

**APPENDIX A:
DRAFT SCOPES OF WORK**

A.1 PRIME CONTRACTOR/PRINCIPAL TRAINER

A.2 LOGISTICS COORDINATOR

A.3 ECO-ENVIRONMENTAL SPECIALIST

A.4 SOCIO-CULTURAL SPECIALIST

APPENDIX A.1: DRAFT SOW FOR PRIME CONTRACTOR/PRINCIPAL TRAINER

DRAFT SCOPE OF WORK FOR PREPARATION AND DELIVERY OF

the USAID/XXXX “Africa Regional Course in Environmental Assessment and Environmentally Sound Design for Small-Scale Activities” (Venue, Dates)

[note: this scope of work assumes that a USAID mission is engaging a prime contractor for course delivery, and that this prime contractor will provide the principal trainer. This prime contractor may be based locally, or outside the host country]. A separate SOW for a principal trainer can easily be created from this document.]

A. BACKGROUND: USAID/XXXX EA-ESDM COURSE

From [dates], USAID/XXXX will sponsor a presentation of the “Africa Regional Course in Environmental Assessment and Environmentally Sound Design & Management for Small Scale Activities.” This 5-day course provides an introduction to the principles of environmentally sound design, implementation and monitoring of small scale development activities; environmental assessment; the [insert host country] environmental and policy context; and compliance with USAID environmental review requirements.

The approximately XX participants will primarily be staff of USAID partner organizations; participants will also include Government of [insert host country] ministry staff and USAID staff.

The course is practically oriented; there is a 1-day field trip during which participants conduct observation and assessment of actual or proposed project sites. Participants then write draft environmental documentation based on their site visit experience. A full description of the basic course, its agenda, the course *Preparation and Delivery Guide*, and training materials can be found at www.encapafrika.org.

Initial preplanning for the course was conducted by [insert name of preplanning lead/names of preplanning team] between [insert dates]. [Insert preplanning lead]’s travel and labor was funded by ENCAP, the Environmental Capacity Program funded by AFR/SD and USAID/EA. During the preplanning visit, case sites were surveyed, documentation collected, efforts made to secure local expert facilitators and a logistics coordinator, and planning meetings held with the USAID partners and USAID/XXX personnel. USAID/XXX provided vehicle and staff for the case site survey. [alter this paragraph as appropriate]

The results of the preplanning are described in a preplanning report forwarded by [insert name of preplanning lead] to all concerned parties.

B. EXPECTED RESULTS

The following results are expected:

1. Upon course completion, those trained will be familiar with the basic procedures of environmental review, and will be able to prepare project environmental documentation that:
 - takes into account the ecological, institutional, legislative, regulatory and socio-economic contexts within which proposed activities or projects will be undertaken.
 - demonstrates sound environmental design and implementation.
 - makes use of a range of environmental assessment tools and methods (checklists, matrices, maps, references, handbooks, local ecological and social information, etc.).
 - fully identifies and evaluates environmental impacts during all stages of the activity (e.g., design, construction, operation and decommissioning).
 - provides practical mitigation and monitoring strategies for implementation of environmental documentation recommendations.
 - contains implementable environmental workplans (including responsibilities, timelines, cost and human and material resource commitments).
2. Participants will acquire a greater appreciation of environmentally sound design principles and environmental assessment resources and techniques. If applied, these principles, resources and techniques should result in superior project design and implementation.
3. Participants involved in compliance with USAID's environmental review regulations (22CFR216), will acquire a basic understanding of Regulation 216 and the ability to prepare environmental documentation conforming to Reg 216 and other USAID requirements.
4. The course will increase USAID Partner and [insert host country] national capacity in environmental assessment and environmentally sound design.

C. PURPOSE AND OBJECTIVES OF THIS SCOPE OF WORK

This scope of work establishes the responsibilities for a single contractor to prepare and deliver the course. These responsibilities include both (1) substantive preparation and delivery of the course, including provision of the principal trainer and (2) selection and supervision of subcontractors.

D. SPECIFIC TECHNICAL SUPPORT AND TRAINING TASKS TO BE UNDERTAKEN.

Based on the outcomes of the preplanning exercise, the contractor shall undertake the following TA and training tasks in consultation with USAID/XXXX.

1. Select, supervise and remunerate the logistics coordinator and have ultimate responsibility for the fulfillment of deliverables and tasks required of the logistics coordinator. A draft Scope of Work for the Logistics Coordinator is provided as Attachment A.
2. Select, supervise and remunerate two [insert host country] or regionally based experts: (a) an eco-environmental specialist, and (b) a socio-cultural specialist. These experts will provide specialized knowledge and expertise related to [insert host country] and serve as facilitators throughout the course. Draft scopes of work for these specialists are included as Attachments B & C.

3. Provide draft course announcement and invitation letters to USAID/XXX
4. Provide a principal trainer for the course. This individual shall:
 - Have full technical fluency in [insert course working language] [note: simultaneous translation is sometimes used when courses are in mixed linguistic contexts]
 - Assure assembly and reproduction of training materials, including development of case study briefings.
 - Arrive in-country sufficiently in advance of the course to verify readiness of preparations and the case study sites.
 - Finalize the course agenda and field case study itineraries and coordinate presenters and facilitators for each session
 - Present approximately half the modules for the course (e.g., Environmentally Sound Design, EA Basic Concepts, Introduction to USAID Environmental Procedures and use of the *Environmental Documentation Manual*, EA Tools and Methods, Mitigation and Monitoring.)
 - Facilitate or chair working groups, as well as facilitating or leading one of the field trip groups
 - Work with the logistics coordinator to resolve such logistical issues as may arise during or immediately before the course (e.g., participant travel, conference room arrangements, material and equipment needs, field trip vehicle coordination, etc.)
 - (Note that other trainers/facilitators will include the two local experts, and may include the mission or regional environmental officer, a co-trainer, and/or PVO staff with particular sector expertise.)
 - The principal trainer must have previous experience with USAID's Environmental Procedures under Regulation 216, and have previously served as an Environmental Assessment Trainer for USAID, USAID grantees, and subgrantees. The trainer/facilitator will be fully familiar with the materials previously developed for this course and have had experience using these materials.
5. Prepare a 2-3 page summary of the course results and analysis of completed course evaluations within 21 days of course completion.

E. PRE-COURSE DELIVERABLES AND SCHEDULE

The contractor shall communicate regularly with USAID/XXX as needed for efficient coordination. Unless superceded by specific provision of this scope of work, the common reference document for deliverables and preparation timetables shall be the course *Preparation and Delivery Guide*.

One month prior to the course, the contractor will have completed customization of the *Participants' Sourcebook* including case site descriptions and materials specific to USAID/XXX partners and the [insert host country] context.

F. COORDINATION AND SUPERVISION

The primary point of contact will be:

[insert USAID task manager name and contact information]

G ATTACHMENTS

Draft SOWs for logistics coordinator, environmental expert and socio-cultural expert

Appendix A.2:

DRAFT SCOPE OF WORK FOR A LOGISTICS COORDINATOR

to support the USAID/XXXX 'Africa Regional Course in Environmental Assessment and Environmentally Sound Design for Small-Scale Activities' (Venue, Dates)

[note: this scope of work assumes that the logistics coordinator is engaged by and reports to a prime contractor who provides the principal trainer, not the USAID mission.]

A. BACKGROUND: USAID/XXXX EA-ESDM COURSE

From [dates], USAID/XXXX will sponsor the a presentation of the “Africa Regional Course in Environmental Assessment and Environmentally Sound Design for Small Scale Activities.” This is 5-day course provides an introduction to the principles of environmentally sound design, implementation and monitoring of small scale development activities; environmental assessment; the [insert host country] environmental and policy context; and compliance with USAID environmental review requirements.

The approximately XX participants will primarily be staff of USAID partner organizations; participants will also include Government of [insert host country] ministry staff and USAID staff.

The course is practically oriented; there is a 1-day field trip during which participants conduct observation and assessment of actual or proposed project sites. Participants then write draft environmental documentation based on their site visit experience. A full description of the basic course, its agenda, the course *Preparation and Delivery Guide*, and training materials can be found at www.encapafrika.org.

B. PURPOSE AND OBJECTIVES FOR THIS SCOPE OF WORK

This scope of work sets out the responsibilities of a [insert host-country]-based logistics coordinator who shall work under subcontract to the primary contractor.

The responsibility of the logistics coordinator is to assure a logistically effective, organized and well-coordinated training course. This includes efficient and successful handling of participant registration, travel and accommodation; venue and catering; field trip logistics; and additional assistance as needed to USAID/XXXX and the principal contractor. Specific tasks associated with these general responsibilities are detailed immediately below:

C. SPECIFIC TASKS

The logistics coordinator will be responsible for the following tasks:

1. Delivering or otherwise assuring receipt of letters of invitation based on USAID invitee lists and an invitation letter supplied by the prime contractor.
2. Assuring training room arrangements at the training venue, the hotel XXXXX. Requirements are detailed in the course *Preparation and Delivery Guide*. They include a

meeting room exclusively reserved Sunday-Friday and seating [insert expected number of participants + facilitators + 5] comfortably at tables or desks, at least two rooms or outdoor areas suitable for breakout groups, the ability to accommodate overhead projection equipment, and the ability to cater lunch and coffee breaks.

3. Assuring lodging arrangements at the training venue, [the hotel XXXX], and reserving additional hotel rooms locally if needed to accommodate participants in excess of capacity at the training venue.
4. Assuring catering arrangements with the meeting venue, including: breakfast, lunch and dinner, coffee breaks, field trip box lunch and beverages, and, if permitted in the budget, one evening reception and entertainment.
5. Confirming arrangements for the case study site visits subject to direction from the prime contractor.
6. Overseeing course registration. This includes providing regular updates to the prime contractor and USAID/[XXXX] regarding responses to invitations in advance of the course, registering participants as they arrive at the venue, and preparing a participant's list for distribution at the end of the course.
7. Coordinating participants' travel arrangements.
8. Assuring sufficient, dependable and suitable vehicles for the case study field trip. USAID/[XXXX] intends that these will be [rented locally, loaned by USAID/[XXXX], loaned by USAID/[XXXX] partners]. The logistics coordinator is to oversee timely and efficient allocation of participants to assigned vehicles.
9. Securing A/V equipment for the course from [USAID/[XXXX], USAID partners, the venue, equipment rental vendors]. Equipment includes 4 flipchart stands, overhead projector, and a powerpoint projector.
10. Obtaining course supplies such as markers, paper, pens, etc.
11. Preparing course certificates of completion.
12. Assisting in moving course materials and equipment to the venue, last minute photocopying and addition of course materials to the *Sourcebook*, setting up the conference room and breakout rooms, and assembling course materials.
13. Carrying out clerical and support tasks as required during the course,
14. Serving as the point-of-contact and responsible party for all logistics issues, both for the trainer/facilitators and for the participants. The logistics coordinator shall be on call at all times during course delivery.
15. Maintaining all records and submitting all invoices in conformity with USAID requirements.
16. Maintaining regular communications with the principal contractor and, as required, USAID/[XXX]. This shall include regular e-mail updates regarding progress with course preparations.

D. ANTICIPATED LEVEL OF EFFORT

Total anticipated labor is 30 person-days, with work beginning approximately two months before the course presentation. It is anticipated the workload will increase beginning at least one month prior to the course.

The logistics coordinator shall be physically present and on call at all times during the actual course delivery.

E. PRE-COURSE DELIVERABLES AND SCHEDULE

The common reference document for all parties shall be the course *Preparation and Delivery Guide*, a copy of which shall be provided to the logistics coordinator.

F. COORDINATION AND SUPERVISION

The logistics coordinator will be contracted by [prime contractor]. The logistics coordinator's primary points of contact will be:

[Insert prime contractor task manager name and contact information/

The logistics coordinator will coordinate directly with USAID/XXXX as required. The primary point of contact at USAID/XXXX is:

[Insert USAID contact name and contact information

G. REIMBURSEMENT

The coordinator will be reimbursed for authorized and reasonable direct expenses incurred in the execution of the scope of work, including but not limited to postage, phone, and local procurement items, including transport. The coordinator will apprise [prime contractor] of expenses incurred on a regular basis. Explicit authorization is required for expense items exceeding \$100 per instance.

APPENDIX A.3:

DRAFT SCOPE OF WORK FOR AN ECO-ENVIRONMENTAL SPECIALIST

to support the USAID/XXXX “Africa Regional Course in Environmental Assessment and Environmentally Sound Design for Small-Scale Activities” (Venue, Dates)

[note: this scope of work assumes that the specialist is engaged by and reports to a prime contractor who provides the principal trainer, not the USAID mission.]

A. BACKGROUND: USAID/XXXX EA-ESDM COURSE

From [dates], USAID/XXXX will sponsor the a presentation of the “Africa Regional Course in Environmental Assessment and Environmentally Sound Design for Small Scale Activities.” This is 5-day course provides an introduction to the principles of environmentally sound design, implementation and monitoring of small scale development activities; environmental assessment; the [insert host country] environmental and policy context; and compliance with USAID environmental review requirements.

The approximately XX participants will primarily be staff of USAID partner organizations; participants will also include Government of [insert host country] ministry staff and USAID staff.

The course is practically oriented; there is a 1-day field trip during which participants conduct observation and assessment of actual or proposed project sites. Participants then write draft environmental documentation based on their site visit experience. A full description of the basic course, its agenda, the course *Preparation and Delivery Guide*, and training materials can be found at www.encapafrika.org.

B. PURPOSE AND OBJECTIVES FOR THIS SCOPE OF WORK

This scope of work sets out the responsibilities of an eco-environmental specialist with particular expertise in [insert host country] who shall work under subcontract to the primary contractor.

The eco-environmental specialist is expected to play an integral role in the course. S/he will contribute to the course his/her specialized knowledge and expertise related to (1) [insert host country]’s environmental characteristics and issues, and (2) the status of [insert host country]’s environmental policies and institutions. The particular focus for both topics is rural areas and small-scale development¹ and conservation [change underlined text as appropriate].

The expert’s contribution will make the course more relevant and specific to environmental review and project development in [insert host country].

¹ Small-scale development activities include, but are not limited to, development of potable water supplies at the community level, health posts, farm to market roads, soil conservation works, local watershed management, small scale irrigation, etc.

C. SPECIFIC TASKS

The eco-environmental specialist will:

1. Prepare a presentation in [insert course working language] on the key ecological and environmental issues in [insert host county] and their immediate and long-term impacts on social welfare and economic growth. (45 minutes–1 hr with 15 minutes for questions and answers).
2. Identify and provide a selected set of resource materials on these topics for inclusion in the participant sourcebook.
3. Prepare a presentation in [insert course working language] on [insert host county]'s environmental policies, institutions and programs, particularly focusing on those of relevance to [insert sectoral focus of training] development activities. (45 minutes–1 hr with 15 minutes for questions and answers).
4. Identify and provide a set of selected resource materials on these topics for inclusion in the participant sourcebook.
5. Prepare and present an annotated list of information sources and resources useful for the conduct of environmental assessment and review in [insert host county], including institutions, resource persons, document sources, maps, etc.
6. Bring examples of such data or maps to the course to show to participants and share with them some practical examples of how to obtain and use such data.
7. Serve as the advisor/facilitator to one of the case study field trip groups, and in the development of environmental review documentation arising from the field trips.
8. Contribute actively to discussions, and contribute their experience and expertise to the various course modules and topics.
9. As appropriate, contribute to or undertake the presentation of additional modules, using presentations supplied by the principal trainer.
10. Participate in facilitators' meetings, which typically occur after the last course session of the evening.

D. GUIDANCE AND CONSIDERATIONS FOR THE EXECUTION OF SPECIFIC TASKS

Incorporation of examples. It is expected that the eco-environmental specialist will draw upon materials he/she has used or prepared previously as well as his/her experience in environmental impact assessment as they may pertain to small-scale development and conservation [change underlined text as appropriate to reflect course focus] activities

Audience considerations. Some, but not all the participants, will be professionally engaged in conservation projects and thus will possess significant environmental knowledge. However, the eco-environmental specialist should assume that the audience consists of development professionals who have little or no training in environmental assessment or environmentally sound design. [modify or delete this paragraph as appropriate]

Possible modifications to agenda. The eco-environmental specialist must be prepared to accommodate changes to scheduling and length of presentations required by (1) the final course agenda, or (2) unforeseen circumstances that may arise during the course itself.

E. ANTICIPATED LEVEL OF EFFORT

Total anticipated level of effort is 10 days. The eco-environmental specialist will be expected to participate for the full 5 days of the course. Based on past experience, preparation of background materials, including advance meetings with facilitators and/or USAID/XXXX personnel will require 5 days.

D. DELIVERABLES AND SCHEDULE

Deliverables are due as follows:

1. All documents and background materials to be included in the sourcebook shall be submitted no later than [6 weeks before course delivery].
2. Draft presentations shall be submitted in electronic form no later than [6 weeks before course delivery].
3. Final presentations, which shall be responsive to comments provided by the principal trainer on the draft presentations, shall be submitted in electronic form no later than [4 weeks before course delivery].
4. Arrival at course venue by [evening before course begins].
5. Departure from course venue [afternoon of course closing].

F. COORDINATION AND SUPERVISION

The eco-environmental specialist will be contracted by [prime contractor]. The eco-environmental specialist's primary points of contact will be:

[Insert prime contractor task manager name and contact information]

The eco-environmental specialist will coordinate directly with USAID/XXXX if required. The primary point of contact at USAID/XXXX is:

[Insert USAID contact name and contact information]

Notes: suggested basis for determining compensation

The eco-environmental specialist will be paid a fee that is the sum of:

- A daily rate determined by salary history for 10 days of work
- 5 days USAID/XXXX standard per diem for time spent in attendance at the course (XX USD/day) (Note that lunch is provided for all course participants).
- Estimated transport costs to and from [venue], if such transport is not by USAID vehicle

Appendix A.4:

DRAFT SCOPE OF WORK FOR A SOCIO-CULTURAL SPECIALIST

to support the USAID/XXXX “Africa Regional Course in Environmental Assessment and Environmentally Sound Design for Small-Scale Activities” (Venue, Dates)

[note: this scope of work assumes that the specialist is engaged by and reports to a prime contractor who provides the principal trainer, not the USAID mission.]

A. BACKGROUND: USAID/XXXX EA-ESDM COURSE

From [dates], USAID/XXXX will sponsor the a presentation of the “Africa Regional Course in Environmental Assessment and Environmentally Sound Design for Small Scale Activities.” This is 5-day course provides an introduction to the principles of environmentally sound design, implementation and monitoring of small scale development activities; environmental assessment; the [insert host country] environmental and policy context; and compliance with USAID environmental review requirements.

The approximately XX participants will primarily be staff of USAID partner organizations; participants will also include Government of [insert host country] ministry staff and USAID staff.

The course is practically oriented; there is a 1-day field trip during which participants conduct observation and assessment of actual or proposed project sites. Participants then write draft environmental documentation based on their site visit experience. A full description of the basic course, its agenda, the course *Preparation and Delivery Guide*, and training materials can be found at www.encapafrika.org.

B. PURPOSE AND OBJECTIVES FOR THIS SCOPE OF WORK

This scope of work sets out the responsibilities of an eco-environmental specialist with particular expertise in [insert host country] who shall work under subcontract to the primary contractor.

The socio-cultural specialist is expected to play an integral role in the course. S/he will contribute to the course his/her specialized knowledge and expertise related to (1) [insert host country]’s socio-cultural setting and social policy and (2) social and cultural issues related to the management of [insert host country]’s environment and natural resource base. The particular focus for both topics is rural areas and small-scale development¹ and conservation [change underlined text as appropriate].

The expert’s contribution will make the course more relevant and specific to environmental review and project development in [insert host country].

¹ Small-scale development activities include, but are not limited to, development of potable water supplies at the community level, health posts, farm to market roads, soil conservation works, local watershed management, small scale irrigation, etc.

C. SPECIFIC TASKS

The socio-cultural specialist will:

1. Prepare a presentation in [insert course working language] on [insert host country]'s social and cultural context, focusing particularly on those aspects relating to the use and management of natural resources and the environment, and to the organization of economic and subsistence activity at small scales. (45 minutes–1 hr with 15 minutes for questions and answers).
2. Identify and provide a selected set of resource materials on these topics for inclusion in the participant sourcebook.
3. Prepare a presentation in [insert course working language] on [insert host country]'s principal social policies, institutions and programs, particularly focusing on those of relevance to [insert sectoral focus of training] development activities. (45 minutes–1 hr with 15 minutes for questions and answers).
4. Identify and provide a set of selected resource materials on these topics for inclusion in the participant sourcebook.
5. Prepare and present an annotated list of social information sources and resources useful for the conduct of environmental assessment and review in [insert host country], including institutions, resource persons, document sources, maps, etc.
6. Bring examples of such data or maps to the course to show to participants and share with them some practical examples of how to obtain and use such data.
7. Serve as the advisor/facilitator to one of the case study field trip groups, and in the development of environmental review documentation arising from the field trips.
8. Contribute actively to discussions, and contribute their experience and expertise to the various course modules and topics.
9. As appropriate, contribute to or undertake the presentation of additional modules, using presentations supplied by the principal trainer.
10. Participate in facilitators' meetings, which typically occur after the last course session of the evening.

D. GUIDANCE AND CONSIDERATIONS FOR THE EXECUTION OF SPECIFIC TASKS

Incorporation of examples. It is expected that the socio-cultural specialist will draw upon materials s/he has used or prepared previously as well as his/her experience in environmental impact assessment as they may pertain to small-scale development and conservation [change underlined text as appropriate to reflect course focus] activities

Audience considerations. Some, but not all the participants, will be professionally engaged in conservation projects and thus will possess significant environmental knowledge. However, the socio-cultural specialist should assume that the audience consists of development professionals who have little or no training in environmental assessment or environmentally sound design. [modify this paragraph as appropriate]

Possible modifications to agenda. The socio-cultural specialist must be prepared to accommodate changes to scheduling and length of presentations required by (1) the final course agenda, or (2) unforeseen circumstances that may arise during the course itself.

E. ANTICIPATED LEVEL OF EFFORT

Total anticipated level of effort is 10 days. The socio-cultural specialist will be expected to participate for the full 5 days of the course. Based on past experience, preparation of background materials, including advance meetings with facilitators and/or USAID/XXXX personnel will require 5 days.

F. DELIVERABLES AND SCHEDULE

Deliverables are due as follows:

1. All documents and background materials to be included in the sourcebook shall be submitted no later than [6 weeks before course delivery].
2. Draft presentations shall be submitted in electronic form no later than [6 weeks before course delivery].
3. Final presentations, which shall be responsive to comments provided by the principal trainer on the draft presentations, shall be submitted in electronic form no later than [4 weeks before course delivery].
4. Arrival at course venue by [evening before course begins].
5. Departure from course venue [afternoon of course closing].

G. COORDINATION AND SUPERVISION

The socio-cultural specialist will be contracted by [prime contractor]. The socio-cultural specialist's primary points of contact will be:

[Insert prime contractor task manager name and contact information]

The socio-cultural specialist will coordinate directly with [USAID/XXXX] if required. The primary point of contact at [USAID/XXXX] is:

[Insert USAID contact name and contact information]

Notes: suggested basis for determining compensation

The socio-cultural specialist will be paid a fee that is the sum of:

- A daily rate determined by salary history for 10 days of work
- 5 days USAID/XXXX standard per diem for time spent in attendance at the course (XX USD/day) (Note that lunch is provided for all course participants).
- Estimated transport costs to and from [venue], if such transport is not by USAID vehicle

