



FIRST YEAR WORK PLAN

ENVIRONMENTAL MANAGEMENT
CAPACITY BUILDING FOR ASIA AND
NEAR EAST BUREAU

EPIQ II, Contract EPP-1-00-03-00014-00
Task Order Three

31 October 2006
Prepared by Chemonics International Inc.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANE: Asia/Near East

ADS: Automated Directives System

BDS: Business Development Service

BEO: Bureau Environmental Officer

BMP: Best Management Practice

CTO: Cognizant Technical Officer

CFR: Code of Federal Regulations

EA: Environmental Assessment

EMCB: Environmental Management
Capacity Building

EMP: Environmental Management Plan

ENCAP: Environment Management
Capacity-Building (for Partners and
Programs in Africa)

ESD: Environmentally Sound Design

ERMT: Environmental Review and
Management Tool

ETD: Environmental Threshold
Decision

FAA: Foreign Assistance Act

IEE: Initial Environmental Examination

IFC: International Finance Corporation

IPM: Integrated Pest Management

IQC: Indefinite Quantity Contract

IUCN: World Conservation Union

LOE: Level of Effort

MCC: Millennium Challenge
Corporation

MD: Mission Director

M&E: Monitoring and Evaluation

M&M: Mitigation and Monitoring

MEO: Mission Environmental Officer

NGO: Non-Governmental Organization

OE: Operating Expenses

PDF: Portable Document Format

PEA: Programmatic Environmental
Assessment

PERSUAP: Pesticide Evaluation Report
and Safer Use Action Plan

PMU: Project Management Unit

RFP: Request for Proposals

ROD: Record of Environmental
Decisions

SO: Strategic Objective

SOP: Standard Operating Procedure

SS: Scoping Statement

TO: Task Order

USAID: United States Agency for
International Development

SUMMARY

On September 30, 2006, a Chemonics/Cadmus consortium was awarded a task order under the Environmental Policy and Institutional Strengthening IQC to support capacity building in environmental management for the Asia and Near East (ANE) Bureau of USAID. This is a field support task order with core funding provided by the Bureau. It also effectively offers an avenue for buy-ins from regional Missions for similar services.

The purpose of the task order is to help USAID Mission and regional environmental officers, strategic objective teams, and ultimately their implementing partners to incorporate the principles of environmentally sound design and best management practices in the planning and implementation of development interventions. The task order is designed to provide a blend of improved awareness for meeting the USAID regulatory requirements as well as practical, project-based tools to encourage adoption of environmentally sound design principles and best management practices for implementation.

The task order explicitly supports USAID's environmental regulations (22 CFR 216 or "Regulation 216") and other aspects of the foreign assistance act which are applicable to USAID's environmental review procedures. The task order will support work in development and delivery of environmental review training for USAID MEOs, Mission staff, and partners: reinforcement of training through provision of environmentally sound design technical support: and support to ensure that knowledge on environmental review and management practices are made available to other development stakeholders.

The purpose of this work plan is to inform the CTO of the tasks the Chemonics/Cadmus team is capable of implementing in support of each of the three activities outlined in the contract. This work plan is intended to be a tool for the CTO to use in determining the best fit of activities that can respond to the ANE Region's needs within available resources.

The work plan's first section provides some background on the nature and scope of environmental review within the ANE region and some of the challenges facing field Missions and partners. The second section describes the activities' targets; our illustrative results framework (which has been revised since it was included in the proposal); and anticipated deliverables. This section also provides an implementation plan laying out various tasks that could be implemented to achieve anticipated results and the cost associated with each task. The third section describes how Chemonics will manage the task order (TO) resources to achieve these objectives and how we will communicate results. There is also a discussion of financial constraints and opportunities.

SECTION I: BACKGROUND ON REGIONAL ENVIRONMENTAL CAPACITY BUILDING

The ultimate success of foreign assistance investments - including the ability to sustain and replicate interventions - often depends on the skillful inclusion and fair distribution of environmental costs and benefits in activity design. During project planning, the potential for environmental and social impacts must be carefully explored and possible mitigation strategies identified. Impact assessment methods now explicitly require involvement of local stakeholders — politicians, communities, industries — in the design process and delineation of alternatives. Impact assessment best practices also now recognize that environmental review must occur throughout the project cycle and that the nature of foreign assistance is often best served through strategic or programmatic environmental review.

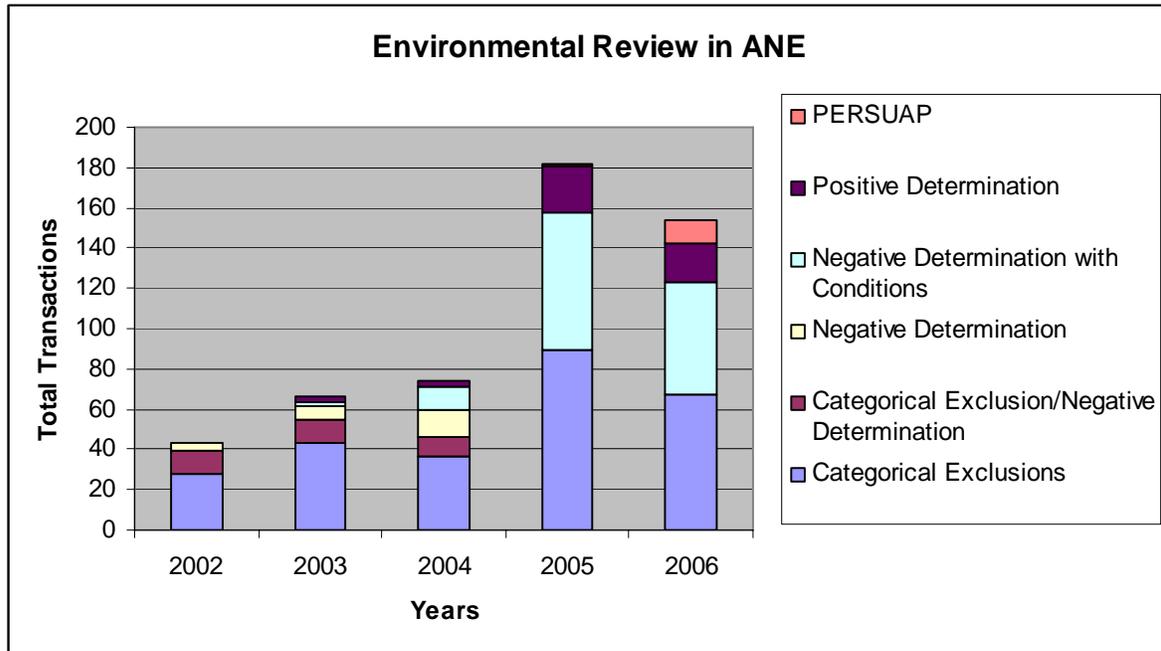
The benefits of environmental review go well beyond compliance. They include identification and mitigation of undesirable impacts, inclusion of broad stakeholders in the discovery and resolution of environmental issues, and the opportunity to integrate monitoring capacity into project implementation, as well as potential civil society and gender equity development and economically sound projects. When utilized early enough in planning and design, Environmentally Sound Design (ESD) principles, the incorporation of environmental Best Management Practice (BMP), and USAID’s mandatory Environmental Procedures (22 CFR 216, or “Reg 216”) provide an important and systematic means for avoiding environmental failures in development interventions.

Through the Environmental Management Capacity Building task order (EMCB), ANE intends to strengthen the capacity of its Missions and implementing partners to apply the principles of ESD through targeted technical assistance, training, and information transfer by achieving four overall objectives:

- Ensuring that environmental consequences of USAID-funded activities are identified and considered in their design and prior to a final decision to proceed with their implementation
- Assisting countries to strengthen their capacity in the area of environmental impact assessment, mitigation, monitoring, and follow-up
- Defining environmental factors that constrain economic development and identifying activities that can assist in sustaining or restoring the renewable natural resource base
- Ensuring that management systems are in place to adequately monitor compliance with mitigation measures during the course of project implementation

At USAID, the inclusion of environmental review has become a common cornerstone of successful projects. The volume of environmental review has grown steadily as USAID Regions and Missions have recognized the legislative requirements of the Foreign Assistance Act (22 CFR 216), the normative requirements of host countries, and enhanced performance of projects incorporating environmental design features.

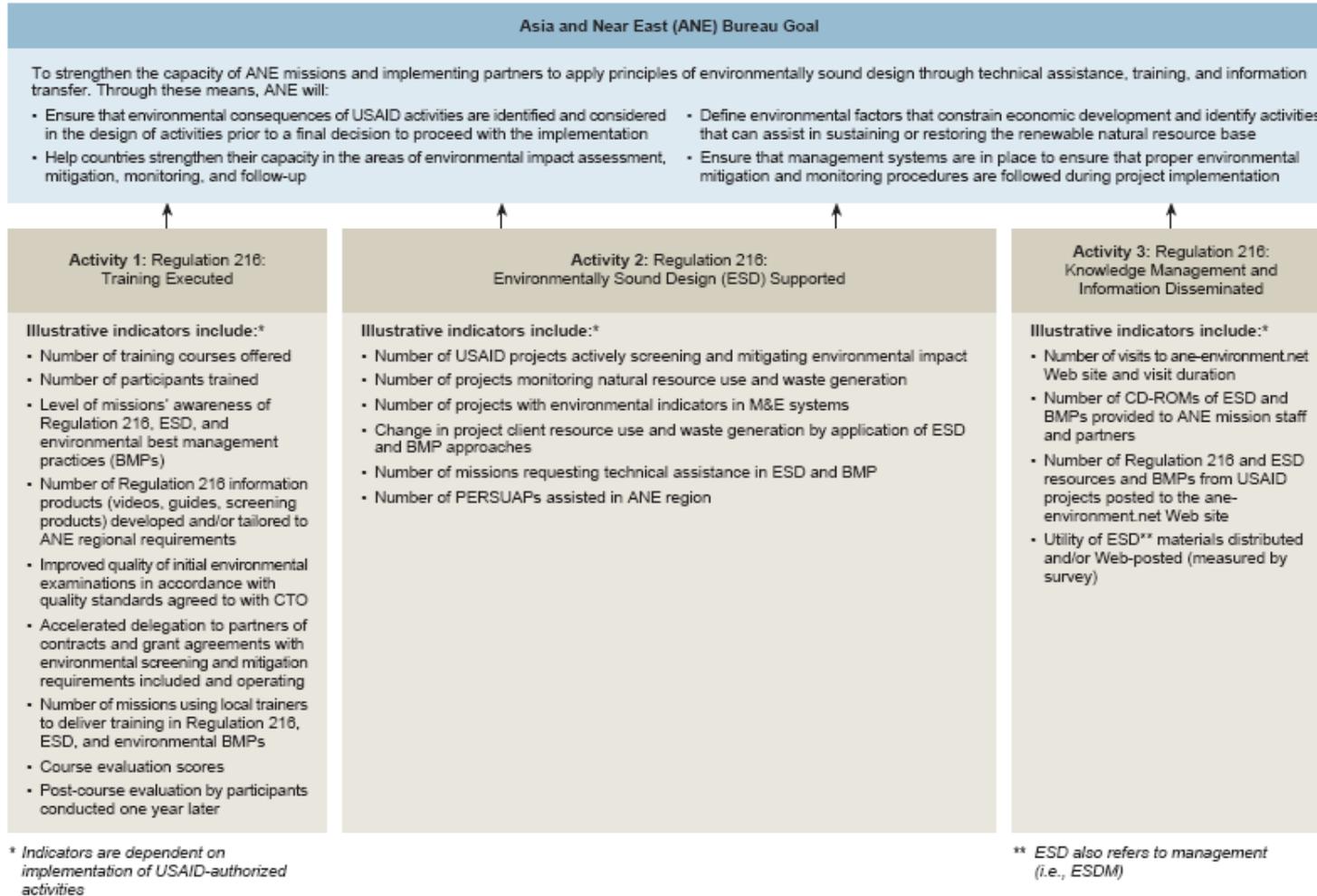
Figure 1. Summary of environmental actions undertaken in the Asia and Near East Region in FY 2002-2006. Data does not include “pending” actions. *Source: USAID ANE Bureau.*



The most recent statistics available from the ANE Bureau Environmental Officer (Figure 1) indicate a sharp overall rise in environmental documentation submissions, including negative determinations with conditions, positive determinations, and Pesticide Evaluation Report and Safer Use Action Plans (PERSUAPs) to meet mitigation requirements. These trends suggest that it will be important to improve the skills of Mission Environmental Officers (MEOs) in the application of USAID environmental procedures. This includes improved preparation of environmental documentation, increased attention to ensuring effective mitigation and monitoring follow-up, and the development of deliberate and precise methodologies to flow down conditionality to implementing partners and effectively monitor their compliance.

In order to organize EMCB project management to address a wide range of activities and perspective targets, Chemonics developed an illustrative results framework that helped craft our response. A revised version of the initial results framework is included below and we believe it will be useful in helping to organize the work. For purposes of work planning, Chemonics combined the four project objectives into three specific result areas that better mirror the contract. Objectives 2 and 3 of the proposal’s results framework were combined to create Activity 3.

Exhibit 1. ANE Environmental Management Capacity Building Task Order Provisional Results Framework



SECTION II: TASK ORDER ACTIVITIES AND TIMING

The EMCB task order has been organized to provide core support to the ANE bureau and undertake activities to improve the awareness and documentation of environmental assessments. Three areas of general activities are expected to address the Bureau's needs. These activities are described below:

1. Support training for Mission staff and partners in Regulation 216 - Build the skills and understanding of both new and current ANE Mission Environmental Officers (MEOs) and other Mission staff in 22 CFR 216 (Reg 216) procedures (Initial Environmental Examinations, Environmental Assessment scoping, and Environmental Assessment)
2. Environmentally sound design support to USAID projects - Provide technical assistance and training in environmental mitigation and monitoring processes to strengthen program design and implementation in order to enhance the environmental soundness and sustainability of ANE programs
3. Consolidation and dissemination of environmental lessons learned and best practices - provide information on best practices for environmental management of selected classes of activities and support Regional activities

The task order is structured to provide core support that can be complemented by direct buy-ins from ANE Missions for environmental assessment and management services as needed within these three areas. Specific services to be provided under this contract will necessarily be targeted at capacity building and field support for enhanced environmental compliance of USAID projects throughout the region. The activities described below are illustrative and represent a number of tasks that could fall within the scope of this contract. A table at the end of this section provides a summary of all of these tasks along with the amount each task would cost.

1. Detailed Activity Descriptions

This section describes the tasks and actions necessary to support the three activity areas under this contract. The section is intended to describe the major actions, deliverables, and implementing roles for contract consortium members. Possible tasks and cost estimates are described for each activity to allow the Cognizant Technical Officer (CTO) determine priorities and allocate the core contract's limited funding.

a. Support training for Mission staff and partners in Regulation 216

Fundamental to improved project performance is strengthening the capacity of USAID Mission staff and partners in the application of USAID environmental requirements. Historically, USAID training has most often focused on meeting the statutory requirements for environmental assessment prescribed under the Foreign Assistance Act within 22 CFR 216, more commonly known as "Regulation 216." A five-day format has

been most often used in courses for USAID partners, which often includes at least one site visit.

While understanding that the requirements remain critically important, USAID must more effectively transfer monitoring authority for environmental compliance and mitigation to implementing partners. This is particularly true when Initial Environmental Examinations (IEEs) are conducted without precise knowledge of probable implementation activities and Negative Determinations with Conditions decisions delegate further environmental review to the implementing partner. Contractors and grantees are increasingly shouldering the burden of understanding the environmental and social impacts of their activities -- including grants, BDS services, small enterprise interventions, and rural infrastructure development -- and developing tools to identify possible environmental consequences and mitigation strategies. Contractors are also being required to more proactively document and track their decision in support processes.

Recent ANE environmental trainings suggest that a shorter three-day course that provides approximately equal weight to environmental review procedures and Mission staff environmental responsibilities under ADS 201 and 204 should be offered. They will also highlight the appropriate steps and language to ensure transfer of responsibility for compliance to implementing partners.

Future courses should also address several particular areas of environmental review that appear increasingly important in the ANE Region, including:

- Programmatic Environmental Assessments
- Programmatic or Strategic Objective (SO)-level IEEs
- Emergency (Post Disaster and Post Conflict) Environmental Review
- Biodiversity and Tropical Forest Assessments (FAA Sections 118/119)
- Integration with Millennium Challenge Corporation (MCC) Environmental Guidelines
- Pesticide Evaluation Report and Safer Use Action Plans (PERSUAP)
- Environmental Management Plans (Mitigation and Monitoring Plans)
- Mission environmental compliance audits/self-assessments to improve application of USAID environmental procedures

It is apparent that the ANE environmental training should be revamped to change emphasis and focus more on skills development. As environmental review is delegated to implementing partners it will be increasingly important for MEOs to draft IEEs and Environmental Threshold Decisions (ETDs) which are clearly negotiated with CTOs and SO team leaders, who are ultimately responsible for ensuring monitoring and mitigation. Improving MEO confidence and competence to work with strategic teams to incorporate such language will require carefully tuned exercises, templates, and interactive peer-reviewed training.

Workflow: The Chemonics/Cadmus team under the EMCB team leader will work closely with the task order CTO, Bureau and Mission staff to review course objectives

and audience and to determine necessary revisions to the curriculum outline. Once a new curriculum has been approved by USAID, Chemonics/Cadmus will develop new training modules, complementary exercises, and appropriate course notes and reference materials. Depending on the availability of resources, the team may also build a trainer's manual to support the capacity-building of local providers. Upon completion of the revised training materials, the course will be given in either Bangkok or Cairo after which participant feedback will help modify coursework. Resource constraints will determine how many and which trainers will participate in each of the trainings, or whether the BEO will conduct trainings himself. The team will work to identify opportunities for delivering more than one course during a trip to improve efficiency.

Level of effort: Materials preparation for these trainings will cost approximately \$21,998 for revision of existing materials, developing non location specific case studies, and assembly of a participant sourcebook. One training led by Cadmus personnel will cost an estimated \$43,386 and one training led by Chemonics personnel will cost \$45,426. The cost of each training includes the cost of LOE, travel and per diem for one senior and one junior staff member, IUCN local support, training materials, and facility rental.

b. Environmentally sound design support to USAID projects

Previous trainings and review of compliance with environmental regulations in the ANE region indicate that, similarly to those in Africa and Latin America, ANE environmental officers would appreciate more standardized approaches for including environmental BMPs in project design and implementation. Although the heterogeneity of the environmental review process reflects an important ingredient of ownership and responsiveness, developing templates and standard operating procedures (SOPs) can help ensure more comprehensive review and mitigation.

Support for ESD to USAID Missions can take a variety of forms including direct, face-to-face outreach to Mission Directors, straightforward support for the preparation of IEEs, development of scoping statements and environmental assessments (EAs), development of templates for specific types of environmental assessments such as Programmatic Environmental Assessments (PEAs) and Pesticide Evaluation Report and Safer Use Plans (PERSUAP), or development of a protocol for conducting Mission compliance audits/self-assessments. Most of these environmental review procedures are often conducted at the front end of the programming cycle but should continue throughout implementation, particularly in projects that evolve over time and use grants or “rolling” designs that may diversify environmental risks beyond original design. Several options are discussed below and illustrative costs identified.

i. Outreach to Mission Directors and Mission Compliance Gap Analysis

Recognizing the important role that USAID Mission Directors (MDs) play in ensuring project ESD and compliance with Regulation 216, Chemonics/Cadmus will conduct direct outreach to ANE MDs regarding Mission project compliance. This outreach will make MDs aware of the compliance status of projects in the Mission portfolio, and also

heighten awareness of the importance of ESD to a project's success. The team will work with MDs to show them how compliance will serve their personal professional interests, particularly in terms of managing risk associated with non-ESD and implementation of their projects. This will, in turn, motivate MDs to equip and properly support all staff in their efforts to ensure Regulation 216 compliance and ESD.

Workflow: Chemonics/Cadmus will design the outreach strategy by building on current and past related regional environmental outreach activities, and incorporating lessons learned from these efforts. Once that information has been collected and reviewed, Chemonics/Cadmus will work closely with the CTO to determine which ANE Missions should be initially targeted for this task. With the concurrence of the Mission Director, the team will then conduct a thorough environmental compliance gap analysis of each of the selected Missions' project portfolios. Based on this analysis, we will prepare a brief report summarizing the gap analysis, with recommendations for closing the gaps. This report will be presented to each Mission Director in a face-to-face meeting with the BEO and a member of the Chemonics/Cadmus team. These meetings might directly follow each of the Regulation 216 trainings and be attended by team members who participated in those trainings so as to minimize travel time and costs.

Level of Effort: The total cost for the above outreach to Mission Directors will cost approximately \$32,899. The cost includes review of previous outreach activities, selection of model missions, conducting compliance gap analysis of portfolios, and communicating with Mission Director to discuss risk management needs. Travel costs are estimated based on conducting the gap analysis as a follow-on at the end of each 216 training.

ii. Environmental Review and Management Tool (ERMT)

This hard copy instrument would essentially be a series of sector-specific checklists and best practices for identification and mitigation of the most common types of project activities. It would not be intended to provide exhaustive review but rather ensure familiarity with relevant issues and mitigation strategies is identified at the early stages of projects and subprojects. It would build upon current sector-specific information made available through a variety of easily accessible current information sources, including the Environmental Guidelines for Small-Scale Activities in Asia and the Near East and the International Finance Corporation (IFC)/World Bank Sector Guidelines. It would also include a short overview of the Regulation 216 process and provide valuable sources for additional support. One resource that might be useful in developing the ERMT is the Project Manager's tool for Water and Sanitation Projects developed for the Environmental Guidelines for Small-Scale Activities Africa under the ENCAP program. This tool could perhaps be streamlined to benefit ANE MEOs as a field resource.

Workflow: The CTO will provide an initial list of key sectors needing ERMTs. At CTO request, this list may be supplemented with an inventory of USAID projects undertaken by Chemonics/Cadmus. Development of a prototype for one or more sectors would be conducted and reviewed to insure applicability. Upon prototype approval by the CTO,

guides for additional sectors would be completed and incorporated in the tool, followed by reproduction, distribution, and follow-up evaluation of its usefulness. The tool would be made available on the ane-environment.net Web site through a hypertext-linked PDF format that could be easily maintained and updated. Dependant on the CTOs delegation of resources, Chemonics/Cadmus could also develop this prototype into more sectors with full distribution and testing at the field level. Upon work plan approval the EMCB team will develop a comprehensive strategy to bring an ERMT prototype to review stage after which decisions will be made about the feasibility of applying it to other sectors.

Level of effort: The production of a one sector prototype of the ERMT will cost approximately \$7,414. To expand that to the production of a 5 sector ERMT will cost an estimated \$19,340 while a 10 sector ERMT will cost approximately \$38,322.

iii. Integrated Pest Management and Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP) Support

Pesticide Evaluation Report and Safer Use Action Plans (PERSUAPs) have been developed as a nearly standardized approach to reviewing the application of pesticides and agrochemicals (including phytosanitary products) within USAID projects. The ANE region has seen an expansion in the use of PERSUAPs during the last two years, especially as interest in agriculture production and rehabilitation of agriculture systems has strengthened in Middle Eastern countries and in Afghanistan.

A PERSUAP consists of two parts, which are referred to in the acronym as the “PER” and the “SUAP.” The Pesticide Evaluation Report (PER) section addresses the 12 informational elements required in the Agency’s Pesticide Procedures. The Safer Use Action Plan (SUAP) puts the conclusions reached in the PER into a plan of action, including assignment of responsibility to appropriate parties connected with the pesticide program. The intent of the PERSUAP is to ensure compliance with the US (22 CFR 216.3 (b)/s) and host country pesticide regulations, identify appropriate handling and use techniques, including personal protective equipment, identify any necessary accompanying research, and delineate clear authorities and responsibilities for ensuring that appropriate practices are employed and carefully monitored.

Within this task, other types of environmental support can be included as called for within the original Request for Proposals and the contract. Support for Biodiversity and Tropical Forestry assessments as required by the Foreign Assistance Act within sections 117-119 was also requested within this activity although it is generally quite different from the pesticide support mentioned above. Chemonics/Cadmus is capable of providing proven expertise for the conduct of assessments for agricultural projects, integrated pest management (IPM), and pesticide evaluation.

Workflow: Chemonics/Cadmus can provide limited and primarily desktop support to PERSUAPs or field support, depending on the CTOs decisions regarding the delegation of resources. The team can provide expert support for the review and comment of individual PERSUAPs, providing support to the MEOs to ensure consistency and

thoroughness. We can also offer the possibility of using resources to develop more systematic templates for field use.

Level of Effort: Five days of desktop PERSUAP report will cost approximately \$4,819 while 15 days of field based PERSUAP support will cost an estimated \$18,858.

iv. IEE/EA Support

The volume of environmental review has grown dramatically in the ANE Region over the past three years. It is estimated that nearly 200 IEEs were conducted in 2006 alone covering an estimated \$9.7 billion of development assistance transaction. Although there has been much attention to improving Foreign Service National and USAID direct hire staff competence, the diversity and complexity of many of the projects funded within the region require routine support. Given that the IEE process is the most important aspect of the environmental review cycle, is critical that the quality assurance and initial control of environmental decisions be optimized.

Workflow: The EMCB team will provide intermittent, on-demand support for development and review of IEEs, Scoping Statements and support for EAs. Chemonics/Cadmus have developed a team of highly qualified staff who are capable of providing punctual assistance. Depending on the CTOs delegation of resources, this assistance will be provided in a “desktop” format or in the field. In addition to support for environmental review, the team can provide support in further developing an IEE database and tracker analogous to the Africa Bureau’s system and development of a system to inventory and track IEE and Records of Environmental Decisions (ROD) decisions and compliance.

Level of Effort: The originally requested and proposed five days of desktop IEE/EA support will cost approximately \$3,792. To provide additional support for field-based activities and possibly the development of more systems-level support would require an estimated \$15,777.

v. Developing Protocol for Conducting Mitigation and Monitoring Audits/Self-Assessments

Many Initial Environmental Examinations result in negative determinations with conditions. This is particularly true in programs where specific activities are not well described at project conception, or within activities that involve a wide array of interventions such as grants and lending to enterprises or associations of entrepreneurs within poorly defined sectors. As a result, SO teams and CTOs should be creating Environmental Management Plans (EMPs) to manage environmental risks from evolving programs. Additionally, USAID normally requires that implementing partners (contractors, NGOs, host country agencies) develop screening procedures to routinely identify and mitigate undesirable environmental consequences in their own activities. This process often breaks down in three places: (1) Missions fail to establish an EMP at the SO level, (2) Missions fail to audit the EMP, and (3) Missions fail to audit partner screening processes. Generally these process failures occur because few MEOs have the

time or resources to monitor the implementation or effectiveness of mitigation. Lack of routine procedures, best practices, or support inhibits compliance with US and host country environment, health, and safety regulations at the project level.

This activity will identify procedures, methods, and tools to support MEOs, CTOs, and SO team leaders to translate IEE conditions into effective EMPs and track mitigation and monitoring of environmental impacts at the project level. This activity will develop a series of validated tools and communication instruments, and address priority topics including relying on local capacity to conduct EMP audits and proper funding for EMP follow-through at the SO level. This activity will culminate in creation of Mission protocols for best-practice reviews and action plans (with budgets) to improve both Mission and partner implementation of USAID environmental procedures. This effort will equally feed into the training program (Activity 1) as well as the information management component (Activity 3).

Workflow: We will first conduct an inventory of current procedures and tools within USAID and other donor organizations, conduct interviews with USAID senior environmental staff, and develop a short review of prior approaches. This review will provide the basis for a one day workshop to be held in Washington or conjointly with a regional Regulation 216 environmental training, to discuss the opportunities and constraints to mitigation and monitoring (M&M) follow-through. Based upon the review and workshop, the Chemonics/Cadmus team will prescribe a template, information collection, and training plan to field test one or more M&M tools and procedures within 2-3 Missions selected on criteria established with the CTO (portfolio complexity, environmental threats, staffing realities etc.). The model M&M systems will be rolled and reviewed within an 18 month period and final recommendations made to regional environmental staff for a regional roll-out.

LOE: It is anticipated that Chemonics, Cadmus, and IUCN will work collaboratively to review current practices and establish model systems. This activity will cost approximately \$43,666.

c. Consolidation and dissemination of environmental lessons learned and best practices

Developing cost-effective methods to transmit environmental review templates and procedures will be important to furthering Mission interest in environmental application at the project level. Real-cost constraints limit OE-funded staff's ability to provide review and USAID must depend on implementing partners more than ever before. Helping these partners review the impacts and the mitigating practices must be done more efficiently and cost-effectively. This means that electronic information must be gathered, repackaged for the proper audience, and made available in a timely fashion.

Our team will provide support for Web-based training and resource materials as required by ANE and its Missions. The EMCB team can prepare BMP materials for a variety of

sectors and incorporate this material into Regulation 216 training as well as make it available through the ane-environment.net Web site.

The EMCB team recognizes that the ane-environment.net Web site must be placed within USAID's government domain. The team has been closely following discussions of Africa regional activities and the Natural Resources Information Clearinghouse, which are going through similar transitions.

Another alternative to migrating the Web site is to keep it at its current location and provide quarterly updates. These updates could include new IEEs, RODs, PERSUAPs, SSSs, EAs, guidelines, training materials and information, and other documents that the CTO and/or BEO decide should be included on the Web site.

Workflow: Should it be deemed necessary and viable, the Chemonics/Cadmus team will migrate the current site to an ANE site that is on the US government domain within three months of the contract being signed. Our team can also provide quarterly updates to the Web site.

Level of Effort: Complete migration of Web site to www.usaid.gov/our_work/environment will cost approximately \$46,045. On October 31, 2006, Stephanie Rosch at Cadmus provided Chemonics with the following explanation of their cost estimate for migrating the Web site, based on multiple conversations and emails between Cadmus and Scott Gruber in USAID Legislative and Public Affairs, the last of which took place on October 30th, 2006:

“We calculated costs under the assumption that Web site migration must be completed 90 days after contract signing (the end of 2006). We have spoken to Scott Gruber at the USAID Office of Legislative and Public Affairs and are still waiting for specifications (location, software, accessibility) on what needs to be done to migrate the database. This uncertainty is the main driver for cost calculations because additional staff may be needed to ensure on-time delivery. Once the USAID Office of Legislative and Public Affairs provides additional information regarding the database migration we will be able to provide a more accurate cost estimate.”

Providing four quarterly updates during Year One to maintain the Web site will cost an additional \$7,266.

Table 1. Summary of possible activities

Activity	Sub-activity/Task	Cost	Comments
<i>Activity One</i>	One Training Facilitation Chemonics Lead	\$45,426	Includes cost of LOE, travel and per diem for one senior and one junior staff member, IUCN local support, training materials, and facility rental
	One Training Facilitation Cadmus Lead	\$43,386	Includes cost of LOE, travel and per diem for one senior and one junior staff member, IUCN local support, training materials, and facility rental
	Training Materials Preparation	\$21,998	Revision of existing materials, developing non location specific case studies, and assembly of training notebook.
<i>Activity Two</i>	Mission Director Outreach and Mission Compliance Gap Analysis	\$32,899	Review of previous outreach activities; selection of model missions; compliance gap analysis of portfolios; communication with mission director to discuss risk management needs which would be a follow-on trip at the end of each 216 training.
	ERMT Guide Prototype	\$7,414	Production of one sector prototype of environmental review and management tool.
	5 Sector ERMT Guide	\$19,340	Production of 5 sector environmental review and management tool
	10 Sector ERMT Guide	\$38,322	Production of 10 sector environmental review and management tool
	Desktop PERSUAP Support	\$4,819	5 days of desktop PERSUAP support
	Field PERSUAP Support	\$18,858	15 days of field based PERSUAP support
	Desktop IEE/EA Support	\$3,792	5 days of desktop IEE/EA support
	Field IEE/EA Support	\$15,777	15 days of field based IEE/EA support
	Developing Protocol for Conducting Mitigation and Monitoring Audits/Self-Assessments	\$43,666	Develop protocol for assessing project level monitoring and mitigation and develop standardized reporting office to help mission and bureau environmental officers ensure compliance
<i>Activity Three</i>	Web site Migration	\$46,045	Complete migration of Web site to www.usaid.gov/our_work/environment . For maintenance costs, see below.
	Web site Maintenance	\$7,266	20 days of LOE for quarterly maintenance of the Web site.
<i>TO Management</i>	Fixed Management Costs	\$7,333	Cost of TO management including work planning and preparation of quarterly reports

SECTION III: PROJECT ORGANIZATION AND MANAGEMENT

This section describes how the EMCB team will manage task order work, allocate resources between its partners, and communicate with the CTO. It also describes fundamental constraints and opportunities that will help guide the work and describe how to implement reporting requirements as specified in the contract.

Each organization in the consortium is dedicated to improving environmental management and each offers unique values: Chemonics offers strengths in project implementation and knowledge of field-level environmental management; Cadmus brings environmental review support and training throughout the agency; IUCN provides an excellent network of world-class technical expertise.

a. Managing Task Order Resources and Communication

As prime contractor on the task order, Chemonics takes full responsibility for managing the resources and ultimately for the quality and timeliness of the work undertaken. Chemonics is responsible for maintaining the direct relationship with the CTO and ensuring responsiveness to Bureau and Mission requirements. Chemonics has identified a project management team including a director (Avrom Bendavid-Val), a manager (Matthew Edwardsen) and an associate (Katherine Anderson) who are responsible for the day-to-day administration and management of resources. This project management unit is responsible for maintaining direct liaison with the task order CTO, ensuring direct contact with its subcontractors, developing reporting requirements, and ensuring supervision of task order resources. Chemonics takes this responsibility seriously and the costs of this project management team are incorporated into the indirect rate structure at no direct cost to the project.

b. Project Staffing and Personnel Management

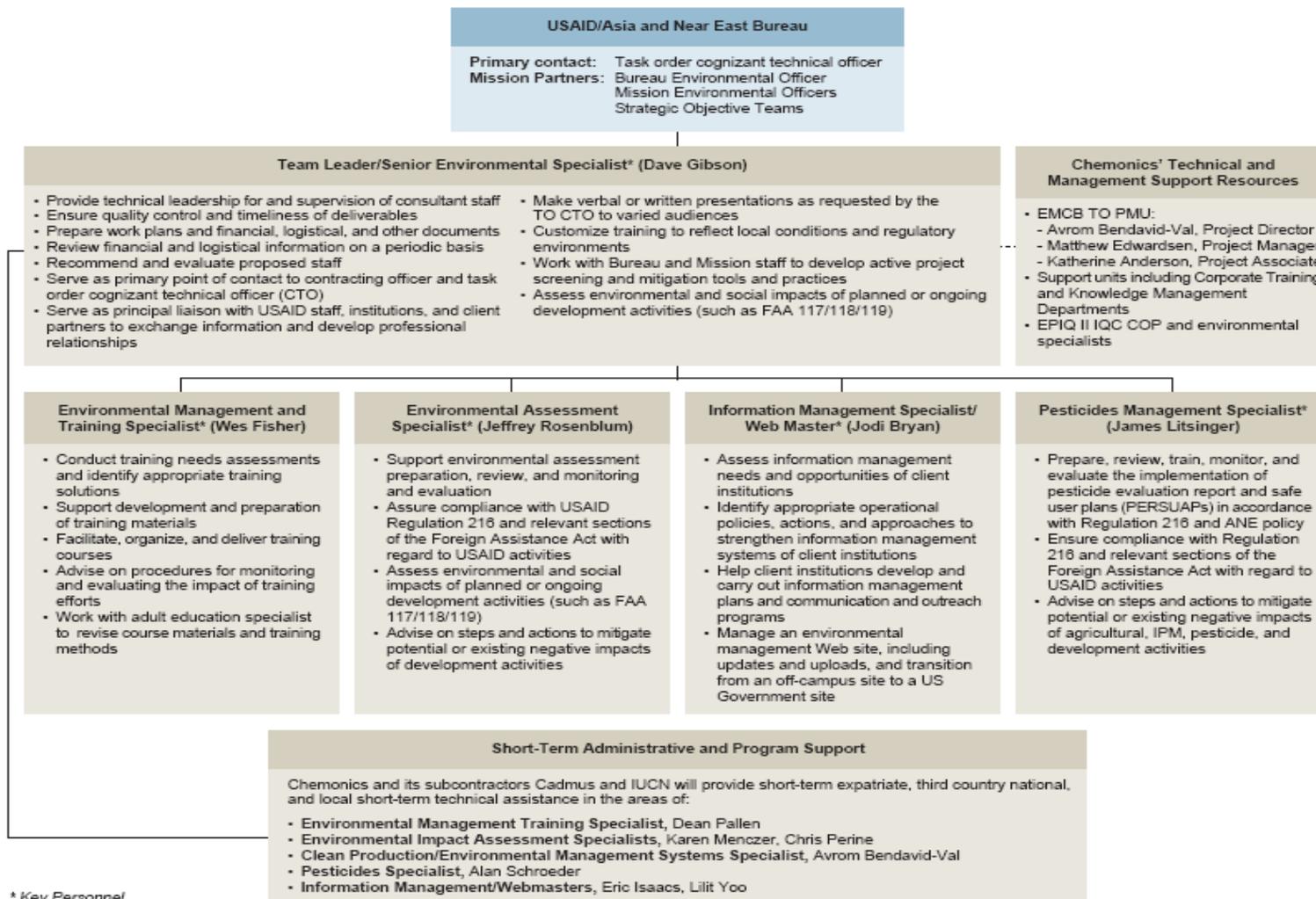
The Chemonics proposal dated September 1, 2006, presented a shortlist of competent expertise with demonstrated capacity to meet the needs of the three activity areas (please see staffing chart, below). The actual level of effort for project staff will depend largely on decisions made about priorities and desirable products. Chemonics will confer with Cadmus and IUCN to ensure that the most qualified staff for core activities are provided. In the event that Mission buy-ins become available, Chemonics will rapidly distribute position descriptions and recruit personnel from all consortium members, choosing the best qualified candidates to forward to USAID for consideration. The project management team will select and forward these candidates for USAID consideration. To ensure the team is working within available resources, Chemonics will issue written instructions to subcontractors identifying deliverables and level of effort for needed work. Chemonics will ensure that all personnel working on activities are properly screened by the CTO and approved by the Contracting Officer.

c. Resource Constraints and Opportunities

The EMCB task order offers an opportunity to improve the awareness and usefulness of environmental review within the design and implementation of USAID projects. The task order success can be ultimately measured in behavior change by Missions and their implementing partners if the systems, practical tools and incentives are made available. Revising training modules, ESD support products, and Web-based resources will require agreement on the key obstacles and needed changes in close collaboration with field staff and implementers.

Resource limitations are real and the core funding can only provide limited contact with field. Marketing the task order services and obtaining buy-ins from ANE Missions will improve the exposure of the task order team and, in turn, the relevance of training support and mitigation and monitoring support. Supporting the CTO's ability to help us promote EMCB services will be key to obtaining buy-ins as will maintaining responsiveness to very dynamic Mission needs.

Exhibit 2. Staffing Plan, ANE Environmental Management Capacity Building Task Order



* Key Personnel