

Session 15.

Bringing Training to Reality

Objective

Survey the Mission and Project compliance processes and capacities required for compliance. Review typical gaps and shortfalls and examples of mission good practices identified by Mission Environmental Procedures Best Practices Reviews (BPRs) and OIG audits.

Identify key messages to communicate to mission management/sector team leaders (USAID staff) and COPs (IP staff) to prioritize and strengthen LOP environmental compliance.

Develop an individual plan for workshop follow-up to strengthen LOP environmental compliance in your project, team, or mission/operating unit.

Summary

Taking Stock: the State of Environmental Compliance in USAID Mission & Projects

This workshop has set out LOP environmental compliance requirements, and how the responsibilities for fulfilling these requirements are allocated among IPs, C/AORs and MEOs.

In practice, significant compliance gaps and shortfalls exist. Many of these gaps and shortfalls are rooted in inadequate compliance *systems and processes*:

That is, for compliance to be achieved in practice, it is not enough that individual USAID and IP staff understand their roles and responsibilities and master key skills; internal mission/team and project processes must be in place that support (and require) the exercise of these responsibilities.

This is well-illustrated by the results of almost 20 Environmental Procedures Best Practices Reviews (BPRs) conducted in Africa missions over the past several years.¹ The BPR is a voluntary audit that examines both environmental compliance status AND the policies, procedures, and capacities that support LOP compliance. Specifically, the BPR assesses the mission and its portfolio against the Africa Bureau *Environmental Compliance Best Practice Standard* (included in this section). BPRs include IP interviews and site visits.

These BPRs offer the most broadly based and comprehensive view of environmental compliance and capacity in USAID AFR missions. (No comparable environmental compliance baseline exists for other regions, but discussions with BEOs, REAs and consultants providing environmental compliance support to USAID strongly indicate that the results of BPR exercises in other regions would be very similar.)

¹ In addition, USAID's Office of the Inspector General (OIG) conducted formal Environmental Compliance audits of the Kosovo, Egypt, Kenya and DRC missions as part of a global effort. The OIG synthesis report is available at: www.usaid.gov/oig/public/fy11rpts/9-000-11-002-p.pdf

In this first part of the session, we will:

- Examine the *AFR Best Practice Standard* to better understand the mission processes and capacities required for LOP environmental compliance. (While developed by Africa Bureau, there is nothing about these standards that are region-specific.)
- Review the results of BPRs to date and take a straw poll to compare these findings to participant's views of their own missions.; and
- Highlight mission good practices.

Focus Groups & Individual Action Plans.

Having taken stock of where we are, we are ready to begin to discuss ways forward: how can we and our mission and projects strengthen mission and team compliance processes and capacities to improve LOP environmental compliance and better achieve ESDM.

We will divide into two focus groups: (1) Mission Staff and (2) IPs. (*Note: depending on the balance of participant numbers in these 2 groups, a different grouping may be decided.*) Each group will engage in a facilitated discussion

Focus Group Questions:

- What elements of LOP compliance are well-implemented in your mission/team? Why?
- Have you/your team/the mission/your projects implemented compliance strengthening measures you would like to share? Are they working well?
- Key LOP environmental compliance gaps within your team/Mission/project? What are the causes of these gaps?
- Do you see feasible remedies? What are they?
- 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?

Plenary “Way Forward” Discussion and Individual Action Plans.

Following the focus groups, we will reconvene in plenary:

- We will begin the plenary session with a short report-out from each group.
- Then, we will have a facilitated discussion to try to reach agreement, as a group, on the following questions:

Assuming that each of us have the opportunity to deliver post-workshop briefings to Mission Management/Sector Team leaders or COPs, what are the key points to convey to prioritize and strengthen LOP environmental compliance? Key recommendations to make?

(Not all points will be applicable to all everyone, but we want to agree on a set of core messages.)

- The last 20 minutes will be reserved for development of individual workshop follow-up plans, using the template on the following page. We will ask for volunteers to share some of their follow-up items.