choice. (You may wish to refer to the agenda to refresh your memory.)

	Session	Comment (Please explain why you made this choice.)
HIGH-RATED		
HIGH-RATED		
LOW-RATED		
LOW-RATED		

Overall evaluations

Please check the assessment you most agree with.

Issue	Assessment					Comments
	Very poor	Poor	Acceptable	Good	Excellent	
Technical quality (Program & Content)						
Facilitation						
Logistics						
Venue						
Field visits						

Impact

Please circle the characterization you most agree with.

Question	Characterization			Comments
Baseline Knowledge In light of what you have learned in this workshop, how would you rate your understanding of ESDM and USAID's Environmental Procedures BEFORE this workshop?	Had poor or limited understanding	Understood the basics, lacked some details	Had a strong and detailed understanding	
Empowerment To what extent has this workshop increased your knowledge and capabilities to address environmental compliance requirements in the context of your job function/professional responsibilities?	Not at all	Moderately	Strongly	
Motivation To what extent has this workshop increased your motivation to *proactively* address environmental compliance and ESDM in the context of your job function/professional responsibilities?	Not at all	Moderately	Strongly	

Key topics not covered

Were there any topics of key important to you that were not covered/given very limited attention?	

Support needs

Are there particular environmental compliance/ESDM support needs or resources that you require?	

Additional comments welcome on any topic.