ANNEX A: Country-Level FAA 118/119

Analysis Scope of Work Template

This template will assist USAID Missions in the development of a scope of work (SOW) for the Foreign Assistance Act (FAA)

118/119 Tropical Forest and Biodiversity Analysis.

Instructions for using the template:

**•** The blue bubbles provide instructions/guidance/information to support the preparation of the SOW and should be deleted from the final SOW document.

**•** (insert expected year of CDCS) – Gray highlighted text requires the preparer to insert or select the needed information.

**•** If the Mission is not in the tropics, delete the references to Section 118.

**1. BACKGROUND**

As part of the documentation for the (insert expected year of CDCS) Country Development Cooperation Strategy (CDCS), (insert USAID Mission name) is required by Sections 118 and 119 of the Foreign Assistance Act (FAA), as amended, to prepare an analysis of tropical forests and biodiversity in (insert country name).

By mandating FAA 118/119 analyses (hereafter referred to as “the analysis”), the U.S. Congress recognizes the fundamental role of tropical forests and biodiversity in supporting countries as they progress along the journey to self-reliance. The analysis will examine the country-level tropical forest and biodiversity conservation needs and the extent to which the Mission is currently addressing the actions necessary to conserve and sustainably manage tropical forests and biodiversity. The report recommendations will help the Mission identify ways to strengthen host country commitment and capacity to biodiversity conservation.

**1.1 SUMMARY OF RELEVANT PARTS OF FAA SECTIONS 118 AND 119**

Section 1.1 explains the legislative requirement for the FAA 118/119 Analysis. FAA Section 118 is required in countries with tropical forests, while FAA Section 119 is required for all countries. Edit the introductory sentence accordingly and delete Section 118 if not applicable.

FAA Sections 118 and 119, as amended, require that USAID Missions address the following:

1. FAA Sec 118 Tropical Forests

(e) COUNTRY ANALYSIS REQUIREMENTS. Each country development strategy, statement, or other country plan prepared by the Agency for International Development shall include an analysis of:

1. The actions necessary in that country to achieve conservation and sustainable management of tropical forests, and

2. The extent to which the actions proposed for support by the Agency meet the needs thus identified.

2. FAA Sec 119 Endangered Species

(d) COUNTRY ANALYSIS REQUIREMENTS. Each country development strategy, statement, or other country plan prepared by the Agency for International Development shall include an analysis of:

1. The actions necessary in that country to conserve biological diversity, and

2. The extent to which the actions proposed for support by the Agency meet the needs thus identified.

The FAA 118/119 analysis for (insert USAID Mission name) must adequately respond to these two questions for country strategies, also known as “actions necessary” and “extent to which.”

**1.2 PURPOSE**

The primary purpose of this task is to conduct an analysis of tropical forests and biodiversity in compliance with

Sections 118 and 119 of the FAA, as amended, ADS Program Cycle Operational Policy and USAID policy on

118/119 analyses. The analysis will inform (insert USAID Mission name) in the development and implementation of its CDCS. USAID’s approach to development requires that the Agency examine cross-sector linkages and opportunities to ensure a robust development hypothesis. Biodiversity conservation is a critical component

in achieving self-reliance and should be considered in Mission strategic approaches to improve development outcomes. The analysis therefore can define opportunities to integrate tropical forest and biodiversity

conservation into priority development sectors to support the journey to self-reliance.

Additional information related to the purpose of the FAA 118/119 can be added, depending on the Mission’s interests and concerns. The following are examples from 118/119 Analysis SOWs.

*“The analysis will identify new developments that should be taken into consideration at a programmatic level. This country, in addition to having one of the highest rural population growth rates and deforestation rates in Africa, is also considered to be significantly vulnerable to climate change fluctuations (droughts, floods).As the Mission’s next generation CDCS will continue to focus on ending extreme poverty, evidence-based programming decisions must include consideration of issues that include climate change, food security, water, governance, and global health, all of which will be informed by this analysis.”*

*“A number of relevant developments have occurred in the country that require further scrutiny, notably the initiation of oil drilling and associated infrastructure development in the region and the designation of the country among the ‘Gang of Eight’ worst-offending countries in the illegal ivory trade. Demand for charcoal, encroachment of agriculture and human settlements onto forested and protected areas, and mining continue to degrade the country’s already dwindling forests. Moreover, the country’s rapid population growth and related needs to provide food, energy, income, and social*

*services to its bulging youth demographic further strain the country’s natural resources and ecosystem services.”*

**1.3 MISSION PROGRAM**

In this section, Missions should give a brief description of the current programming and how projects and activities are implemented. Reiterating the results framework from the current R/CDCS and summarizing the biological significance of the country is not as helpful as a discussion of the relevant activities and implementing partners. This, and any additional discussion on the country’s self-reliance trajectory and current progress against the metrics or other indices, will help the team understand the development challenges and priorities, and how biodiversity conservation fits into the overall development strategy.

**2. STATEMENT OF WORK**

To achieve the above-stated purpose, the analysis team, under the direction of the Team Lead, will proceed as described in this section. The analysis is based on synthesis and analysis of existing information, coupled with

in-country consultations (virtual and/or in person), and site-based visits (if included). The analysis will not generate original primary data.

**2.1 PREPARING FOR IN-COUNTRY WORK Desk-Based Data Collection and Analysis**

**•** Gather and begin to analyze existing information to identify tropical forest and biodiversity status, key

biodiversity issues, stakeholders, policy and institutional frameworks, and gaps in the available information. Reports and other documentation to be reviewed include previous 118/119 analyses, current CDCS and Mission project documents (e.g. project reports and evaluations), information available online (e.g. websites of government ministries) on biodiversity conservation, the National Biodiversity Strategy and Action Plan, and the National State of the Environment Report.

**Work Plan and Logistical Preparations**

*Note: The activities described in this section may occur prior to, or in parallel with, desk-based data collection.*

**•** Organize weekly planning meetings between the Mission activity manager and the analysis team to discuss the work plan and logistics for in-country consultations and site-based visits (as applicable). Weekly meetings will include support for planning and logistics, such as lodging and in-country schedules, key informant contacts, meetings, and interview protocols, and political or other sensitivities.

**•** In coordination with the Mission, the team should begin planning in-country consultations and, if applicable, site-based visits commensurate with the Mission’s recommendations and the team’s preliminary review

of key topics and information gaps. Site-based visits, if included, should take place is areas where less is known about the biodiversity threats and drivers. Consultations should include intensive time in cities/urban areas collaborating with the Mission and conducting key informant interviews or focus groups. *Site-based*

*visit locations should be finalized at least two weeks prior to arrival in-country to allow the team to complete necessary logistical preparations*.

**•** Identify the protocol for approaching USAID partners, host country government, and other organizations for consultations and other requests related to the assignment.

**•** In coordination with the Mission, the team should initiate U.S-based consultations to key U.S.-based stakeholders, including within USAID, other parts of the U.S. Government, and non-governmental and private-sector actors.

**•** Develop and submit a draft work plan (Insert number of days – 10-15) days after the start of the period of performance (Deliverable 1). The draft work plan will include a schedule of tasks and milestones, assessment methods, and a brief discussion of information gaps. The draft work plan will also include a preliminary:

**–** List of the type of information to be obtained through further desk research and through consultations.

**–** Map of biodiversity hotspots and areas of ecological importance to help inform the analysis and potential site-based visits.

**–** Mapping of key people to engage throughout the analysis process. This may include U.S.-based (predominantly Washington) stakeholders; Mission staff, including the program office, all sector technical staff, and the Deputy and Mission Director; implementing partners; and other key in-country stakeholders (e.g., organizations, government bodies, the private sector, and individuals knowledgeable

about and/or implementing projects on environment, biodiversity and tropical forest conservation, and

other sectors relevant to tropical forest and biodiversity conservation, such as agriculture, economic growth, health, climate change, and governance).

**–** Itinerary for in-country consultations and site-based visits, based upon information made available by the Mission regarding existing programming, areas of known concern and areas being considered for future programming.

**–** Key informant interview guides to be used for stakeholder consultations.

**–** Report outline based on the outline attached to the SOW (refer to Annex C, Analysis Report

Annotated Outline in the FAA 118/119 Best Practices Guide), with differences noted and explained.

**–** Schedule for written progress reports to, or calls with, the activity manager starting on X day and (weekly/bi-weekly) thereafter during the in-country work. If calls are chosen, they will be documented with written call notes provided to the USAID activity manager.

**•** Finalize the work plan following receipt of Mission comments and suggestions on the draft work plan.

The final work plan should be submitted two to five days before arriving in-country.

*Note: Logistical details and planning for in-country work can only be finalized once schedules are agreed upon; if insufficient time is afforded the team lead to research and collaborate with the Mission, the work plan will include only general information on the in-country work.*

**2.2 MISSION AND IN-COUNTRY CONSULTATIONS AND SITE-BASED VISITS**

Adapt this section based on whether the analysis will include site-based visits.

After arrival in-country, in coordination with the activity manager, the analysis team will:

**•** Meet with the key Mission technical staff engaged in Mission coordination and management of the analysis and program office to:

**–** Orient the attendees to the overarching objective of the 118/119 analysis, the methodology to be used, and the agreed upon itinerary per the approved work plan. Ideally this will have already been circulated within the Mission prior to the team’s arrival in country.

**–** Review the approach to the assignment with the Mission and learn specific Mission areas of interest or concerns regarding the planned itinerary and consultations.

**–** Identify any additional organizations to be contacted.

**–** Learn of any sensitivities related to the exercise (e.g., political constraints, Mission challenges in working with the host country government, or other generalized in-country implementation challenges) that could refine the analysis team’s consultations and strategic or programming recommendations (i.e., the potential for raising expectations and the need to be clear about the purpose of the analysis).

**–** Understand the Mission’s planned timeline for new CDCS development.

**–** Gain an understanding of the status of the new CDCS development/results framework and anticipated changes to overarching strategic goals and/or development objectives, to the extent they are known at that time.

**•** Meet with the USAID front office to:

**–** Review the purpose and importance of the analysis, emphasize the role of the entire Mission and help set expectations for the analysis process and use of the report.

**•** Meet separately with all Mission technical teams to:

**–** Understand current programming (geographic areas of focus, earmarks and related mandates or constraints) and the ways in which it supports the actions necessary to conserve and sustainably manage biodiversity.

**–** Learn about planned or potential future programming or strategic orientation.

**•** Conduct in-country consultations with stakeholders and undertake the site-based visits (if included)

identified in the work plan.

**•** Conduct an exit briefing prior to departure with the Mission, including Mission management, program office and all technical teams, to provide them with an overview of the analysis and preliminary report findings (Deliverable 2). The format for the exit briefing will be (a 90-minute meeting with key Mission staff to present and discuss analysis findings/a X-hour workshop with Mission staff across Development Objectives to collaboratively develop cross-sectoral recommendations).

**2.3 PREPARATION OF THE FAA 118/119 ANALYSIS**

**•** Prepare and submit a draft report (Deliverable 3) in accordance with the outline attached to the SOW and responsive to the legislative requirements listed in Section 1.1 above. The report will:

**–** Follow the outline and include the information recommended in SOW Annex A, FAA 118/119 Analysis

Report Outline.

**–** Be between (min-max page length for report – recommended 50-90 pages, depending on the complexity of the analysis).

**–** Be copy edited, formatted, and comply with USAID branding requirements.

**•** Submit the final report (Deliverable 4). The Mission review period for draft reports will be (insert number of days, recommend 15-20 days). The Mission should send the analysis report to the relevant Regional Bureau and Pillar Bureau staff in Washington for their review and collate comments before submitting the draft to the team.

**•** Following receipt of USAID comments on the draft report, the analysis team will prepare and submit a final analysis within (insert number of days, recommend 15-20 days) that incorporates USAID comments.

**3. SCHEDULE AND LOGISTICS**

In the Schedule and Logistics Section, use or adjust Table 2 to reflect text in the SOW and show weekly activities and milestones.

The assignment is expected to last # (5-6) months from the date of contract signing to submission of the final deliverable. This includes (5-6 weeks) of preparations, approximately # (2-3) weeks of in-country consultations and site-based visits, # (3-4) weeks to produce the draft report following in-country work, # (3) weeks for USAID review of the draft report, and # (3-4) weeks to produce the final report.

TABLE 2: COUNTRY-LEVEL 118/119 ANALYSIS WEEKLY ACTIVITIES AND MILESTONES

|  |  |  |
| --- | --- | --- |
| **WEEK** | **ACTIVITY/MILESTONE** | **COMMENTS** |
| Week1 | X | X |
| Week 2 | X | X |
| Week 3 | X | X |
| … | X | X |
| … | X | X |
| Up to Week 26 | X | X |

**4. DELIVERABLES**

The following are the deliverables for this task:

**Deliverable 1**. Draft work plan and schedule submitted within # (10-15 days) working days of the Team

Lead’s period of performance. The work plan will address all elements specified in Section 2.1.

**Deliverable 2**. Exit briefing or workshop, and associated media such as PowerPoint, hand-outs, etc., prior to the analysis team’s departure from the country or at a time requested by the Mission if the team is locally based or unable to travel.

**Deliverable 3**. Draft FAA 118/119 analysis report, conforming to all requirements specified in Section 2.3 submitted # (15-20) working days after the conclusion of in-country work or at a time requested by the Mission if the team is locally based.

**Deliverable 4.** Final report incorporating all comments, conforming to all requirements specified in Section 2.3 submitted within # (15-20) working days of the receipt of all USAID review comments on the draft analysis.

**5. ROLE OF THE USAID MISSION**

USAID acknowledges that substantial Mission engagement is required in support of the analysis team. To this end, the Mission is responsible for arranging the following prior to the analysis team’s arrival in-country:

**•** Scheduling separate consultation meetings with the activity manager and the 1) program office,

2) front office, and 3) each of the Mission technical offices.

**•** Scheduling the day/time for the exit briefing presentation or workshop.

Effective Mission support includes providing the analysis team with the following:

**•** A list of key USAID (Mission-wide activity descriptions, reports, and evaluations) and relevant documents to review with links or copies of the documents;

**•** A list of USAID programs for each technical team with brief descriptions of technical remit, A/COR (and contact info), implementing partners (and key points of contact) and maps, ideally a country map showing the geographic location of all programs;

**•** A list of recommended stakeholders for consultations with contact information;

**•** Assistance to the team in making initial contact to arrange interviews, particularly to host country government stakeholders for whom USAID Mission outreach is often required;

**•** Preparation of letters of introduction, as needed;

**•** Candidate site-based visits or key criteria to support analysis team identification of potential site-based visits;

**•** A list of relevant donor projects as available;

**•** Logistics recommendations for site-based visits, i.e. suggestions for lodging, in-country air travel, rental car agencies, and logistics specialists; and

**•** Review and feedback on the draft analysis report (including liaising with USAID/Washington for review and approval of the analysis report).

To ensure continued coordination with the Mission over the course of the in-country work, the analysis team will provide (weekly/bi-weekly) progress reports to the activity manager, which discuss progress, challenges, issues, and key findings to-date. These may be submitted as written memos or conducted by phone with summary notes subsequently provided, as determined by the Mission and analysis team.

**6. STAFFING AND ESTIMATED EFFORT**

The analysis team shall include a Team Lead, with the following qualifications:

**•** Post-graduate degree qualifications (Master’s level degree or higher) or equivalent experience in biology, ecology, zoology, forestry, ecosystem conservation, political economy, political ecology, environmental policy, environmental planning, or a closely related field;

**•** Knowledge of USAID’s strategic planning process both broadly and as related to tropical forests and biodiversity;

**•** Expertise in assessing environmental threats;

**•** Experience in the geographic region and the specific country;

**•** Experience coordinating analyses and leading teams;

**•** Exceptional organizational, analytical, writing, and presentation skills; and

**•** Fluency in English and preferably the language spoken in the analysis country.

The team composition shall be proposed to the Mission for approval and should ensure appropriate qualifications and technical expertise tailored to the types of programming and environmental conditions prevalent in the specific country or region of focus.

**•** Post-graduate qualifications (Master’s level degree or higher) or equivalent experience in biology, ecology, zoology, forestry, or ecosystem conservation.

**•** Agricultural, governance, health, or other non-environment sector specialist who will focus on linkages between tropical forests, biodiversity, and other key technical sectors.

**•** Aquatic resources specialist and, if in a marine environment, a specialist with marine expertise.

**•** Environmental political economist or political ecologist that understands the human dimensions of conservation and natural resources management and diverse conservation and management problems including, but not limited to, water, governance, fisheries management, wildlife management, agriculture, economic growth, extractive industries, protected areas, and the scale of the issue, from local, to regional, to global.

**•** GIS expertise or access to GIS expertise to help identify, use, and analyze geospatial data and maps.

*Note: Where the consultant is a firm, cost-effective utilization of home office staff, including junior staff, for logistics, research/analysis/writing, and report production support are expected.*

The level of effort (LOE) requirements for this task are:

**•** A total of # days for Team Lead

**•** A total of # days for Expert 1

**•** A total of # days for Expert 2

**•** A total of # days for Expert 3

**•** *… (continue for each expert as appropriate; note total days may differ for expatriate staff and in-country staff, as well as for different experts)*

**•** A total of # days for junior home office support staff (e.g. logistical planning, GIS support, research/

writing support)

**•** A total of # days for technical quality assurance/quality control

**•** A total of # days for copy-editing, formatting, and branding (i.e., document production)

ANNEX B: Regional FAA 118/119

Analysis Scope of Work Template

This template will assist USAID Missions in the development of a scope of work (SOW) for the Foreign Assistance Act (FAA)

118/119 Tropical Forest and Biodiversity Analysis.

Instructions for using the template:

**•** The blue bubbles provide instructions/guidance/information to support the preparation of the SOW and should be deleted from the final SOW document.

**•** (insert expected year of CDCS) – Gray highlighted text requires the preparer to insert or select the needed information.

**•** If the Mission is not in the tropics, delete the references to Section 118.

**1. BACKGROUND**

As part of the documentation for the Country Development Cooperation Strategy (CDCS), USAID is required by Sections 118 and 119 of the Foreign Assistance Act (FAA), as amended, to prepare an analysis

of tropical forests and biodiversity. Per USAID policy, Regional Missions must also assess the actions necessary to conserve and sustainably manage tropical forests and biodiversity in their region, and the extent to which actions proposed by USAID address those threats. Thus, as part of the documentation for the (insert expected year of RDCS) Regional Development Cooperation Strategy (RDCS), (insert USAID Mission name) is complying with USAID policy to respond to Sections 118 and 119 of the Foreign Assistance Act (FAA), as amended, and preparing an analysis of tropical forests and biodiversity in (insert region name). By mandating FAA 118/119 analyses (hereafter referred to as “the analysis”), the U.S. Congress recognizes the fundamental role of tropical forests and biodiversity in supporting the journey to self-reliance. The analysis will examine the

region-level forest and biodiversity conservation needs and the extent to which the Regional Mission is currently addressing the actions necessary to conserve and sustainably manage topical forest and biodiversity. The report recommendations will help the Regional Mission identify ways to strengthen regional commitment and capacity to biodiversity conservation.

**1.1 SUMMARY OF RELEVANT PARTS OF FAA SECTIONS 118 AND 119**

Section 1.1 explains the legislative requirement for the FAA 118/119 Analysis. FAA Section 118 is required in countries with tropical forests, while FAA Section 119 is required for all countries. Edit the introductory sentence accordingly and delete Section 118 if not applicable.

FAA Sections 118 and 119, as amended, require that USAID Missions address the following:

1. FAA Sec 118 Tropical Forests

(e) COUNTRY ANALYSIS REQUIREMENTS. Each country development strategy, statement, or other country plan prepared by the Agency for International Development shall include an analysis of:

1. The actions necessary in that country to achieve conservation and sustainable management of tropical forests, and

2. The extent to which the actions proposed for support by the Agency meet the needs thus identified.

2. FAA Sec 119 Endangered Species

(d) COUNTRY ANALYSIS REQUIREMENTS. Each country development strategy, statement, or other country plan prepared by the Agency for International Development shall include an analysis of:

1. The actions necessary in that country to conserve biological diversity, and

2. The extent to which the actions proposed for support by the Agency meet the needs thus identified.

In line with FAA 118 and FAA 119, USAID requires similar consideration at the regional level. The FAA Regional 118/119 analysis for (insert USAID Mission name) will be a high-level analysis that examines relevant transboundary and regional biodiversity and forestry issues and adequately responds to the two questions for Regional Missions, also known as “actions necessary” and “extent to which.”

**1.2 PURPOSE**

The primary purpose of this task is to conduct an analysis of tropical forests and biodiversity in compliance with Sections 118 and 119 of the FAA, as amended, ADS Program Cycle Operational Policy and USAID policy on 118/119 analyses. The analysis will inform (insert USAID Regional Mission name) in the development and implementation of the RDCS. USAID’s approach to development requires that the Agency examine cross- sector linkages and opportunities to ensure a robust development hypothesis. Biodiversity conservation is

a critical component in achieving self-reliance and should be considered in Mission strategic approaches to improve development outcomes. The analysis therefore should define opportunities to integrate tropical forest and biodiversity conservation across priority development sectors to support the Journey to Self-Reliance.

Additional information related to the purpose of the FAA 118/119 can be added, depending on the Mission’s interests and concerns. The following are examples from 118/119 Analysis SOWs.

*“The analysis will identify new developments that should be taken into consideration at a programmatic level. This region, in addition to having one of the highest rural population growth rates and deforestation rates in Africa, is*

*also considered to be significantly vulnerable to climate change fluctuations (droughts, floods).As the Mission’s next generation RDCS will continue to focus on supporting and strengthening regional coordinating entities to foster improved health, economic growth, and governance in the region, accordingly, evidence-based programming decisions must include consideration of issues that include climate change, food security, water, governance, and global health, all of which will be informed by this analysis.”*

*“A number of relevant developments have occurred in the region that require further scrutiny, notably the initiation of oil drilling and associated infrastructure development in the region and the designation of countries in the region among the ‘Gang of Eight’ worst-offending countries in the illegal ivory trade. Demand for charcoal, encroachment*

*of agriculture and human settlements onto forested and protected areas, and mining continue to degrade certain of the regions already dwindling forests. Moreover, rapid population growth and related needs to provide food, energy, income, and social services to its bulging youth demographic further strain the region’s natural resources and ecosystem services.”*

**1.3 MISSION PROGRAM**

In this section, Missions should give a brief description of the current programming and how projects and activities are implemented. Reiterating the results framework from the current and summarizing the biological significance of the region is not as helpful as a discussion of the relevant activities and implementing partners. This, and any additional discussion on the self-reliance trajectory and current progress against the metrics or other indices, will help the team understand the development challenges and priorities, and how biodiversity conservation fits into the overall development strategy.

**2. STATEMENT OF WORK**

To achieve the above-stated purpose, the analysis team, under the direction of the Team Lead, will proceed as described in this section. The analysis is based on synthesis and analysis of existing information, coupled with consultations (virtual and/or in person), and site-based visits (if included).The analysis will not generate original primary data.

**2.1 PREPARING FOR IN-COUNTRY WORK Desk-Based Data Collection and Analysis**

**•** Gather and begin to analyze existing information to identify tropical forest and biodiversity status

within the region, key biodiversity issues, stakeholders, policy and institutional frameworks, and gaps

in the available information. Reports and other documentation to be reviewed include previous regional and bilateral 118/119 analyses, current R/CDCS, Mission regional project documents (e.g. project reports and evaluations), information available online (e.g. websites of government ministries) on biodiversity,

and regional biodiversity assessments such as the regional assessment reports on biodiversity and ecosystem services.

**Work Plan and Logistical Preparations**

*Note: The activities described in this section may occur prior to, or in parallel with, desk-based data collection.*

**•** Organize weekly planning meetings between the Mission activity manager and the analysis team to discuss the work plan and logistics for in-country consultations and site-based visits (as applicable). Weekly meetings will include support for planning and logistics, such as lodging and in-country schedules, key informant contacts, meetings, and interview protocols, and political or other sensitivities.

**•** In coordination with the Mission, the team should begin planning regional consultations and, if applicable, site-based visits commensurate with the Mission’s recommendations and the team’s preliminary review of key topics, transboundary areas of ecological importance, and information gaps emerging from the desk- based literature review. Site-based visits, if included, should take place in areas where less is known about the regional biodiversity threats and drivers. Consultations should include intensive time in cities/urban areas collaborating with the Mission and conducting key informant interviews or focus groups. **Given the complexities involved with the logistics that may span multiple countries within a region, consultations and site-based visit locations should be finalized at least four weeks prior to arrival in the region to allow the team to complete necessary logistical preparations**.

**•** Identify the protocol for approaching USAID partners, country governments, and other regional organizations for consultations and other requests related to the assignment.

**•** In coordination with the Mission, the team should initiate U.S.-based consultations to key U.S.-based stakeholders, including within USAID, other parts of the U.S. Government, and non-governmental and private-sector actors.

**•** Develop and submit a draft work plan (Insert number of days – 15-20) days after the start of the period of performance (Deliverable 1). The draft work plan will include a schedule of tasks and milestones, assessment methods, and a brief discussion of information gaps. The draft work plan will also include a preliminary:

**–** List of the type of information to be obtained through further desk research and through consultations.

**–** Map of biodiversity hotspots and areas of ecological importance to help inform the analysis and potential site-based visits.

**–** Mapping of key people to engage throughout the analysis process. This may include U.S.-based (predominantly Washington) stakeholders; Mission staff, including the program office, all sector technical staff, and the Deputy and Mission Director; implementing partners; and other key in-country stakeholders (e.g., organizations, government bodies, the private sector, and individuals knowledgeable

about and/or implementing projects on environment, biodiversity and tropical forest conservation, and other sectors relevant to tropical forest and biodiversity conservation, such as agriculture, economic growth, health, climate change, and governance).

**–** Itinerary for regional consultations and site-based visits, based upon information made available by the Mission regarding existing programming, areas of known concern, and areas being considered for future programming.

**–** Key informant interview guides to be used for stakeholder consultations.

**–** Report outline based on the outline attached to the SOW (refer to Annex C, Analysis Report

Annotated Outline in the FAA 118/119 Best Practices Guide), with differences noted and explained.

**–** Schedule for written progress reports to, or calls with, the activity manager starting on X day and (weekly/bi-weekly) thereafter during the in-country work. If calls are chosen, they will be documented with written call notes provided to the USAID activity manager.

**•** Finalize the work plan following receipt of Mission comments and suggestions on the draft work plan.

The final work plan should be submitted two to five days before arriving in the region.

*Note: Logistical details and planning for regional work can only be finalized once schedules are agreed upon; if insufficient time is afforded the Team Lead to research and collaborate with the Mission, the work plan will include only general information on the in-country work.*

**2.2 MISSIONS AND REGIONAL CONSULTATIONS AND SITE-BASED VISITS**

Adapt this section based on whether the analysis will include in-country consultations and site-based visits.

After arrival in the region, in coordination with the activity manager, the analysis team will:

**•** Meet with the key Mission technical staff engaged in Mission coordination and management of the analysis and program office to:

**–** Orient the attendees to the overarching objective of the 118/119 analysis, the methodology to be used (i.e., approach the analysis team will take to conduct the analysis and recommendations for potential biodiversity linkages with other sectors), and the agreed upon itinerary per the approved work plan. Ideally this will have already been circulated within the Mission prior to the team’s arrival in the region.

**–** Review the approach to the assignment with the Mission and learn specific Mission areas of interest or concerns regarding the planned itinerary and consultations.

**–** Identify any additional organizations to be contacted.

* Learn of any sensitivities related to the exercise (e.g., political constraints, Mission challenges in working with the host country government, or other generalized regional implementation challenges) that could refine the analysis team’s consultations and strategic or programming recommendations (i.e., the potential for raising expectations and the need to be clear about the purpose of the analysis).
* Understand the Mission’s planned timeline for new RDCS development.

**–** Gain an understanding of the status of the new RDCS development/results framework and anticipated changes to overarching strategic goals and/or development objectives, to the extent they are known at that time.

**•** Meet with the USAID front office to:

**–** Review the purpose and importance of the analysis, emphasize the role of the entire Mission and help set expectations for the analysis process and use of the report.

**•** Meet separately with all Mission technical teams to:

**–** Understand current programming (geographic areas of focus, earmarks, and related mandates or constraints) and the ways in which current programming may have supported or contributed to actions necessary to conserve and sustainably manage biodiversity.

**–** Learn about planned or potential future programming or strategic orientation.

**•** Conduct in-country consultations with stakeholders and undertake the site-based visits (if included)

identified in the work plan.

**•** Conduct an exit briefing prior to departure with the Mission, including Mission management, program office, and all technical teams, to provide them with an overview of the analysis and preliminary report findings (Deliverable 2). The format for the exit briefing will be (a 90-minute meeting with key Mission staff to present and discuss analysis findings/a X-hour workshop with Mission staff across DOs to collaboratively develop cross-sectoral recommendations).

**2.3 PREPARATION OF THE FAA 118/119 ANALYSIS**

**•** Prepare and submit a draft full report (Deliverable 3) in accordance with the outline attached to the SOW

and responsive to the policy requirements listed in Section 1.1 above. The report will:

**–** Follow the outline and include the information recommended in SOW Annex A, FAA 118/119 Analysis

Report Outline.

**–** Be between (min-max page length for report – recommended 50-90 pages, depending on the complexity of the analysis).

**–** Include as annexes, where applicable, on country-specific information for countries that have limited USAID programming and therefore do not have CDCSs, for example, Brazil where the USAID office is a Strategic Partnership Mission with the Government of Brazil.

**–** Be copy edited, formatted, and compliant with USAID branding requirements.

**•** Submit the final report (Deliverable 4). The Mission review period for draft reports will be (insert number of days, recommend 15 days).The Mission should send the analysis report to the relevant Regional Bureau and Pillar Bureau staff in Washington for their review and collate comments before submitting the draft to the team.

**•** Following receipt of USAID comments on the draft report, the analysis team will prepare and submit a final analysis within (insert number of days, recommend 15-20 days) that incorporates USAID comments.

**3. SCHEDULE AND LOGISTICS**

In the Schedule and Logistics Section, use or adjust the table in this section to reflect text in the SOW and show weekly activities and milestones. Revise as necessary.

The assignment is expected to last # (5-7) months from the date of contract signing to submission of the final deliverable. This includes (6-8 weeks) of preparations, approximately # (3-4) weeks (cumulative) of in-country consultations and site-based visits, # (4) weeks to produce the draft report following in-region work, # (3) weeks for USAID review of the draft report, and # (3-4) weeks to produce the final report.

TABLE 3: REGIONAL 118/119 ANALYSIS WEEKLY ACTIVITIES AND MILESTONES

|  |  |  |
| --- | --- | --- |
| **WEEK** | **ACTIVITY/MILESTONE** | **COMMENTS** |
| Week1 | X | X |
| Week 2 | X | X |
| Week 3 | X | X |
| … | X | X |
| … | X | X |
| Up to Week 30 | X | X |

**4. DELIVERABLES**

The following are the deliverables for this task:

**Deliverable 1**. Draft work plan (with schedule) and pre-field report draft submitted within # (15-20 days)

working days of the Team Lead’s period of performance. The work plan will address all elements specified in Section 2.1.

**Deliverable 2**. Exit briefing or workshop and associated media such as PowerPoint, hand-outs, etc. prior to the analysis team’s departure from the country or at a time requested by the Mission if the team is locally based.

**Deliverable 3**. Draft full FAA Regional 118/119 analysis report, conforming to all requirements specified in Section 2.3 submitted # (20) working days after the conclusion of in-country work.

**Deliverable 4.** Final report incorporating all comments conforming to all requirements specified in Section 2.3 submitted within # (15-20) working days of the receipt of all USAID review comments on the draft analysis.

**5. ROLE OF THE USAID MISSION**

USAID acknowledges that substantial Mission engagement is required in support of the analysis team. To this end, the Mission is responsible for arranging the following prior to the analysis team’s arrival in-country:

**•** Scheduling separate consultation meetings with the activity manager and the 1) program office, 2) front office, and 3) each of the Mission technical offices.

**•** Scheduling the day/time for the exit briefing presentation or workshop.

**•** Supporting coordination and engagement with relevant bilateral Mission points of contact in the region, including initiating outreach or facilitating introductions. Regional Missions will work with the team to identify the appropriate Missions to interview and facilitate contacting those Missions.

Effective Mission support includes providing the analysis team with the following:

**•** A list of key USAID (Mission-wide activity descriptions, reports, and evaluations) and relevant documents to review with links or copies of the documents;

**•** A list of USAID programs for each technical team with brief descriptions of technical remit, A/COR (and contact info), implementing partners (and key points of contact), and maps, ideally a regional map showing the geographic location of all programs;

**•** A list of recommended stakeholders for consultations with contact information;

**•** Assistance to the team in making initial contact to arrange interviews, particularly to regional economic community and host country government stakeholders for whom USAID Mission outreach is often required;

**•** Preparation of letters of introduction, as needed;

**•** Candidate site-based visits or key criteria to support analysis team identification of potential site-based visits;

**•** A list of relevant donor projects as available;

**•** Logistics recommendations for site-based visits, i.e. suggestions for lodging, regional air travel, rental car agencies, and logistics specialists; and

**•** Review and feedback on draft analysis reports (including liaising with USAID/Washington for review and approval of the analysis report).

To ensure continued coordination with the Mission over the course of the in-country work, the analysis team will provide the activity manager (weekly/bi-weekly) progress reports that discuss progress, challenges, issues, and key findings to-date. These may be submitted as written memos or conducted by phone with summary notes subsequently provided, as determined by the Mission and analysis team.

**6. STAFFING AND ESTIMATED EFFORT**

The analysis team shall include a Team Lead, with the following qualifications:

**•** Post-graduate degree qualifications (Master’s level degree or higher) or equivalent experience in biology, ecology, zoology, forestry, ecosystem conservation, political economy, political ecology, environmental policy, environmental planning, or a closely related field;

**•** Knowledge of USAID’s strategic planning process both broadly and as related to tropical forests and biodiversity;

**•** Expertise in assessing environmental threats;

**•** Experience in the geographic region and the specific countries;

**•** Experience coordinating analyses and leading teams;

**•** Exceptional organizational, analytical, writing, and presentation skills; and

**•** Fluency in English and preferably the language spoken in the region.

The team composition shall be proposed to the Mission for approval and should ensure appropriate qualifications and technical expertise tailored to the types of programming and environmental conditions prevalent in the specific country or region of focus.

**•** Post-graduate qualifications (Master’s level degree or higher) or equivalent experience in biology, ecology, zoology, forestry, or ecosystem conservation.

**•** Agricultural, governance, health, or other non-environment sector specialist who will focus on linkages between tropical forests, biodiversity, and other key technical sectors.

**•** Aquatic resources specialist and, if in a marine environment, a specialist with marine expertise.

**•** Environmental political economist or political ecologist who understands the human dimensions of conservation and natural resources management and diverse conservation and management problems including, but not limited to, water, governance, fisheries management, wildlife management, agriculture, economic growth, extractive industries, protected areas, and the scale of the issue, from local, to regional, to global.

**•** GIS expertise or access to GIS expertise to help identify, use and analyze geospatial data and maps.

*Note: Where the consultant is a firm, cost-effective utilization of home office staff, including junior staff, for logistics, research/analysis/writing, and report production support are expected.*

The level of effort (LOE) requirements for this task are:

**•** A total of # days for Team Lead

**•** A total of # days for Expert 1

**•** A total of # days for Expert 2

**•** A total of # days for Expert 3

**•** … (continue for each expert as appropriate; note total days may differ for expatriate staff and in- country staff, as well as for different experts)

**•** A total of # days for junior home office support staff (e.g. logistical planning, GIS support, research/

writing support)

**•** A total of # days for technical quality assurance/quality control

**•** A total of # days for copy-editing, formatting, and branding (i.e., document production)

ANNEX C: FAA 118/119 Analysis

Report Annotated Outline

The purpose of this template is to improve the consistency with which FAA 118/119 analyses (hereafter referred to as “the analysis”) are conducted across the U.S. Agency for International Development (USAID) by standardizing the sections of

the report and the type and quality of information included in an analysis. The annotated outline should be used by teams conducting an analysis and USAID staff developing the scope of work (SOW) and reviewing the FAA 118/119 analysis.

The annotated outline describes and gives examples of the types of information that should be included in each section of an analysis. It should be used in conjunction with the FAA 118/119 Best Practices Guide, which describes how to prepare for and conduct an analysis. Including the executive summary and annexes, the analysis should be

50-90 pages (30-40 pages for the main body of the report). The number of pages (a range or top limit) should be specified in the SOW. If a pre-field draft report is requested in the SOW, some sections can be drafted in advance and shared with the Mission for review and discussion once the team is in-country.

Analysis reports should include the following sections:

**ACKNOWLEDGMENTS**

If the work was contracted out, list the contract name and number and the prime contractor and subcontractors. If the work was done by a USAID team, list the participating offices. List the team members and any additional

affiliations that they may have. Identify the USAID Mission activity manager and the Contracting Officer’s Representative. Acknowledge the assistance received from USAID staff in setting up, carrying out the analysis, and reviewing drafts.

**FRONT MATERIAL**

Include a table of contents, list of tables, list of figures, and a list of acronyms.

**EXECUTIVE SUMMARY**

The executive summary should provide a three to five-page brief overview of the purpose of the analysis, key points about the status of biodiversity, threats and drivers, actions necessary, the extent to which the actions necessary are met by current or proposed mission programming, and recommendations on how the Mission could improve the

conservation of tropical forests and biodiversity in their upcoming regional/country strategy.

**1. INTRODUCTION**

(Two - three pages)

**1.1 PURPOSE**

The purpose should:

**•** Summarize or reproduce the purpose and objectives as described in the SOW;

**•** Identify the type of analysis being conducted (FAA 119 or FAA 118/119);

**•** State the year the previous analysis was prepared and note that the current analysis builds on findings; and

**•** Describe the aim of the analysis in relation to the Regional/Country Development Cooperation Strategy

(R/CDCS) process.

**1.2 BRIEF DESCRIPTION OF THE USAID PROGRAM**

State the Mission’s current theory of change or development hypothesis and briefly describe the current development objectives and intermediate results. Additional discussion on the countries’ self-reliance trajectory and current progress against the metrics or other indices will help convey the development challenges and priorities, and how biodiversity conservation fits into the overall development strategy.

**1.3 METHODOLOGY**

In this section, describe the methods used to gather information, such as desk-based review of documents, consultations with USAID teams and other stakeholders, and site-based visits (if included).

**2. REGION/COUNTRY CONTEXT**

(One – two pages)

**2.1 LOCATION AND REGION/COUNTRY DEVELOPMENT CONTEXT**

In most, if not all, cases, the information in Section 2.1 is available in existing region/country-specific reports and documents. This section should focus on the regional/country development context, for example, the social, cultural, and economic factors that relate to direct and indirect threats to biodiversity. If available, a reference

to the region/country’s Journey to Self-Reliance Country Roadmap should also be included. This section can provide links to the relevant online documents and should include only brief digests of the highly relevant or important information.

**2.2 BIOPHYSICAL SETTING**

Describe main points such as land area, coastline, geological features, water bodies, ecosystems, and other biophysical aspects that shape the region/country’s biodiversity resources. A relevant map such as natural vegetation zones or land use types can be included in this section or in the section below.

**3. STATUS OF THE REGION/COUNTRY’S BIODIVERSITY (INCLUDING TROPICAL FORESTS)**

(Maximum seven pages; supporting maps and tables may be included as annexes)

This section focuses on analysis of the available biodiversity information. It should present summarized information on the biodiversity situation and, where possible, refer and/or provide links to more detailed documents.

**3.1 MAJOR ECOSYSTEM TYPES AND STATUS**

This section briefly covers:

1. The types, distribution, and status of the region/country’s main ecosystems based on the most current, reliable information available;

2. Both terrestrial and aquatic ecosystems, including, if present, coastal and marine ecosystems.

Tables and figures are useful to illustrate distribution and status in a concise format. Include a map of main ecosystems in the region/country, forested areas, land uses, protected areas including forest reserves, and main aquatic resources. Ideally one-two maps will illustrate all of this information; include any additional maps in

an annex.

**3.2 STATUS OF TROPICAL FORESTS**

In regions/countries with tropical forests, a separate section on status and management of tropical forests should be included that briefly:

1. Describes forests inside and outside of protected areas (which can be covered in more detail in Sections

3.5 and 3.6); and

2. Describes trends in forest cover and the reliability of and gaps in the data. (This is often a fairly technical analysis, but should be made as accessible as possible.)

**3.3 SPECIES DIVERSITY AND STATUS**

In this section:

1. Briefly discuss terrestrial and aquatic species diversity, endemism, and any species at high risk of global extinction based on the IUCN Red List;

2. Provide analysis of the available information, such as whether the data are reliable and complete;

3. Evaluate the pressure on endangered species; and

4. Highlight endangered species of particular social, economic, scientific, or environmental importance and their habitat.

**3.4 GENETIC DIVERSITY**

This section should include summary information on:

1. Conservation of economically important species and germplasm, including landraces and wild relatives of agriculturally important crops and livestock (Note: Missions should keep in mind that there are restrictions on USAID biodiversity funds for conservation of genetic diversity); and

2. Populations of wild species of economic or ecological importance (such as trees used for timber).

**3.5 STATUS AND MANAGEMENT OF PROTECTED AREAS**

This section includes a brief description of the region/country’s protected area system:

1. The country classification system for protected areas, including transboundary protected areas (which may be based on the International Union for Conservation of Nature (IUCN) categorization or may be a country-specific system); and

2. Economic aspects of the protected area system, such as the role of nature-based tourism, ecosystem structure, and function as related to ecosystem services and conservation enterprise opportunities.

This section (or an annex) should include an overview table and maps of the status and management of the protected area system. The information to provide in tables and maps depends on requirements in the SOW and may include:

1. All declared and proposed protected areas (national parks, private parks, wildlife reserves and refuges, forest reserves, sanctuaries, hunting preserves, Ramsar Convention on wetlands sites, etc.);

2. The institution responsible for the protection and management of each protected area;

3. The date of establishment of each protected area;

4. Area of coverage;

5. Ecosystems contained in each protected area; and

6. Protected area management plan status.

**4. LEGAL FRAMEWORK AFFECTING CONSERVATION**

(Three - five pages)

This section should provide a summary of the legal and institutional context for biodiversity (including forest ecosystems) conservation, setting the stage for a discussion of threats, drivers, and actions necessary to conserve and sustainably manage tropical forests and biodiversity discussed later in the report. Only key laws, policies, and government institutions should be included in this section. An annex or links should be provided with additional information.

**4.1 NATIONAL LAWS, POLICIES, AND STRATEGIES**

The focus of this section should be on policies and legislation related to forestry and biodiversity (including protected areas and threatened and endangered species). Rather than simply defining the policies and legislation that pertain to conservation, this section should:

1. Outline the law/regulations and key provisions;

2. Describe gaps, strengths, and weaknesses in the legal framework and government capacity to implement the framework and other constraints to implementation; and

3. Discuss the status of the National Biodiversity Strategic Action Plans. A table format is a concise method of providing the required information.

**4.2 INTERNATIONAL AGREEMENTS**

This section is a list of key international agreements, treaties, and conventions of which the region, country, or countries in the region are a member and that specifically relate to forests and biodiversity. It should also include a brief analysis of the country’s (or the countries in the region) capacity to implement treaty/convention agreements, in particular, the Convention on International Trade in Endangered Species (CITES), the Convention on Biological Diversity, the Convention on the Conservation of Migratory Species of Wild Animals, and other conservation-related international agreements.

**4.3 GOVERNMENT AGENCIES**

This section lists the primary government institutions related to conservation and should provide an analysis of:

1. Role/responsibilities;

2. Effectiveness;

3. Challenges;

4. Institutional overlap; and

5. Collaboration.

A table format that lists institutions and mandates with a brief analysis of each institution is one method of communicating the information for this section. Alternatively, a table listing institutions and mandates can be used, followed by an overall analysis of the effectiveness of the institutional framework for conservation.

**4.4 CONSERVATION INITIATIVES**

Based on the information available from the Mission and collected during in-country consultations and site- based visits, this section should describe the current and, if possible, planned conservation efforts in the region/ country implemented by the government, non-governmental organizations, other donors, and the private sector. A table could help present an overview of the conservation initiatives, including, as feasible, a summary of the technical details, geographic or program locations, and relative program size. The supporting discussion should highlight the gaps in support for important biodiversity areas, such as funding, research, and management, and point out where there may be a lack of coordination among activities in a site. Depending on the region/country, this information may not be inclusive of all conservation efforts, but rather will focus on key efforts, with the intent of highlighting significant conservation gaps.

**5.THREATS TO BIODIVERSITY (INCLUDING TROPICAL FORESTS)**

(Six - seven pages)

Sections 5.1 and 5.2 should discuss the direct threats to biodiversity and the indirect threats or drivers of the threats. Each direct threat may have several drivers. Enough information should be provided about the threats and drivers to give the reader a clear understanding of what is causing the degradation or loss to biodiversity in the region/country.

The section should state how the threats and drivers were identified (stakeholder consultations, site-based visits, review of documentation, etc.). The National Biodiversity Strategic Action Plan is a good starting place to obtain information on the main threats and their underlying causes. The team should analyze all of the information and reach their own conclusions.

**5.1 DIRECT THREATS TO BIODIVERSITY**

A direct threat to biodiversity is a human action or unsustainable use that immediately degrades biodiversity (e.g., unsustainable logging, overfishing, or mineral extraction). Direct threats to biodiversity should be qualitatively prioritized and presented in a logical format, such as from high to low or most important to

least important. A description of the prioritization methodology should be included in the methodology section. Common nomenclature that can be used to describe direct threats can be found at the Conservation Measures Partnership.

**5.2 DRIVERS OF THREATS**

This section should discuss the drivers that give rise to the identified threats. A *driver* is a constraint, opportunity, or other important variable that positively or negatively influences direct threats. A *constraint* is a factor that contributes to direct threats and is often an entry point for conservation actions (e.g., logging policies or

demand for fish or illegal wildlife products). An *opportunity* is a factor that potentially has a positive effect on biodiversity interests, directly or indirectly, and can often serve as an entry point for conservation (e.g., demand for sustainably harvested timber or market requirements for legally caught fish). Drivers are commonly referred to as indirect threats, factors, or forces that influence the direct threats.

TABLE 4: DEFINITIONS AND EXAMPLES OF DRIVERS AND THREATS TO BIODIVERSITY

|  |  |
| --- | --- |
| **DRIVERS** | **THREATS** |
| Definition A driver is a constraint, opportunity, or other important variable that positively or negatively influences direct threats. | A direct threat to biodiversity is a human action or unsustainable use that immediately degrades biodiversity. |
| Categories Institutional arrangements | Habitat loss |
| Economic factors Capacity Sociopolitical factors  Cultural or religious factors  Scientific and technological factors | Overexploitation and unsustainable use  Unsound infrastructure  Climate change  Pollution and nutrient load  Invasive alien species |
| Examples Increased international demand for palm oil; inadequate land use policies, tenure, regulations, or management  Increased demand for seafood; open access policies; lack of marine tenure and co- management  International demand for wildlife  products; inadequate enforcement; lack of constituencies for conservation  Market price of gold; inadequate regulations and management  Unregulated use of wild species for pet trade; inadequate regulation of invasive species in trade; insufficient resources for management | Deforestation resulting from agricultural expansion  Overfishing  Wildlife poaching  Artisanal gold mining leading to mercury pollution and deforestation  Invasive lionfish populations in the Caribbean |

**6. ACTIONS NECESSARY TO CONSERVE AND SUSTAINABLY MANAGE BIODIVERSITY (INCLUDING TROPICAL FORESTS)**

(Not to exceed four pages)

Actions necessary to conserve and sustainably manage biodiversity should address the drivers of the direct threats. Actions necessary may be derived from the National Biodiversity Strategic Action Plan or other government documents and from the team’s consultations, document review, and/or site-based visits. The analysis team should reach its own conclusions on actions necessary and describe in the report how the actions necessary were developed. A concise method of presenting this information is illustrated below.

TABLE 5: ACTIONS NECESSARY LINKED TO DRIVERS AND DIRECT THREATS

|  |  |  |
| --- | --- | --- |
| **ACTIONS NECESSARY** | **DRIVERS** | **LINKS TO DIRECT THREATS** |
| **•** Strengthen commitment to transparent governance including enforcement at national and local levels and strengthen capacity for monitoring, compliance, and enforcement of natural resource laws and policies (including rule of law and justice).  **•** Actively pursue co-management opportunities at local levels.  **•** Strengthen local civil society to support policy and regulation enforcement and anti-corruption advocacy. | Corruption and weak enforcement of laws, policies, and agreements related to natural resources. | Overharvesting  Poaching  Unsustainable cutting practices  Habitat conversion |
| **•** Enhance capacity through trainings for environmental management planning, monitoring, and the access and use of information (especially geospatial where available).  **•** Strengthen the capacity of local institutions and community-based organizations responsible for the management of natural resources. | Limited capacity at national and local levels for development planning and management of natural resources. | Conversion, degradation, loss  Overharvesting  Mining  Infrastructure development |
| **•** Enhance sustainable financing for conservation from the public (through increased revenue and support) and private sectors (e.g., transparent fees, licensing, and payment for ecosystem  services). | Limited resources for biodiversity conservation and tropical forest management. | Poaching Overharvesting Pollution Invasive species |
| **•** Promote applied research to inform policy and management practices.  **•** Enhance information transfer and targeted research to inform management by connecting natural resource researchers and practitioners.  **•** Support decision-making by enhancing dissemination of information. | Weak/non-existent data coupled with poor monitoring practices; uncoordinated analyses and research systems for understanding resources, priority setting, and effective policy/decision-making. | Overharvesting  Mining  Unsustainable cutting practices  Pollution  Conversion, degradation, loss |
| **•** Build capacity and promote integrated spatial planning with other sectors at all levels, including engagement with the Ministry of National Planning/Development and Finance.  **•** Include biodiversity, climate change, energy, and food security experts in the planning process. | Development plans and priorities (medium and long term) that do not adequately consider ecosystem services (forests/mangroves, watersheds, estuaries and biodiversity). | Conversion, degradation, loss Infrastructure development Mining  Climate change |
| **•** Improve land, marine, and natural resource tenure security.  **•** Increase capacity for research and advocacy on tenure and resource access-related issues and regulations to support government, civil society organizations, and citizens. | Lack of secure land tenure around forested areas; illegal and irregular land allocations; lack of marine tenure and  secure access to fishing grounds, including customary rights. | Conversion, degradation, loss Illegal logging, illegal fishing Overharvesting |

**7. EXTENT TO WHICH THE MISSION MEETS THE IDENTIFIED ACTIONS NECESSARY TO CONSERVE AND SUSTAINABLY MANAGE BIODIVERSITY (INCLUDING TROPICAL FORESTS)**

(Three – four pages)

This section should describe the extent to which the Mission’s current programs are contributing to the

actions necessary to conserve and sustainably manage biodiversity. Not all Missions will have programming that responds to the actions necessary to conserve and sustainably manage biodiversity. Details about the planned programming for the new R/CDCS may not be available due to the timing of the analysis, however, if it is known, it should be considered in this section.

The analysis team will describe how the Mission’s current R/CDCS and/or planned R/CDCS and activities

are meeting the actions necessary to conserve and sustainably manage biodiversity as specified in the analysis report. Table 6 provides Mission-wide examples of how Missions are, or are not, currently meeting actions necessary.

TABLE 6: SAMPLE ACTIONS NECESSARY AND EXTENT TO WHICH

|  |  |
| --- | --- |
| **ACTIONS NECESSARY TO ACHIEVE CONSERVATION OF TROPICAL FOREST AND BIODIVERSITY** | **EXTENT TO WHICH THE CURRENT DO OR IR CONTRIBUTES TO SUSTAINABLE MANAGEMENT AND CONSERVATION OF TROPICAL FORESTS AND BIODIVERSITY** |
| Promote a watershed approach to water use, management, and the determination of “production” that recognizes the contribution of wildlife and healthy  ecosystems to “water security,” food security and nutrition, and resilience. | The DO integrates a watershed and agro-ecological approach to food security within the Feed the Future activities to enhance sustainability and resilience and reduce threats to biodiversity. |
| Promote strong, transparent, effective, and accountable institutions and management arrangements over forests, fisheries, and other biodiversity resources. | The DO integrates biodiversity and forest issues  into their governance activity as a way to strengthen institutions and rule of law around issues that are relevant to the livelihoods of some of the poorest and most vulnerable populations. |
| Reduce the potential for mosquito nets to be misused as fishing nets, as the fine nets can easily destroy fish populations. | The Mission does not currently address threats to fisheries posed by mosquito net fishing. |
| Include marine fisheries as a component of major food value chains to help safeguard a large source of protein and protect key marine habitats. | The Mission does not currently address threats to marine fisheries or coastal habitat. |
| Increase conservation of natural wetlands. | The Mission does not currently address threats to wetlands from land conversion. |

**8. RECOMMENDATIONS TO CONSERVE AND SUSTAINABLY MANAGE BIODIVERSITY (INCLUDING TROPICAL FORESTS)**

(Five – six pages)

Recommendations emerge from the analysis of the actions necessary to conserve and sustainably manage biodiversity and the extent to which the Mission’s current or planned strategy and activities are meeting the actions necessary. The recommendations will guide the Mission with incorporating the analysis findings in the R/CDCS and subsequent programming.

This section should present a table (see below) and/or a narrative describing the recommendations derived from the actions necessary and extent to which analyses. The recommendations in this section should:

1. Strengthen the integration of tropical forest and biodiversity conservation in the Mission’s R/CDCS and subsequent programming;

2. Consider USAID’s development portfolio in the region/country;

3. Consider USAID’s comparative advantage;

4. Consider where USAID is likely to have greatest impact; and

5. Focus on the landscape or national scale and consider who is doing what in biodiversity and tropical forest conservation and the important areas that lack information or action.

The analysis team should develop recommendations that actively integrate biodiversity conservation into health, food security, economic growth, governance, or other sector programming. The team can provide recommendations by sector that are readily actionable or are strategic opportunities (see below for descriptions of the different categories).

• **Readily Actionable** – Recommendations that work within current programming to improve the extent to which USAID is addressing forestry and biodiversity conservation across sectors. These recommendations connect to existing or planned programming, but they could be short- or long-term actions that require either adaptive management of current programming or minor programmatic scope modifications.

• **Strategic Opportunities** – These recommendations should be longer term and inform new directions for the upcoming R/CDCS. They guide the subsequent strategy and could represent a new type of programming, new geographic area of focus, or expansion/modification of existing or planned R/CDCS structure.

TABLE 7: RECOMMENDATIONS

|  |  |
| --- | --- |
| **RECOMMENDATIONS FOR** (INSERT TECHNICAL OFFICE NAME HERE) | **HIGHEST PRIORITY\*** |
| Readily Actionable | |
| Example recommendation here | ✓ |
| Example recommendation here | |
| Example recommendation here | |
| Strategic Opportunity | |
| Example recommendation here | |
| Example recommendation here | ✓ |
| Example recommendation here | ✓ |

\* Highest-priority actions are subjectively determined by the Analysis Team. In general, highest-priority actions are those that support at least two of these three objectives: 1) address one or more of the primary drivers to significant threats to tropical forests and biodiversity; 2) align with stated Mission objectives or priorities regarding sustainable, broad-based economic growth; and 3) are based upon extensive stakeholder consultation.

**SUGGESTED ANNEXES TO INCLUDE IN THE REPORT**

Annex A: Scope of Work

Annex B: References/Documents Consulted

Annex C: List of Institutions Consulted - Refer to ADS Chapter 508 for the organization, functions, policies, and procedures contained within the USAID Privacy Program

Annex D: Additional Maps, Graphics, and Tables

Optional Annexes:

• Key Changes and Updates from the Previous FAA 118/119

• Lessons Learned from the Previous FAA 118/119

• Additional Threatened and Endangered Species Information

• List of Scientific Names of Species Referenced in the Report

• Site-Based Visit Details/Case Studies

• Sector-Specific Reviews