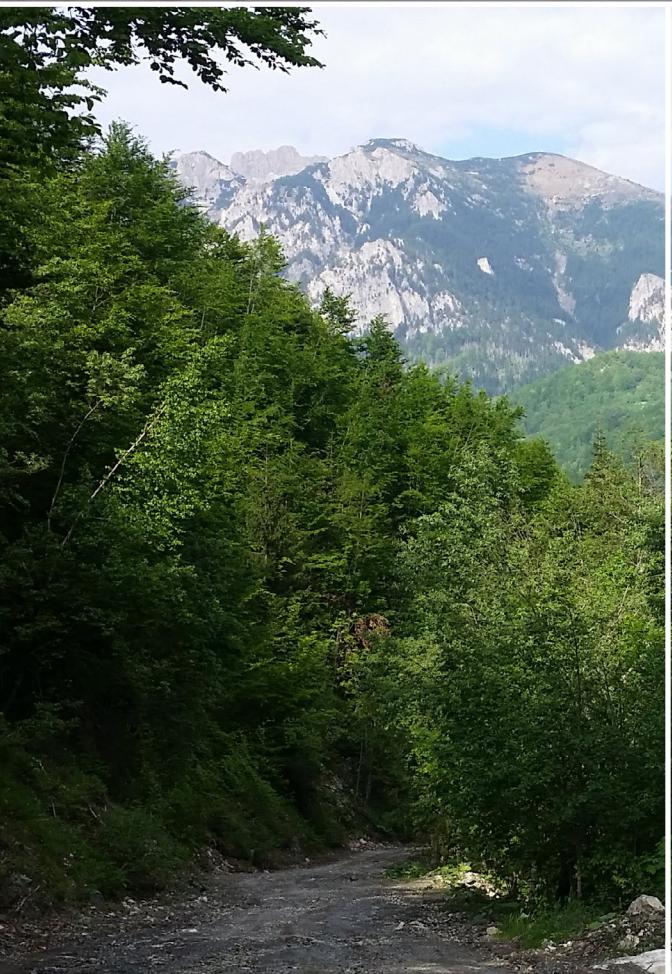


FOREIGN ASSISTANCE ACT SECTIONS 118/119

Tropical Forests and Biodiversity Analysis

BEST PRACTICES GUIDE 2.0



July 2020

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CONTRACT INFORMATION

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AUTHORS

Hadas Kushnir, USAID Bureau for Economic Growth, Education, and Environment, Office of Forestry and Biodiversity
Robin Martino, DAI Global, LLC/BRIDGE Project.

SUBMITTED BY

Biodiversity Results and Integrated Development Gains Enhanced (BRIDGE) Project

SUBMITTED TO

Olaf Zerbock, Contracting Officer's Representative
USAID Bureau for Economic Growth, Education, and Environment, Office of Forestry and Biodiversity

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ON THE COVER

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ACRONYMS AND ABBREVIATIONS

ADS	Automated Directives System
CDCS	Country Development Cooperation Strategy
CFR	Code of Federal Regulations
CITES	Convention on International Trade in Endangered Species
COR	Contracting Officer's Representative
DEC	Development Experience Clearinghouse
DO	Development Objective
E3	Bureau for Economic Growth, Education, and the Environment
FAA	Foreign Assistance Act
FAB	Office of Forestry and Biodiversity
GCC	Office of Global Climate Change
IDIQ	Indefinite Delivery Indefinite Quantity Contract
IR	Intermediate Result
IUCN	International Union for the Conservation of Nature
LOE	Level of Effort
NGO	Non-Governmental Organization
RDCS	Regional Development Cooperation Strategy
SOW	Scope of Work, Statement of Work
TOR	Terms of Reference
USAID	United States Agency for International Development

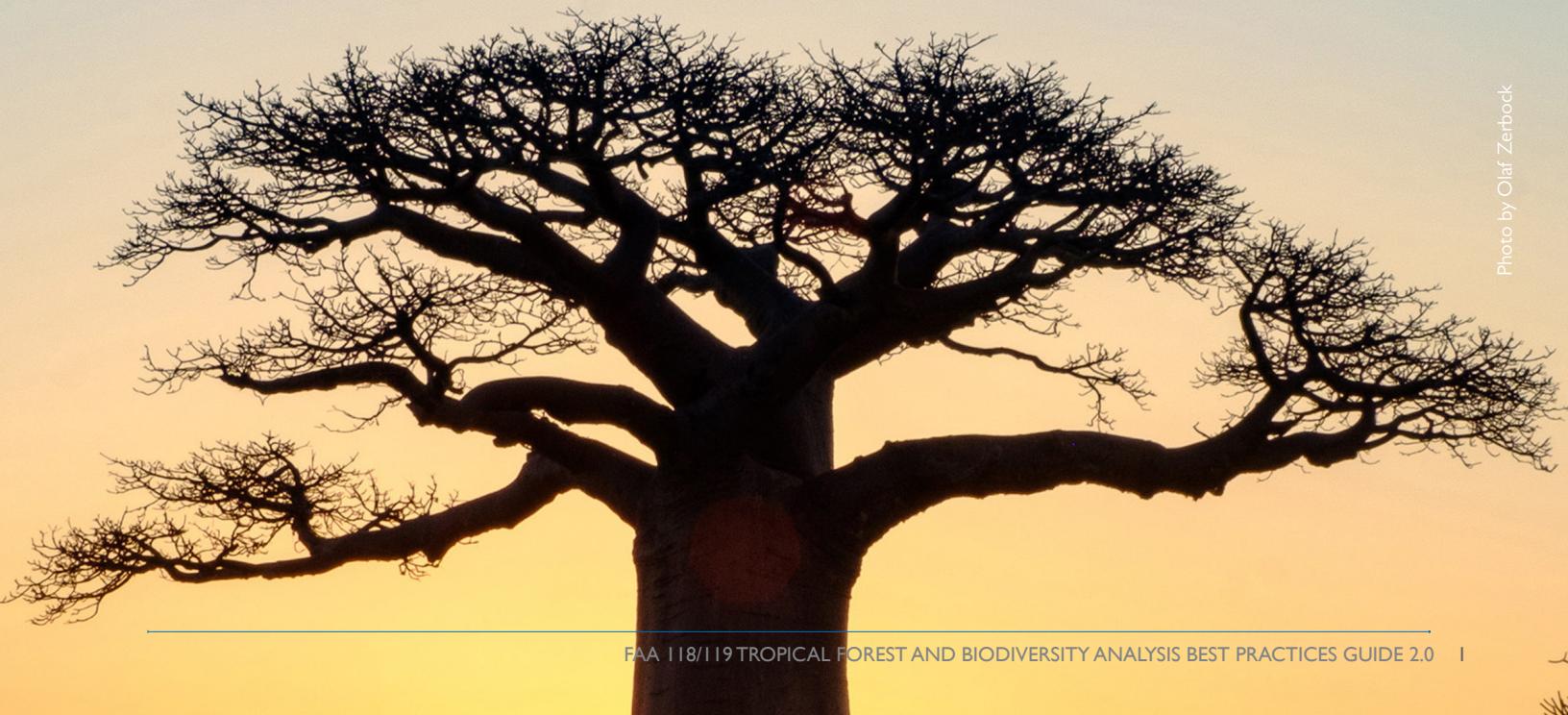


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I. Context

Sections 118 and 119 of the United States Foreign Assistance Act (FAA), as amended, mandate an analysis (the FAA 118/119 Analysis) to encourage U.S. Agency for International Development (USAID) Missions to integrate biodiversity conservation approaches and actions into country strategic planning. The FAA Sections 118/119 Tropical Forest and Biodiversity Analysis Best Practices Guide (hereafter referred to as the “guide”) builds on previous USAID FAA 118/119 analysis best practice and lessons learned documents (Byers, 2005; Gibson, 2005; BRIDGE, 2017). It was compiled based on interviews with USAID/Washington staff, USAID Mission staff, individuals who have prepared FAA 118/119 analyses, and from a review of FAA 118/119 analyses and scopes of work (SOW). Throughout 2017-2019, four Missions collaborated with USAID/Washington to apply version 1.0 of the guide while conducting their analyses. The four pilot Missions, and other learning opportunities, resulted in version 2.0 of the guide.

This document includes guidance that addresses USAID's procedures, policies, and terminology regarding Regional and Country Development Cooperation Strategies (R/CDCS).

This guide seeks to:

- Promote a more standardized and collaborative process for developing FAA 118/119 analyses;
- Assist USAID staff to prepare for, manage, conduct, and use FAA 118/119 analyses to improve strategic planning processes;
- Support the development of useful and compliant scopes of work and analyses to meet the requirements of FAA 118/119;
- Describe the role of USAID staff throughout the process of developing and using FAA 118/119 analyses; and
- Strengthen USAID's role in the use of FAA 118/119 analyses in strategy development and program design.

The guide includes information on the steps necessary to prepare, conduct, and use the analysis and four annexes: Annex A, Country Development Cooperation Strategy Scope of Work Template; Annex B, Regional Development Cooperation Strategy Scope of Work Template; Annex C, Annotated Analysis Report Outline; and Annex D, Resources.

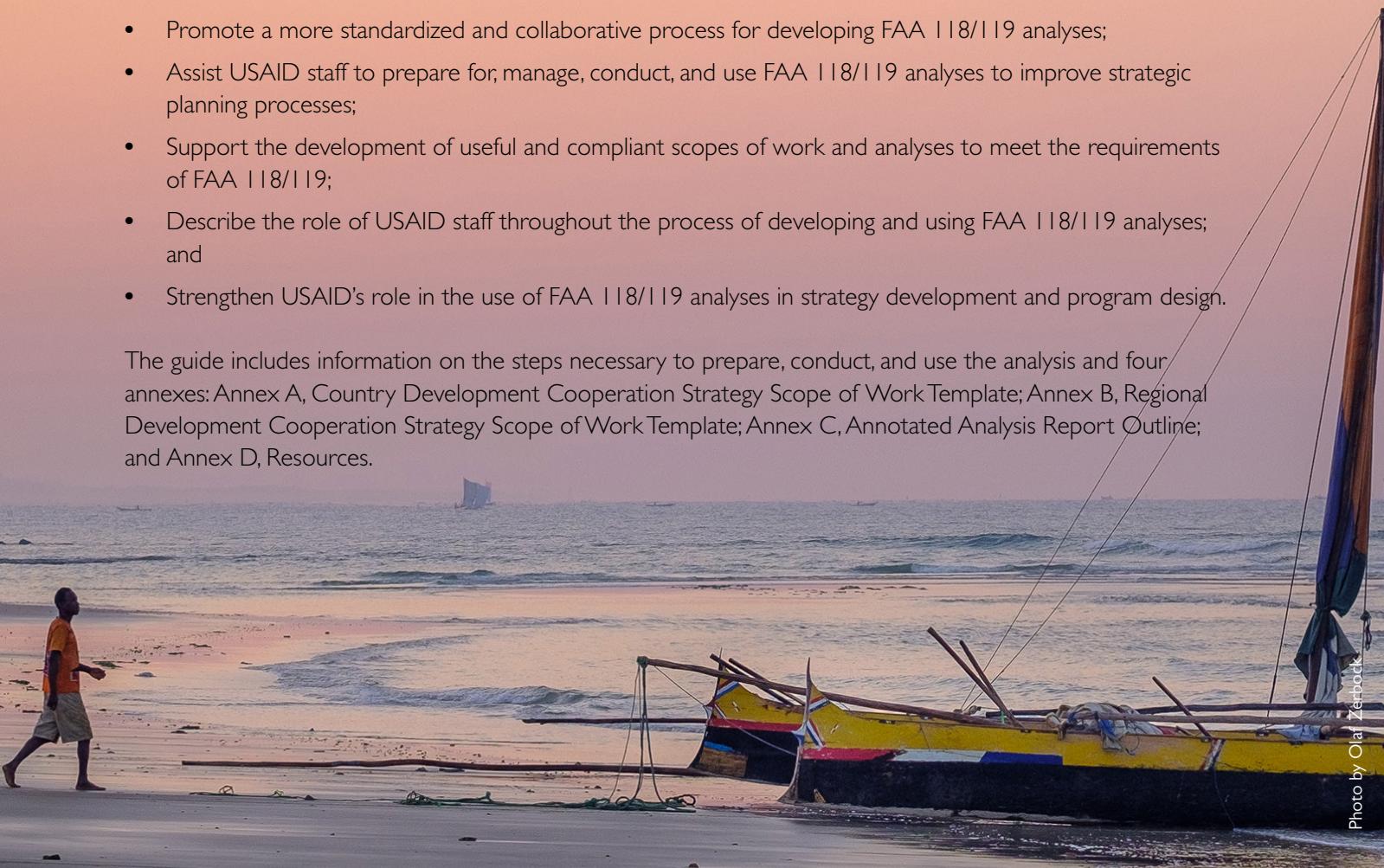


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1.1 FOREIGN ASSISTANCE ACT SECTION 118 AND SECTION 119 LEGISLATION

The [FAA of 1961](#), as amended in [1986](#), included the addition of Sections 118 and 119 and placed greater emphasis on tropical forest and endangered species conservation in U.S. foreign assistance. The FAA 118/119 Tropical Forest and Biodiversity analyses are mandatory analyses at the country strategy level that respond to the following legislative language:

FAA Section 118 (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.

FAA Section 119 (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 addresses tropical forests (Section 118) in a separate mandate (as opposed to wetlands, coral reefs, and other ecosystems, which are part of Section 119, biological diversity) due to concern over the global destruction of tropical forests. Although tropical forests typically receive special attention in a FAA 118/119 analysis, some analyses include FAA 118 (tropical forests) in discussions of biodiversity conservation (Section 119). In this guide, the term “biodiversity” will be inclusive of tropical forests unless otherwise noted. Missions in countries outside the tropics undertake Section 119 analyses only (since they have no tropical forests), however, forest cover in those countries is as critical to a country’s biodiversity conservation as tropical forest cover and should be included in the Section 119 analysis. For countries with tropical forest, this guide provides information on how to respond to the two legislatively mandated analyses, 118 and 119, in one report. The FAA 118/119 analysis is referred to as the “analysis” throughout this document.

1.2 REGIONAL 118/119 ANALYSES

Although Regional Missions are not referenced in the legislation, it is [USAID policy](#) that Regional Missions also conduct analyses. Thus, Regional Missions must 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. Regional analyses should be high-level and examine relevant transboundary biodiversity and forestry issues. The analysis must include all countries covered by the Regional Mission, including non-presence countries. While bilateral



Photo by Andrew Watson

Missions focus heavily on initiatives to advance a specific partner country's journey to self-reliance, Regional Missions primarily address issues across a region in order to contribute to the self-reliance of countries within the region and other relevant strategic priorities. This unique role warrants a tailored approach to strategy development. Regional analyses are important opportunities to examine regional political and economic trends or conditions that affect biodiversity and provide insights and recommendations on how biodiversity conservation can be supported at a regional scale. Regional analyses should use available country-level analyses to examine gaps and identify regional actions necessary to conserve and sustainably manage tropical forest and biodiversity. See Annex B, Regional 118/119 Scope of Work Template.

1.3 OTHER USAID ENVIRONMENTAL ANALYSES AND REQUIREMENTS

FAA Section 117, Environment and Natural Resources, requires that operating units implement their programs with the aim of maintaining (and restoring) natural resources upon which economic growth depends and to consider the impact of their activities on the environment. USAID's Environmental Procedures, 22 CFR 216, or "Regulation 216," codify and implement FAA Section 117.

Previous guidance and many analyses incorporated an FAA 117 review into the FAA 118/119 analysis. The FAA 118/119 analysis responds to a requirement for USAID Missions during the strategic planning process and should not be used to evaluate program or activity environmental impacts. Although not the intent of an FAA 118/119 analysis, it can assist in the preparation of Regulation 216 environmental documentation by providing useful information on baseline information, policy, institutional frameworks, and the key threats that should be taken into account when evaluating a project's environmental impacts.

The Environmental Threats and Opportunities Assessment emerged, in part, when the FAA 118/119 was linked with an FAA 117 analysis. Many countries, particularly in Africa, saw a lack of country-specific information as an obstacle to environment programming. As a result, Missions opted to broaden

the FAA 117/118/119 into an environmental threats and opportunities assessment. This assessment describes the environment—beyond the narrow focus of biodiversity and tropical forests—and covers air quality, water provision, and urban issues, among other environmental factors. The focus on biodiversity and tropical forests was sometimes lost in the environmental threats and opportunities assessment. This guide recommends a return to the Congressional intent of a more narrowly focused analysis of actions required for biodiversity and tropical forest conservation and extent to which they are being met.

Climate Risk Management requirements are separate from the FAA 118/119 analysis and the analyses are conducted separately. Climate risk management is the process of assessing, addressing, and adaptively managing climate risks that may affect the ability of USAID programs to achieve objectives. Consult [Climate Change in USAID Strategies: Mandatory Reference for ADS Chapter 201](#) and contact your Mission or Bureau Climate Integration Lead to discuss the options for conducting the required climate risk screening.

1.4 THE ROLE OF THE FAA 118/119 IN BIODIVERSITY AND OTHER MISSION PROGRAMMING

The analysis has a role in informing the R/CDCS results framework **whether or not the Mission receives biodiversity funding**. USAID investments should at least not harm biodiversity and should, ideally, contribute to improving the country's conservation of biodiversity. This requires that Missions understand the status of biodiversity and forest resources in their country, their value to outcomes in other development sectors, and the socio-economic, institutional, and policy factors that affect these natural assets. Analysis recommendations should provide concrete examples of how biodiversity and conservation link to the current and proposed development objectives such as food security, health, democracy, human rights and governance, economic growth, conflict prevention and mitigation, and climate change mitigation and adaptation. When a Mission has determined that biodiversity conservation is one of their strategic priorities, they should explicitly discuss biodiversity conservation

strategies in their R/CDCS and request adequate funding to implement those conservation strategies. These Missions could use the analysis to help identify areas for biodiversity interventions, including priority geographical areas and key threats and drivers, in addition to developing recommendations on ways to integrate biodiversity into other technical sector activities. While FAAs 118/119 specifies that the analysis be conducted at the strategy level, the findings and recommendations are applicable throughout the USAID Program Cycle. The cross-cutting nature of recommendations allow project and activity design teams, especially in countries that do not receive biodiversity funding, to address the needs identified.

When programming biodiversity funds, Missions generally conduct a biodiversity threats assessment. This assessment is a site-specific study that identifies direct and indirect threats or drivers that affect biodiversity. A biodiversity threats assessment is not the same as an FAA 118/119 analysis. A biodiversity threats assessment may build on the analysis and vice versa, but a biodiversity threats assessment goes into much greater depth on the type, location, severity, and drivers of threats to a specific area, ecosystem, or species. (For more information on threats-based assessments and planning, see [How-to-Guides for USAID Biodiversity Programming](#).)

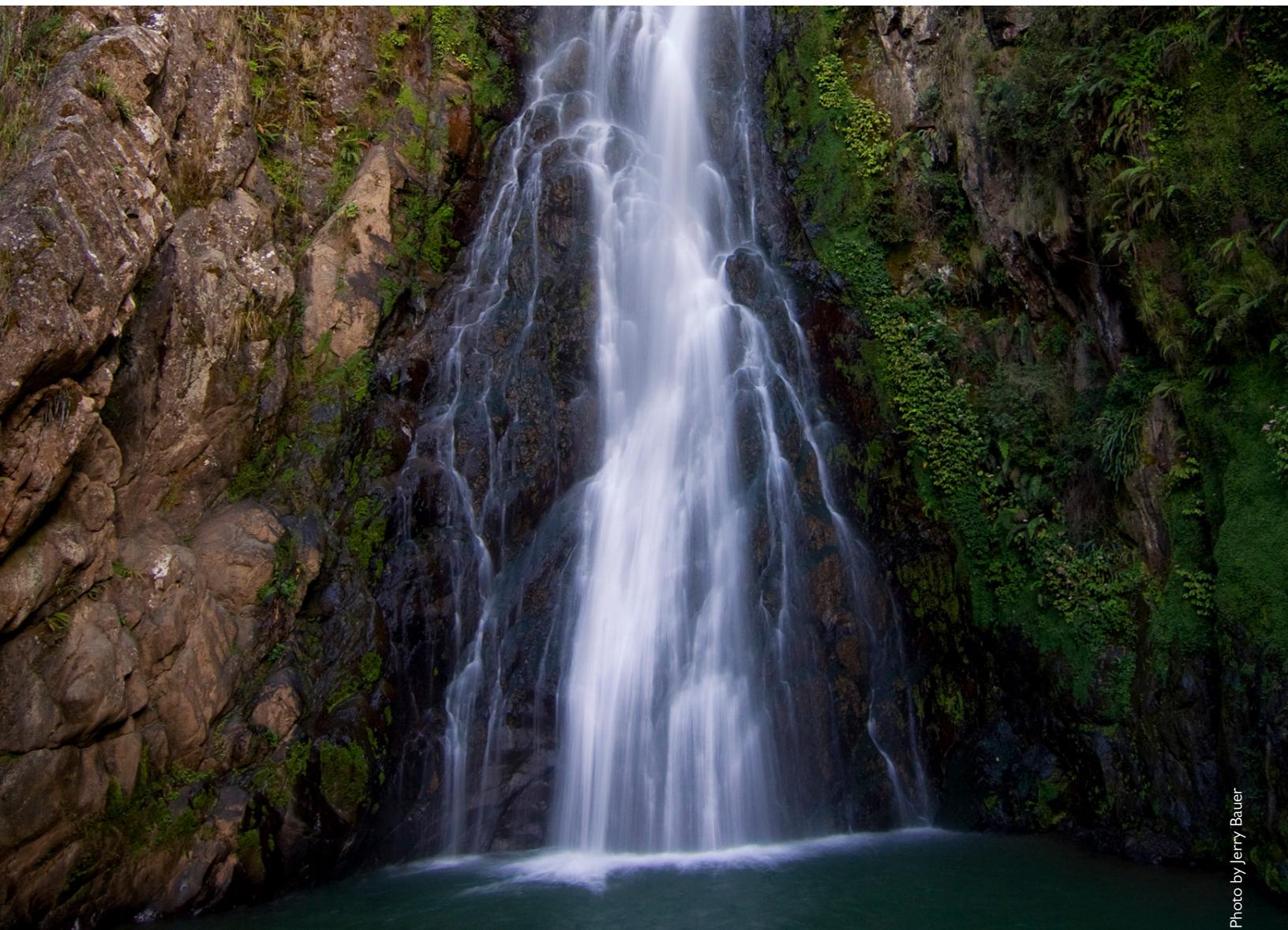


Photo by Jerry Bauer

2. Timing of the Analysis

Per [the Mandatory Reference on the FAA Sections 118/119 Tropical Forest and Biodiversity Analysis](#), preparations for the analysis should begin prior to or at the launch of Phase One-Initial Consultations and Parameters-Setting of the R/CDCS development process, at the same time as other background assessments and analyses. Missions begin the official R/CDCS development process about eight months before they anticipate R/CDCS approval, although many may take steps to prepare even earlier. Conducting the analysis before and during Phase 1, and completing it by the end of Phase 2, will provide the Mission with the relevant information on tropical forests and biodiversity to inform the development of the R/CDCS. As per [ADS 201](#), Program Cycle Operational Policy, all mandatory analyses must be completed by the end of Phase 2 of the CDCS process.

BOX I

A TYPICAL ANALYSIS TIMELINE

The timeframe for analyses can vary due to the complexity of the Mission's portfolio, country context, methodology selected, and the scale (country or regional) of the analysis. Following the best practices guide methodology, analyses can range between five to seven months from the start of initial SOW design to the finalization of the report. A typical country level analysis takes approximately five months, which is illustrated in the timeline below.



3. Organizational Roles and Responsibilities

3.1 ROLE OF THE PROGRAM OFFICE

The program office has overall responsibility for ensuring that the analysis is timed correctly to be integrated into a Mission's R/CDCS. The program office facilitates Mission strategic planning and design processes and therefore should be engaged in the analysis at the initiation and remain engaged throughout. This can lead to more relevant recommendations and increase opportunities to apply the findings.

The program office should:

- Ensure the analysis is initiated, and completed, at the recommended time;
- Ensure that offices are aware that the analysis pertains to all sectors and encourage them to participate in developing the SOW and the analysis;
- Review the SOW;
- Support the funding of the analysis (all Mission funding streams contribute to the analysis);
- Attend the relevant Mission consultation meetings and exit briefing for the team;
- Ensure sector/technical teams participate in meetings with the FAA 118/119 preparers;
- Lead the incorporation and use of the analysis findings in the R/CDCS;

- Ensure the analysis receives the appropriate written approval by Mission management and technical approval within the Mission and from the Washington technical designee;
- Support the contractual process, if analysis is externally contracted; and
- Designate the Mission activity manager (see below).

3.2 ROLE OF THE ACTIVITY MANAGER

Active involvement of the Mission activity manager for the analysis, which could be the Contracting Officer's Representative (COR) for the contract that supports the analysis team, someone from the program office, a technical office, or even from senior leadership, is critical to gaining Mission support and ownership of the analysis. In addition to the activity manager, many Mission staff have roles in the process, as described below.

The activity manager helps conduct the analysis from the start, by developing the SOW, to the end, when incorporating the recommendations into the R/CDCS, and beyond. An engaged activity manager champions the analysis from design through use and makes sure the process is compliant, well-received, and useful. It is not necessary for the activity manager to be a



BRIGHT IDEA 1: Engaging the Program Office

There are multiple examples where the program office has led the analysis as the activity manager and joined the team for parts of the site-based visit. In these cases, the program office acted as the liaison between the analysis team, the front office, and the technical teams. Having the program office advocate for the analysis not only increases the likelihood that it will be used, but it also helps link the team with the appropriate CDCS-related program office functions, such as the monitoring, evaluation, and learning, and design teams. If time and level of effort (LOE) permits, the program office may consider requesting the team develop one-page summary documents of sector-specific findings and recommendations to support the understanding and use of the report findings.

biodiversity expert; the ability to be a champion and have the interest to follow through are the two most important attributes.

The activity manager should:

- In consultation with the program officer, alert the Mission to the timeline necessary for procuring (if applicable) and conducting the analysis;
- Lead the SOW preparation, examine possible mechanisms for conducting the analysis, and establish contact with the Regional Bureau technical office director or team lead (see information below under the section titled “Role of Washington”);
- Inform other Mission staff of the purpose and importance of the analysis, encourage their active participation, and help set front office expectations on the purpose and use of the report;
- Be available to the analysis team throughout the analysis process and liaise with the Mission during all stages;
- Help the analysis team identify and gather documents, provide Mission-specific documents, and set up meetings with relevant offices Mission-wide and with implementing partners and donors;
- Recommend key informants to interview and sites to visit, and accompany the team, if possible;
- Establish and implement analysis review and approval protocol, including coordinating with Washington;
- Review the draft and final report, collate and mediate comments from the Mission and Washington on the draft, and make a determination that the final analysis meets the SOW requirements, including the two FAAs 118/119 legislative requirements; and
- Support the Mission’s use of the report findings.

3.3 ROLE OF ENVIRONMENT STAFF

Of all USAID Mission staff, the environment staff may be most invested in the process of conducting the analysis and the resulting recommendations. However, they may not always have a lead role in conducting the analysis (the activity manager does not need to be an environment specialist) since the report’s utility may be

greater for sectors other than environment. Nonetheless, USAID’s environment specialists can help to ensure that a high quality report is produced and used. The environment staff should:

- Review and provide input to the SOW;
- Attend relevant meetings;
- Provide information on sector strategy and program activities;
- Recommend key informants to interview and sites to visit, and accompany the team, if possible;
- Review and provide input to the draft and final analysis; and
- Support the Mission’s use of the report findings.



BRIGHT IDEA 2: Collaborating with the Program Office

In cases where the Program Office is not able to lead the entire analysis process, they work closely with the technical office activity manager to collaboratively manage the analysis. This yields many of the same benefits as when the Program Office acts as the activity manager.



Photo by Olaf Zerbock

BOX 2

SHOULD USAID ACCOMPANY THE ANALYSIS TEAM TO CONSULTATIONS AND SITE-BASED VISITS?

USAID involvement in conducting the analysis is important for a positive outcome. Teams benefit when USAID helps with logistical support and introductions. Having close USAID involvement can make outcomes more targeted and relevant to the country strategic planning process. USAID may find meetings informative and can help provide the team with context and insights. The analysis team should feel free to discuss issues with implementing partners, non-governmental organizations (NGOs), and host country governments without concern that USAID's presence is skewing responses. The analysis is not an evaluation of USAID projects, and consultations are unlikely to focus on USAID's role and activities. USAID presence in a meeting should have no negative impact on the discussion of biodiversity, policy, institutional frameworks, threats, drivers, or actions necessary to conserve and sustainably manage biodiversity. Thus, USAID staff should accompany the analysis team as time permits.

3.4 ROLE OF NON-ENVIRONMENT TECHNICAL STAFF

Inclusion of non-environment technical staff throughout the analysis process is critical to developing a relevant and integrated report that supports cross-sector programming. They may add to the national context by providing information on development statistics such as poverty rates, health trends, analyses related to democracy, human rights, civil society and governance, or other factors that may affect the environment. During the kick-off meetings with the Mission, technical staff can help the analysis team understand current and potential overlap in geographic or technical areas. They also play an important role in identifying and applying the analysis findings into relevant R/CDCS entry points. Activity managers should encourage the involvement of technical staff from all Mission sectors early in the analysis process. Non-environment technical staff should:

- Review and provide input to the SOW;
- Attend relevant meetings;
- Provide information on significant development issues, sector strategy and program activities, and relevant geographic or technical overlap;
- Recommend key informants to interview and sites to visit, and participate in key informant consultations and site-based visits, if possible;
- Review and provide input to the draft and final analysis; and
- Support the Mission's use of the report findings.

3.5 ROLE OF WASHINGTON

Regional Bureau technical office directors or Team Leads will designate a technical expert as the point of contact for Missions conducting the analysis. To ensure USAID/Washington can support Missions consistently throughout the process, this technical expert should be involved early in the analysis planning and throughout the process. The appointed technical expert should:

- Review and provide input into the SOW and provide technical approval of the SOW before it is shared with the analysis team;
- Assist the analysis team leader by providing key contacts in Washington and in-country;
- Review and comment on the draft report; and
- Provide technical approval of the final analysis report.

As needed, the Bureau for Economic Growth, Education, and Environment's (E3) Office of Forestry and Biodiversity (FAB), and the respective regional environmental advisors will be engaged in the process to provide technical input. In some situations, Washington technical experts will collaborate with Missions to conduct the analysis internally.

4. Developing the Analysis Scope of Work

Annex A contains an analysis SOW template for country strategies, and Annex B contains one for regional strategies. Consultations with all Mission offices should occur during the SOW preparation; activity managers should announce the analysis at staff meetings, describe the importance of whole-of-Mission participation, and discuss how the analysis supports cross-sector development benefits. USAID/Washington supports bilateral and Regional Missions with SOW development, and Washington's involvement can strengthen best practice approaches such as increasing Mission-wide participation in the analysis process and exploring cross-sector programming opportunities.

Among other items, the following information should be considered before drafting the SOW:

- Whether the analysis will be conducted internally (by USAID staff) or externally (by consultants);
- Contracting mechanism (if using consultants);
- Timeline for the analysis (approximate start and end dates);
- Timeline for review and approval by Mission and Washington;
- Approach to in-country consultations and whether or not site-based visits are needed;
- Number and expertise of team members (i.e., team leader plus local versus expatriate team members);
- LOE for analysis team members;
- Length of the analysis report;
- Deliverables; and
- Contacts to be interviewed.

4.1 ANALYSIS TEAM COMPOSITION

When developing an analysis team, it is important to:

- Balance the combination of expertise; teams should include knowledge of the USAID strategic planning process and the current policy framework, international development principles, social and natural science, the local language and culture, and the country context;

- Ensure the team leader has good communication and interview skills and demonstrated leadership and team management experience;
- Coordinate the team's technical expertise with country needs, i.e., marine/freshwater systems, wildlife management, community-based conservation models, community forestry, land use change, linkages between conservation and development, and political economy;
- Ensure at least one team member is knowledgeable about the USAID program cycle and the R/CDSCS process and clearly understands the intent and methodology of the analysis;
- Include local technical experts that have good working relationships with local biodiversity stakeholders (universities, community-based organizations, NGOs, government, and private sector); and
- Make sure the team has good analytical and writing skills. The report is meant to be read by USAID staff with a range of expertise; if the analysis is too technical, it will be less accessible and less likely to be used.

The team composition is generally three to four people, made up of one expatriate and two to three local experts. Some Missions have part-time team members, especially if there is a need for specific technical expertise for an aspect of the analysis. However, it is important to have most team members dedicated



BRIGHT IDEA 3: USAID/Washington Support when Developing the SOW

Missions have been using the SOW template and collaborating with USAID/Washington to refine the SOW and meet the specific needs of each Mission. USAID/Washington (E3/FAB) has supported multiple aspects of the SOW development, particularly topics such as the role of cross-sector collaboration for integration, key qualifications of the analysis team, assessing the need or options for site-based visits, developing analysis expectations based on the timeframe, and addressing gaps in the SOW.

full time during in-country consultations and, if applicable, during site-based visits. The activity manager can specify team composition in the SOW; the SOW templates include additional information on staffing and estimated effort.

4.2 LEVEL OF EFFORT

The LOE required to conduct an analysis can vary based on the Mission's portfolio and the analysis methodology. With in-country consultations and site-based visits, in-country LOE is usually two weeks (for countries where information is organized, accessible, and abundant) to three weeks.

While a larger team can expedite data collection through consultations, management of larger teams can be time consuming. The team leader has to balance team management with actually producing the report. A smaller team can be easier to manage and more productive; a larger team can cover more ground (a six-member team can split into three groups to attend more meetings and/or visit more sites).

The analysis team's LOE is determined by:

- The availability of information in the country and ease of access;
- The data collection methods used (see Section 4 for further discussion);
- The complexity of the Mission's portfolio; and
- The complexity and threats to the country's biodiversity and tropical forests.

The LOE for specific team members varies, with the Team Lead given the highest LOE. Based on three weeks for in-country consultations and site-based visits,

45 to 60 days is typical. For local team members, based on three weeks of in-country consultations and site-based visits, 35 to 40 day is typical.

4.3 LENGTH OF THE ANALYSIS REPORT

Excluding the executive summary and annexes, the analysis should be 40-80 pages. The number of pages (a range or top limit) should be specified in the SOW, based on country context and Mission needs.

4.4 SUPPORT AND CONTRACTING OPTIONS

Methods for conducting the analysis include, but are not limited to:

- An indefinite delivery indefinite quantity contract (IDIQ), field support mechanism, or other contract;
- A purchase order;
- A fully competitive bid; and/or
- Internal USAID staff, or joint USAID staff and contractor-supported (this is an option if USAID Mission and/or Washington expertise is available for the required analysis time frame).

5. Conducting the Analysis

5.1 COLLECTING THE DATA

A kick-off meeting (post-award if a contract is used) with USAID staff (program office; office directors or representatives; Mission environment officer; regional environment adviser, as needed; COR, if applicable; activity manager; and possibly a representative from Mission management) will initiate the start of the I18/I19 analysis and provide direction on beginning the analysis.

The following are the most common methods, including related best practices, for developing an analysis.

Document Collection and Analysis: Document collection and analysis should begin as early as possible following the finalization of the SOW, and continue throughout the development of the report. The Mission plays a critical role, particularly at the start of the analysis, by providing analysis teams with the relevant documents to review. The USAID activity manager should begin compiling a list of any available documents ahead of the start of the analysis. Analysis teams should not focus exclusively on environmental information; the activity manager and the team should ensure the collection of information covering a range of topics, particularly economic and political information that directly and indirectly relates to biodiversity conservation. Teams should review the USAID tools designed to provide USAID staff and partners access

to country-level data such as the [International Data and Economic Analysis platform](#). The [Self-Reliance Learning Agenda](#) is another useful resource for teams as it provides information on the evidence that supports the Journey to Self-Reliance, how countries move along the path toward self-reliance, and how USAID's programs can support that movement, from a technical standpoint, as well as an operational perspective.

Analysis teams should maintain organized data files with the documents, maps, metadata, interview reports, exit briefing presentation, etc., that were used in conducting the analysis and transfer them to the USAID activity manager at completion. It should be noted that while teams use interview methods, the majority of the data collected and analyzed for the report is secondary data, therefore the analysis does not generate primary data.

Washington-Based Consultations: The USAID activity manager will identify and provide contact information for the Washington staff members the team should meet with in person or by phone at the start of the analysis. The Team Lead should expect to speak with Washington staff, especially the Regional Bureau, E3/FAB, and the desk officer. If applicable, the team could also speak with Washington-based implementing partners, multilateral institutions such as the World Bank, conservation NGOs with an interest in the country, and possibly other U.S. Government agencies recommended by USAID.



BRIGHT IDEA 4: Requesting a Draft Report

Some Missions request draft reports ahead of the in-country work. These reports are described in the SOW as an additional deliverable and are an opportunity for teams to draft the initial sections in the report outline that provide a summary of the country, or regional, information available on biodiversity and tropical forests. They only serve as an initial draft to inform later consultations and do not include any findings, conclusions, or recommendations. Missions should include additional time in the preparation phase ahead of the in-country work if this report is requested in the SOW.

Mission Consultations: Mission collaboration with teams supporting the analysis should begin as soon as the SOW is finalized. Regular planning calls with the Mission, Washington, and the Team Lead can provide a chance to establish expectations, resolve questions, adapt the SOW, support the desk review, discuss the key informant interview guides, and discuss additional methodologies. The activity manager should begin setting up Mission meetings as soon as the analysis team's in-country dates are finalized. The first full day in-country, the team should plan for meetings at the Mission with:

- The activity manager to discuss the SOW and methodology and to clarify any remaining issues (the team should also confirm and finalize the list of consultations and, if included, the location of the site-based visits during the initial meeting);
- The program and front office to discuss expectations, methodology, and the R/CDCS; and
- Each of the Mission's technical sectors, to discuss the sector's programming portfolio and any available details about the sector's upcoming strategy.

In-Country Consultations Outside the USAID Mission:

In-country consultations may be done in small meetings with one or more individuals, or in focus groups or roundtables organized around specific topics. While in-person meetings are preferable, video or phone interviews may be adequate if there are travel constraints. In-country consultations can be concentrated in the capital city and additional urban centers where biodiversity and development stakeholders are located (i.e. relevant regional hubs of activity such as major markets, ports, or large urban areas).

The Mission should provide the analysis team with a list of recommended consultations in the SOW, which should include stakeholders from government, NGOs, universities, other international donors, indigenous communities, CBOs, and the private sector. The analysis team should determine additional in-country consultations necessary to prepare the analysis. Missions and teams should work together before teams arrive in-country to coordinate when and how to reach out to stakeholders. Teams should space meetings out

to avoid meeting fatigue, and the Team Lead should prioritize the meeting schedule appropriately and adjust when needed.

BOX 3

DOES THE ANALYSIS NEED TO INCLUDE SITE-BASED VISITS?

Missions employ a range of approaches to gathering information for analyses. While site-based visits have been one of the more common methods, several Missions have developed useful analyses through desk research by teams based remotely, or in the capital city, especially where there are security concerns or financial or time constraints. Other Missions have used smaller teams that only visit strategic urban centers to conduct in-country consultations.

Site-Based Visits: The SOW should specify whether or not site-based visits are also required. Site-based visits are when teams travel to potential activity locations that are biodiversity or non-biodiversity specific in order to understand opportunities for programming and identify links between biodiversity and other sectors. The Mission should compile a list of potential site-based visits for discussion ahead of the team's arrival in-country.

If multiple site-based visits are required, teams can split up to cover the sites. Time should be scheduled following site-based visits for the full team to analyze the findings. The team should have a framework for the site-based visits to ensure that key stakeholders are identified and expected outcomes for each site-based visit are clear. Site-based visit criteria may include any or all of the following:

- Sites that illustrate emerging threats;
- Areas where there is (or is potential for) cross-sector collaboration and colocation;

- Areas where threats are not being addressed and/or there are gaps in country wide biodiversity work;
- Community conservation areas (where community management has resulted in biodiversity conservation successes or constraints to conservation);
- Infrastructure sites affecting biodiversity and forests;
- Project sites where other donors, governments, or non-USAID entities work; and
- Other relevant USAID geographically prioritized project areas.

Best practices for site-based visits include:

- Sites should be identified in advance, as it can take extensive time and collaboration to organize the meetings and logistics.
- Site-based visits should involve the participation of USAID staff and preferably the activity manager or COR/AOR when visiting a USAID activity.
- Clear communication between the team and the activity manager about the schedule and logistics is critical, especially if USAID staff plan to join the site-based visits. At least one senior member of the team should be familiar with the country and USAID protocols and communicate directly with the Mission and logistics specialist early in the planning process.
- The Missions may want to work with USAID/Washington to guide the analysis team on which cross-sector issues to prioritize, other sector key informants to interview, and questions to ask when visiting potential sites for cross-sector collaboration.

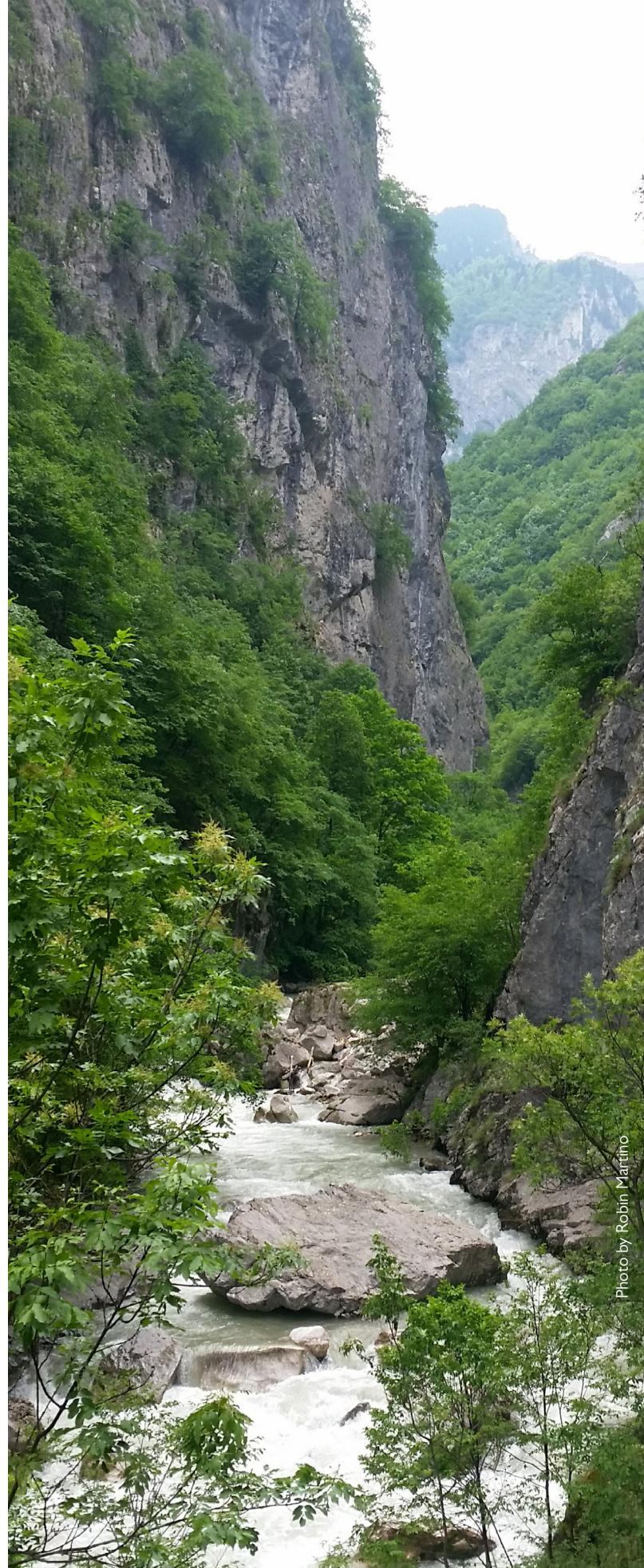


Photo by Robin Mantino

5.2 PRELIMINARY SYNTHESIS AND EXIT BRIEFING

The conclusion of consultations and site-based visits marks an important point for preliminary synthesis, presentation, and discussion of analysis results with the Mission. Exit briefings also apply to analyses conducted through virtual consultations and desk-based methods as they allow the consultation team to share preliminary results and involve the Mission in the development and validation of recommendations. Thus, the exit briefing is a critical meeting to which all Mission staff should be invited and at least one representative from each office (preferably the director), including the front office, should be encouraged to attend.

The team should prepare a preliminary analysis and presentation that discusses methodology, findings (key threats/drivers, actions necessary, extent to which), and preliminary recommendations. The exit briefing is an important time to discuss or ask questions regarding the applicability of the findings to Mission priorities across sectors and to brainstorm or refine recommendations. A minimum of 90 minutes should be scheduled for the exit briefing to allow enough time for discussion. Depending on the size of the Mission, the exit briefing could be a presentation followed by a plenary discussion or a more formal workshop to allow for breakout group discussions of relevant findings and recommendations for key sectors.

Usually the exit briefing is an internal USAID meeting, but sometimes implementing partners are invited. U.S. embassy staff members may be interested in attending, and their inclusion can help support the incorporation of the actions necessary across USG efforts. In coordination with the analysis team, the activity manager should decide whom to invite; this decision will be partially related to the information the analysis team expects to present. To maximize Mission attendance, the date for the exit briefing should be scheduled during the preparatory calls in advance of the in-country work.



BRIGHT IDEA 5: Taking a Workshop Approach to the Exit Briefing

The preliminary synthesis and exit briefing is a critical point in the analysis process and can be a chance for analysis teams to get creative in presenting their findings and recruiting feedback from the Mission. Several Mission activity managers have collaborated with analysis teams to synthesize and present information in a workshop format. This has included techniques such as posing targeted questions in plenary sessions and using breakout groups by sector to review the findings and brainstorm actions and recommendations, as well as using maps for gathering local knowledge from Mission staff.



6. Analysis and Writing of the Report

Annex C provides an annotated outline to guide the analysis team in the writing of the analysis report. A fundamental role for the analysis team is to think critically about the information and evidence available and to use this to develop well-analyzed and synthesized recommendations. Annex C provides practical tips and guidance that emphasize the analytical importance of each section, with the goal of supporting analysis teams and strengthening the results of the analysis report.

Teams rarely spend enough time in internal meetings, taking stock of progress, examining gaps, and adapting next steps based on information collected. Based on internal meetings, additional stakeholder consultations may be needed to answer outstanding questions and fill information gaps. Internal team meetings help the Team Lead build common purpose and mission, allow discussion of issues, and review of progress. A critical point for reflecting and examining the information is the full-day session held before the exit briefing, typically with the activity manager and key experts from the Mission. This meeting is an opportunity to review the principal threats/drivers and priority actions that will be discussed with the full Mission during the exit briefing.

6.1 DRAFTING THE REPORT

As soon as possible after the analysis award is complete, the Team Lead should start drafting the report based on the analysis outline attached to the SOW. The following are best practices to help prepare the team with report writing:

- The Team Lead and/or members should write up notes following each meeting to ensure a record is available for reference during report writing and establish a common understanding of what was discussed.
- The Team Lead may wish to develop report standards, specifying everything from formatting to grammar and technical aspects. This will assist the Team Lead in compiling various sections of the report.
- The Team Lead should assign responsibility for report sections at the start of the process so each team member can begin drafting and focus on the information they are responsible for gathering.

Best practices for writing a succinct, cogent analysis include:

- Write to a non-environment audience; avoid overly technical language and jargon.
- Use the active, not passive voice.
- Avoid the use of acronyms.
- Use concise (and labeled) tables and figures to succinctly illustrate issues. Always refer to the tables and figures in the text and include an analysis of the information presented.
- Avoid getting mired in the technical details of the biodiversity situation in the country. Provide analysis, not just numbers, e.g., analyze why endangered species receive inadequate protection rather than the numbers of endangered and endemic species.
- Include technical information such as species and endangered species lists as hyperlinks or annexes.

6.2 DEVELOPING THE ACTIONS NECESSARY

The first requirement of sections 118/119 of the FAA is a description of actions necessary to achieve conservation and sustainable management of tropical forests and biodiversity. The actions necessary should follow from an examination of the direct threats and drivers (see Annex C, Annotated Outline, Tables 4 and 5) to biodiversity and tropical forest.

Best practices for developing actions necessary to conserve and sustainably manage biodiversity include:

- Teams should consult stakeholders on the actions they deem necessary to conserve biodiversity.
- Teams should consult government documents such as National Biodiversity Strategic Action Plans and National State of the Environment Reports.
- The actions should be focused at the country level with site-specific examples to support the action.
- The team should develop actions that are linked to the drivers and threats of biodiversity loss and that identify conservation gaps in the country.
- Explain the methods used to prioritize the actions necessary in the report.

6.3 DEVELOPING THE EXTENT TO WHICH

Describing the extent to which the Mission meets the actions necessary to conserve and sustainably manage tropical forests and biodiversity responds to the second part of the legal requirement under sections 118/119 of the FAA. The extent to which section in the report should describe how the current or planned Mission portfolio is addressing the actions necessary to conserve and sustainably manage biodiversity to comply with the Congressional mandate. While the legislative language implies a prospective focus on how USAID country strategies will consider biodiversity conservation, given the early stage of the R/CDSC at the time of the analysis, it is critical for teams to discuss the current extent to which to comply with the legal requirements. Annex C, Annotated Outline, Table 6 provides Mission-wide examples of how Missions are, or are not, meeting actions necessary to conserve and sustainably manage biodiversity.

6.4 DEVELOPING RECOMMENDATIONS

The recommendations emerge from an analysis of the actions necessary to conserve and sustainably manage biodiversity and the Mission's programming (current or proposed depending on what is available at the time of the analysis). Among the most important components of the analysis, the recommendations present an opportunity to demonstrate how biodiversity conservation can be integrated across sectors in the strategic planning process. Analysis teams should provide recommendations that help the Mission develop actions that will conserve biodiversity and maintain ecosystem services that sustain well-being, whether or not a Mission receives biodiversity funding. When developed collaboratively, areas where programming can potentially lead to improved cross-sector outcomes can emerge. The recommendations may also identify areas that require further analyses to explore potential cross-sectoral programming.

Best practices for developing recommendations include:

- Recommendations should emerge from the analysis of the actions necessary to conserve and sustainably manage biodiversity and should be linked to drivers and threats.
- Recommendations should help the Mission understand the best strategic approaches that will support biodiversity conservation and include opportunities to promote self-reliance, other country/regional priorities, and USAID's comparative advantage.
- Recommendations should include suggestions on how Missions can integrate biodiversity conservation across their development portfolio, whether or not they receive biodiversity funding. This is both a way to increase the effectiveness and sustainability of other development objectives, and to allow other sector programs to contribute to the actions necessary to conserve and sustainably manage biodiversity. Missions with biodiversity funding may have both cross-sectoral and single-sector recommendations.
- Teams should consider using tables that facilitate a clear understanding of the recommendations (see Annex C, Annotated Outline, Table 7 for a suggested recommendation table format).

7. USAID Review, Approval, and Submission

7.1 REVIEW OF THE REPORT

Mission and Washington comments on the draft, compiled and synthesized into major points, will facilitate the review and revision process internally and will help the analysis team provide comprehensive responses. The Mission may wish to request subsequent reviews of the analysis report until the Mission deems the report complete and fully meeting the requirements in the SOW.

The SOW should state the length of time USAID has to provide comments to the analysis team. Depending on the condition of the draft report, the analysis team may need two-three weeks or more to submit the final analysis.

7.2 APPROVAL OF THE REPORT

In addition to clearances required by the Mission, the report should receive technical approval from the appointed Regional Bureau technical expert.

7.3 SUBMISSION OF THE REPORT

Missions should submit the final analysis to their corresponding Regional Bureau (designated technical expert, Bureau Environment Officer, and/or R/CDSCS coordinator in the program office), and a public version should be uploaded to the Development Experience Clearinghouse (DEC). Once uploaded to the DEC, Missions should submit the DEC link to FAB@usaid.gov and environmentalcompliancesupport@usaid.gov. Missions may also want to post analysis reports on their websites.



BRIGHT IDEA 6: Disseminating and Discussing the Findings

Disseminating and discussing the analysis report information internally and externally can help catalyze the development of new ideas informed by the analysis and anchor them to programming entry points. Missions, led by the program office, have held internal meetings to discuss the content, key points, and recommendations before circulating the report for Mission-wide review. This results in more informed and targeted feedback on the report and ideas about how to incorporate findings into the R/CDCS. Once completed, some Missions have found discussing the report with stakeholders can also be a successful way to better understand and deepen programming opportunities presented in the recommendations.

8. Using the Analysis and Integrating Biodiversity into the R/CDSCS

USAID aims to shape a future in which both people and biodiversity thrive via improvements in economic prosperity, social equity, and environmental stewardship. The USAID Biodiversity Policy provides a blueprint for conserving biodiversity in priority places and integrating biodiversity as an essential component of human development. The policy recognizes that biodiversity loss can be driven by unsustainable development, that there are trade-offs between biodiversity conservation and development goals that must be understood and managed, and that biodiversity conservation itself can be a critical tool for achieving sustainable development. The analysis process is an opportunity to increase Mission understanding about cross-sector linkages, entry points, and actions that can lead to, affect, and/or enhance biodiversity conservation and other development sector goals.

The analysis provides Missions with strategic choices. For example, a development objective to strengthen legal and justice systems can address threats to fish populations due to illegal, unreported, and unregulated fishing by enhancing institutional capacity and processes in the judicial system that support national policies, laws, and regulations governing fisheries. These efforts would not only be aimed at improving governance practices, but would also support biodiversity conservation and help increase food security, resulting in cross-sector integration. The recommendations in the analyses should demonstrate where integrating strategic approaches and actions into key technical sectors could create improved benefits for multiple sectors.

USAID has generated a body of knowledge to help promote and support the integration of biodiversity conservation with other development sectors. For example, a series of [five sector reference sheets \(food security; water and sanitation; democracy, human rights, and governance; health; and biodiversity\)](#) were created to increase cross-sector understanding of USAID's mandates, strategies, programming [approaches and tools](#), indicators, and terminology. These documents can help teams become more familiar with other sector

entry points and support [cross-sector](#) conversations at the Mission and with key informants. Teams should also consult USAID's growing [evidence base on biodiversity integration](#) with other development sectors to support analysis recommendations for biodiversity actions across sectors. In addition to the evidence and tools, USAID has developed frameworks that allow staff and partners to see the various interlinked dimensions of conservation and development such as [Nature, Wealth and Power 2.0: Leveraging Natural and Social Capital](#), and the [System-Wide Collaborative Action for Livelihoods and the Environment \(SCALE\) framework](#). Teams should also consult resources external to USAID that provide evidence and information that support cross-sector programming, such as resources on the [Bridge Collaborative website](#) and in the [Global Assessment Report on Biodiversity and Ecosystem Services](#).

The examples below illustrate possible cross-sector recommendations.

TABLE I: EXAMPLE CROSS-SECTORAL RECOMMENDATIONS

AREA OF INTERSECTION	EXAMPLE CROSS-SECTORAL RECOMMENDATIONS
Health and Demographic Change	Target human population, health, and environment projects in communities adjacent to priority biodiversity areas with interventions that are conceptually linked and operationally coordinated.
Global Health – President’s Malaria Initiative (PMI)	Include strategies to reduce the use of insecticide-treated bed nets as fishing nets in PMI countries.
Agriculture and Food Security	Improve fisheries management to increase natural productivity and fish populations for human consumption by conserving habitat and breeding grounds and eliminating destructive fishing gear.
	Integrate a watershed and agro-ecological approach to food security within USAID agricultural activities to enhance sustainability and resilience and reduce threats to biodiversity.
	Maintain areas of native habitat within the agricultural landscape, giving priority to intact and ecologically important areas, in order to support important ecological processes such as pollination and seed dispersal that are critical for many agricultural crops and for forest regeneration.
Economic Growth	Promote off-farm income-generation approaches in areas of biological significance to help stop the expansion of farms into forests through “slash and burn” farming.
	Invest in large-scale afforestation and reforestation to meet growing demands for wood, wood products, and ecosystem services.
Climate Change	Support improved coastal zone management and the restoration of degraded mangrove forests and coral reefs to reduce threats from more intense storms and saltwater intrusion into croplands, and to protect crucial nursery habitat for many species such as coral reef fish and shrimp.
Democracy, Rights, and Governance	Strengthen decentralization efforts in wild-caught fisheries management to empower local communities to shape, monitor, and enforce fisheries’ regulatory frameworks.
	Integrate biodiversity and forest issues into governance activities as a way of strengthening institutions and rule of law around issues that are relevant to the livelihoods of the poorest and most vulnerable populations.
	Strengthen forest law enforcement and governance to support forestry and wildlife legality policies and tools for increasing transparency and legality.
Land Tenure, Marine Tenure, and Property Rights	Support good tenure and governance practices to provide incentives for conservation, sustainable use, and management of natural resources.
	Improve land-use planning and forest conservation management to reduce deforestation by supporting land tenure processes, such as community tenure rights and the strengthening of policies and rules governing access and use.
	Improve marine spatial planning and fisheries management by supporting policies and processes that strengthen marine tenure and resource access rights.

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 require the preparer to insert or select the needed information.
- If the Mission is not in the tropics, delete the references to Section 118.

I. 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.

I.1 SUMMARY OF RELEVANT PARTS OF FAA SECTIONS 118 AND 119

Section I.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:

- I. 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 I18/I19 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 in 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 40-80 pages, depending on the complexity of the analysis) (excluding executive summary and annexes).
 - 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 II8/II9 ANALYSIS WEEKLY ACTIVITIES AND MILESTONES

WEEK	ACTIVITY/MILESTONE	COMMENTS
Week 1	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 II8/II9 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 qualifications (Master's level degree or higher) 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) 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 require the preparer to insert or select the needed information.
- If the Mission is not in the tropics, delete the references to Section 118.

I. 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.

I.I SUMMARY OF RELEVANT PARTS OF FAA SECTIONS 118 AND 119

Section I.I 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:

- I. 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:
 - I. 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 II8/II9 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 40-80 pages, depending on the complexity of the analysis) (excluding executive summary and annexes).
 - 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 II8/II9 ANALYSIS WEEKLY ACTIVITIES AND MILESTONES

WEEK	ACTIVITY/MILESTONE	COMMENTS
Week 1	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 II8/II9 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:

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- 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) 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. Excluding the executive summary and annexes, the analysis should be 40-80 pages. 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.

I. INTRODUCTION

(Two - three pages)

I.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 - three 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)

(Eight – fourteen 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.

3.6 STATUS AND MANAGEMENT OF KEY NATURAL RESOURCES OUTSIDE PROTECTED AREAS

This section should provide an analysis of land use and land cover; including the status and management, of critical biodiversity outside of protected areas. This can be presented in a table that describes:

1. Land cover or land-use type (e.g., wetlands/freshwater sources, major catchment areas, agricultural ecosystems, etc.); and
2. The entity responsible for management.

3.7 OVERVIEW OF ECOSYSTEM SERVICES

In this section, provide an overview of ecosystem services such as watershed and hydrological, carbon sequestration, coastal protection, climate regulation, soil erosion protection and maintenance of soil fertility, pollination, etc. Additional information could include the non-material benefits from ecosystems, such as cultural, spiritual, educational, scientific, and recreational. If regions/countries have undertaken a valuation of biodiversity resources and functions, for example [USAID Kenya's Water Towers Climate Change Resilience Project](#), include that information in this section. The team should not be expected to conduct new analyses or calculations; the overview should present existing information from available sources and will focus on key ecosystem services that have relevance to decision making.

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)

(Fifteen – twenty 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 Economic factors Capacity Sociopolitical factors Cultural or religious factors Scientific and technological factors	Habitat loss 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)

(Up to twelve 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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)

(Up to ten 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)

(Up to ten 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
- Bio-sketches: Provided in compliance with [ADS 508 Privacy Program](#)

ANNEX D: Resources

Bridge Collaborative. <https://bridgecollaborativeglobal.org/solutions/cross-sector-resources/>

Conservation Measures Partnership. "Threats and Actions Classifications." August 2019. <https://cmp-openstandards.org/library-item/threats-and-actions-taxonomies/>

IPBES. "Global Assessment Report on Biodiversity and Ecosystem Services." 2019. <https://ipbes.net/global-assessment>

IPBES. "Regional Assessment Report on Biodiversity and Ecosystem Services for Asia and the Pacific." 2018. <https://ipbes.net/assessment-reports/asia-pacific>

IUCN. "Red List of Threatened Species." <https://www.iucnredlist.org/>

USAID. "ADS Chapter 201: Program Cycle Operational Policy." March 2020. <https://www.usaid.gov/sites/default/files/documents/1870/201.pdf>

USAID. "ADS CHAPTER 508: Privacy Program." July 2019. <https://www.usaid.gov/ads/policy/500/508>

USAID. "Biodiversity Integration Reference Sheets: Food Security; Water and Sanitation; Democracy, Human Rights, and Governance; Health; and Biodiversity." <https://rmportal.net/biodiversityconservation-gateway/projects/current-global-projects/bridge/bridge/biodiversity-integration-reference-sheets>

USAID. "Climate Change in USAID Country/Regional Strategies: A Mandatory Reference for ADS Chapter 201." April 2017. <https://www.usaid.gov/ads/policy/200/201mat>

USAID. "Foreign Assistance Act Sections 118 and 119 Tropical Forests and Biodiversity Analysis: A Mandatory Reference for ADS Chapter 201." July 2017. <https://www.usaid.gov/sites/default/files/documents/1865/201mav.pdf>

USAID. "International Data and Economic Analysis Platform." <https://idea.usaid.gov/>

USAID. "The Journey to Self-Reliance: Country Roadmaps." <https://selfreliance.usaid.gov/>

USAID. "Nature, Wealth, and Power 2.0: Leveraging Natural and Social Capital for Resilient Development." October 2013. <https://www.climatelinks.org/resources/nature-wealth-and-power-20-leveraging-natural-and-social-capital-resilient-development>

USAID. "Process for Developing and Approving a Country Development Cooperation Strategy (CDCS)." December 2019. <https://www.usaid.gov/sites/default/files/documents/1870/201mag.pdf>

USAID. "Self-Reliance Learning Agenda." <https://www.usaid.gov/selfreliance/self-reliance-learning-agenda>

USAID. "System-Wide Collaborative Action for Livelihoods and the Environment Framework." May 2017. <https://rmportal.net/library/content/usaid-scale-collection>

USAID. "USAID Biodiversity Conservation Gateway: Cross-Sector Linkages." <https://rmportal.net/biodiversityconservation-gateway/projects/current-global-projects/bridge/cross-sector-linkages>

USAID. "USAID Biodiversity Conservation Gateway: Sustainable Landscapes and Biodiversity Conservation." https://rmportal.net/biodiversityconservation-gateway/projects/current-global-projects/bridge/evidence/copy_of_bridge-subpage-2-page/#ForestsandHumanWellbeing

USAID. "USAID Biodiversity Conservation Gateway: Tools and Approaches." <https://rmportal.net/biodiversityconservation-gateway/projects/current-global-projects/bridge/tools-and-approaches>

U.S. Congress. "The Foreign Assistance Act of 1961, as Amended." July 2003. <https://www.usaid.gov/ads/policy/faa>

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel. 202-712-0000

Fax. 202-216-3524

www.usaid.gov/biodiversity