

# Session 1.

## Workshop Objectives, Participant Introductions & Expectations

(0:30)

### Session Summary & Objectives

This session briefs the workshop and its agenda, introduces us to each other, and establishes expectations. Specific elements of the session are:

- Overview of Course Objectives, Approach, Agenda and Materials (Facilitators).
- Participant & Facilitator Introductions: Please be prepared to introduce yourself briefly in 30 seconds, noting professional background, institutional affiliation, and current responsibilities (All).
- Soliciting expectations and establishing a “learning agreement.”
- Logistical details (Facilitators).
- Creating a “Parking Lot.”

### Workshop Objectives, Structure, and Approach to Learning

This workshop will provide intensive training for USAID Staff in: (1) compliance with USAID’s environmental procedures over life-of-project, and (2) in the objectives of these procedures: environmentally sound design and management (ESDM) of USAID-funded activities.

**Overall Goal.** The overall goal of the workshop is to strengthen environmentally sound design and management of USAID-funded activities by assuring that participants have the motivation and knowledge and skills *beyond the introductory level* 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 has five main components, each corresponding to key workshop objectives.

Agenda component	Corresponding objectives: By the end of the workshop, we will be able to:
<p>1. <b>Motivating LOP environmental compliance.</b> 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.</p>	<ul style="list-style-type: none"> <li>• Articulate the ESDM concept and common causes of failure to achieve ESDM.</li> <li>• Explain why ESDM must be a necessary and explicit objective for successful development.</li> <li>• Articulate key action principles for achieving ESDM</li> </ul>
<p>2. <b>Building Core EIA Concepts &amp; Skills.</b> 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.</p>	<ul style="list-style-type: none"> <li>• Explain the relationship between ESDM and the EIA process.</li> <li>• Describe the key elements of the EIA process</li> <li>• Demonstrate an understanding of the key EIA concepts of activity, impact and baseline</li> <li>• Demonstrate basic proficiency in the core EIA skills of identifying significant impacts/issue of concern and design of mitigation and monitoring.</li> </ul>

<p><b>3. Mastering LOP Compliance Requirements, including roles and responsibilities, and linkage to the programming cycle.</b> LOP environmental compliance requirements and the. These requirements—and the compliance process—can be divided into “upstream” and “downstream” elements.</p> <p><b>Upstream compliance</b> 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).</p> <p><b>Downstream compliance</b> consists primarily of <i>implementing</i> the environmental management conditions specified in approved 22 CFR 216 documentation, and <i>reporting</i> on this implementation. The <i>environmental mitigation and monitoring plan (EMMP)</i> is the key instrument for systematic implementation of these conditions—and thus for achieving ESDM.</p> <p>We will first survey LOP compliance requirements overall, and then address core requirements in more detail. We will review and provide feedback on AFR’s draft update to its IEE Template.</p>	<ul style="list-style-type: none"> <li>• Describe the basic elements of LOP compliance, attendant roles and responsibilities, and their timing with respect to the programming cycle.</li> <li>• Demonstrate familiarity with the pre-implementation environmental review process established by Reg. 216,</li> <li>• Explain the characteristics of effective initial environmental examinations (IEES) and the key elements of AFR’s proposed revised IEE template</li> <li>• Explain the purpose of EMMPs and the characteristics of effective EMMPs.</li> <li>• Articulate the environmental compliance reporting requirements attendant to EMMP implementation.</li> <li>• Understand the trigger, process, and purpose of full EIA studies under 22 CFR 216, including the scoping phase.</li> <li>• Demonstrate proficiency in EITHER (1) developing environmental mitigation and monitoring plans (EMMPs) or (2) scoping statements.</li> </ul>
<p><b>4. Exploring Advanced Impact Assessment Concepts,</b> Assessment and appropriate environmental and social management of more complex and/or larger scale activities often requires addressing cumulative, indirect and social impacts, and appropriately integrating global change and ecosystem services in the impact assessment process. The workshop introduces these “beyond the basics” impact assessment topics and concepts and reinforces them via an integrative case study.</p>	<ul style="list-style-type: none"> <li>• Demonstrate a basic understanding of a set of critical “beyond the basics” impact assessment topics and concepts: cumulative, indirect and social impacts, ecosystem services, and the integration of GCC in impact assessment.</li> <li>• Identify the importance or necessary application of these concepts in the context of an integrative case study.</li> </ul>
<p><b>5. Addressing Environmental Good Practice and Compliance Approaches for Key Sectoral Programming Issues</b> via brief “poster sessions” and follow-up roundtables.</p>	<ul style="list-style-type: none"> <li>• Explain the essential good environmental practice and compliance issues in the area of investment promotion and other areas.</li> </ul>
<p><b>6. Improving Compliance Processes.</b> Achieving LOP compliance and ESDM requires both that individual USAID staff &amp; IPs understand their roles and responsibilities and master key skills <i>and</i> that internal mission and project processes support and “mainstream” environmental compliance.</p> <p>AFR’s environmental compliance best practice standard articulates these requirements and prerequisites for effective LOP compliance across a mission portfolio. We will review and provide feedback on the proposed draft revision to this standard.</p>	<ul style="list-style-type: none"> <li>• Evaluate strengths and weaknesses of environmental compliance processes in our team/mission against those in the region as a whole.</li> <li>• Undertake or propose improvements to these processes following the workshop.</li> </ul>

The workshop leads off with motivation (Component 1) and a brief survey of LOP compliance requirements (Component 3). Components 2 and 3 then alternate over days 1 & the first half of day 2, with EIA skills introduced followed by the compliance processes they support. The second half of Day 2 is devoted to component 4. Day 3 blends objectives 3 & 4, with a field exercise and follow-up group work focused either on development of a scoping statement or an EMMP for a complex project scenario. Following presentations of the group work, Day 4 focuses on environmental good practice and compliance for complex issues in sectoral programming (Objective 5). Day 5 is focused on improving compliance processes (component 6).

**Approach to Learning.** The workshop is intended to be highly participatory and field-based:

- Skills and processes briefed in the presentations will be built and practiced in hands-on exercises conducted in small working groups. As an advanced workshop, presentations on core EIA concepts and skills, and other basic content are provided for reference rather than slide-by-slide delivery. Presenters will summarize key content quickly, to allow time in each session for discussion and Q&A.
- The key, integrative exercises in Core and advanced EIA skills and LOP compliance are built around field visits and integrative case studies.
- *Even presentation-centered sessions are intended to be interactive.* Please ask questions and, as importantly, share and discuss your own experiences and perspectives relevant to the topic at hand.

***Everyone's active participation is encouraged and needed to make this workshop a success!***

## **Learning Agreement**

As part of this session, we will collectively review the following principles and add or modify them as necessary to establish a “learning agreement”—an agreement about how we will work and learn together.

**General Principles** to consider are that each of us should:<sup>1</sup>

1. Participate actively.
2. Ask questions.
3. Respect different points of view.
4. Share many thoughts & ideas.
5. Build upon the ideas presented by others.
6. Join in problem-solving.
7. Make "I" statements.
8. Respect the time—everyone shows up on time, and facilitators commit to end the sessions as scheduled.
9. Silence our phones and do not read or respond to email.
10. Have fun!

**Teamwork Principles.** Working groups are where we will practice and apply the key skills and ideas of the workshop. Working groups provide the opportunity for detailed discussions, and for learning from experiences and views of fellow development professionals. Working groups are also emphasized because environmental compliance and environmentally sound design and management are intrinsically team efforts.

Successful working groups require effective teamwork. Here are teamwork principles to consider:

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<sup>1</sup> adapted from Jawara Lumumba and John Petit, REDSO/WCA, 1995

## Twelve Essentials of Teamwork

VALUING DIVERSITY	COMFORTABLE ATMOSPHERE	ACTIVE PARTICIPATION OF ALL MEMBERS	SHARED GOALS AND OBJECTIVES
BALANCED APPROACH TO PROCESS AND CONTENT	<b>WHAT EFFECTIVE TEAMS NEED</b>		EFFECTIVE COMMUNICATION
SHARED LEADERSHIP			CONSTRUCTIVE CONFLICT MANAGEMENT
ACTION ACCOUNTABILITY RESPONSIBILITY	MUTUAL TRUST	CRITICAL ANALYSIS AND PROBLEM-SOLVING	A PREFERENCE FOR CONSENSUS

(Adapted from Rees, "How to lead work teams in facilitation skills")

### Notes for Working Group Chairs

The chair can be a workshop trainer or participant.

**The chair is neutral:** she or he should not judge the ideas or contributions of others, but try to focus the group's energy on the common task.

The chair should encourage participation by all working group members, but prevent any one member from dominating. The chair should assist the group to function creatively, energetically, democratically and productively.

The chair must ensure that the group's tasks are accomplished in the time allotted.

When appropriate, the chair should try to achieve agreement or consensus on the task at hand. However, consensus is not required and if the group is unable to reach consensus, areas of agreement and disagreement may be reported.

### Notes for Rapporteurs

The rapporteur is responsible for accurately and succinctly recording and reporting the results of group discussions.

Specific responsibilities include:

- **On a flip chart or laptop**, capturing all key points related to the specific theme, and noting comments on cross-cutting themes, as appropriate.
- Make sure that notes and charts are legible, understandable, and after reporting out, turned in to a facilitator.