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FOREIGN ASSISTANCE ACT SECTIONS 118/119 TROPICAL FOREST AND BIODIVERSITY ANALYSIS

BEST PRACTICES GUIDE



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FOREIGN ASSISTANCE ACT 118/119 TROPICAL FOREST AND BIODIVERSITY ANALYSIS

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CONTRACT INFORMATION

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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
DEC	Development Experience Clearinghouse
DO	Development Objective
E3	Bureau for Economic Growth, Education and the Environment
ETOA	Environmental Threats and Opportunities Assessment
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
RDCS	Regional Development Cooperation Strategy
SOW	Scope of Work, Statement of Work
TOR	Terms of Reference
USAID	United States Agency for International Development

I. GUIDE CONTEXT

The U.S. Agency for International Development (USAID) Foreign Assistance Act (FAA) 118/119 analysis is an opportunity for missions to integrate biodiversity conservation approaches and actions into country strategic planning. The FAA Sections 118/119 Tropical Forest and Biodiversity Analysis Guide (hereafter referred to as the “guide”) builds on previous USAID FAA 118/119 best practice and lessons learned documents (Byers, 2005; Gibson, 2005). It was compiled based on interviews with USAID/Washington staff, with USAID mission staff, with individuals who have prepared FAA 118/119 analyses (referred to as the “analysis” throughout the document) and from a review of FAA 118/119 analyses and scopes of work (SOW).

Issues noted in previous guides persist:

- The approaches, contents and quality of FAA 118/119 analyses have been highly variable between, and even within, regions.
- Missions, especially those without environment programming or staff expertise, are often unclear about the intent of the analyses and their use to inform country strategic planning, referred to as the “Country Development Cooperation Strategy (CDCS)” throughout this document.
- It can be difficult to determine whether the legal requirements of the FAA 118/119 are fulfilled for some country analyses.

This document includes guidance that addresses USAID’s new procedures, policies and terminology regarding strategy development through program design and implementation. While there have been many changes within USAID and to the practice of development over the past decade, much of the information from the previous lessons learned documents remains relevant.

This guide seeks to:

- Assist USAID staff to prepare for, manage, conduct and use FAA 118/119 analyses to improve strategic planning processes;
- Provide guidance on developing useful and compliant scopes of work and analyses to meet the requirements of FAA 118/119;
- Clarify the roles of the FAA Section 117 and the Environmental Threats and Opportunities Assessment (ETOA);
- Describe the role of USAID staff throughout the process of developing and using FAA 118/119 analyses;
- Strengthen USAID’s role in the use of FAA 118/119 analyses in strategy development and program design; and
- Discuss and provide examples on incorporating conservation of tropical forest and biodiversity throughout the CDCS.

The guide includes information on the steps necessary to prepare, conduct and use the analysis and three annexes: Annex A, Scope of Work Template; Annex B, Annotated Analysis Outline; and Annex C, Template for Final 118/119 Analysis Report Submission.

1.1 FOREIGN ASSISTANCE ACT SECTION 118 AND SECTION 119 LEGISLATION AND OTHER USAID ENVIRONMENTAL REQUIREMENTS

Enacted in 1986, amendments to FAA Sections 118 and 119 placed greater emphasis on tropical forest and endangered species conservation in U.S. foreign assistance. The 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.

Regional Analyses. The FAA 118/119 legislation states that the analysis should inform country development strategy statements or other country plans, which include Regional Development Cooperation Strategies (RDCS). An analysis at the regional level can be useful for identifying biodiversity strategies in regions that cross political borders or in areas where activities are not covered by a country strategy and for strengthening biodiversity linkages with other sectors of interest at the regional scale. Regional analyses should use available country-level analyses to examine gaps and identify regional actions necessary to conserve tropical forest and biodiversity.

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 (ETOA) 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 ETOA. The ETOA 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 ETOA. 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. Climate change can present direct or indirect threats to biodiversity and should be considered in the analysis when evaluating threats. Although a climate risk screening of the CDCS may occur at the same time as the FAA 118/119 analysis, missions should conduct the process independently, with a separate SOW and key personnel who have requisite climate expertise.

Climate Change Programming. The 118/119 analysis supports USAID’s climate change and development objectives, particularly sustainable landscapes, by identifying areas such as forests, wetlands and peatlands that require improved land use management and/or policy enforcement. Analysis information can then assist missions in developing strategic approaches that reduce emissions and increase carbon sequestration. The analysis can also be useful for climate change adaptation planning where an ecosystem-based approach may help increase human resilience to climate change.

1.2 THE ROLE OF THE FAA 118/119 ANALYSIS IN USAID’S APPROACH TO BIODIVERSITY CONSERVATION

USAID BIODIVERSITY POLICY

The FAA 118/119 analysis supports the implementation of the [USAID Biodiversity Policy](#) vision *to conserve biodiversity for sustainable and resilient development* and the goals to accomplish this vision to 1) *conserve biodiversity in priority places* and 2) *integrate biodiversity as an essential component of human development*. The analysis is an important early step in identifying opportunities to use integrated approaches that support both biodiversity conservation and improved development outcomes.

BIODIVERSITY PROGRAMMING

The analysis has a role in informing the 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.

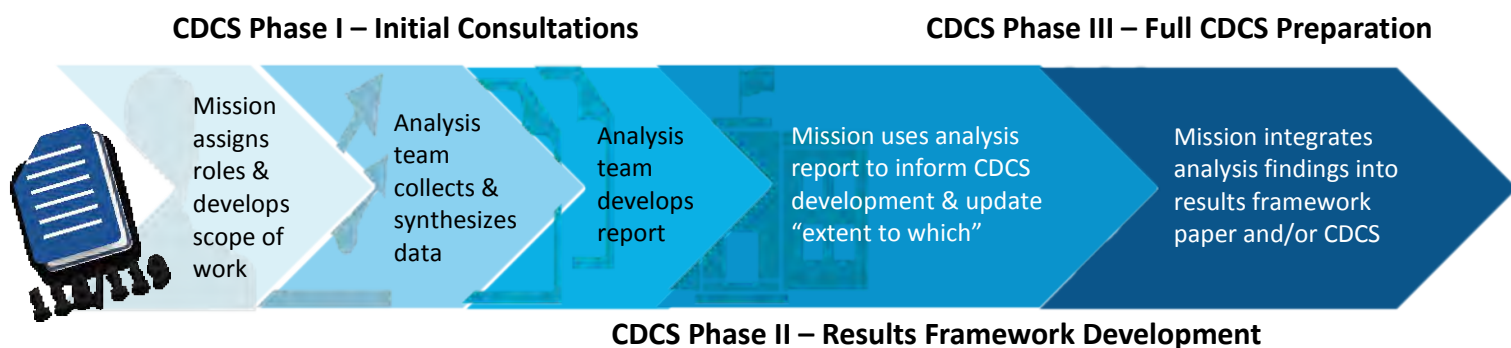
Missions with biodiversity funds should discuss conservation strategies in the CDCS and are expected to request sufficient funding to have an impact on biodiversity targets. These missions could use the analysis to help identify areas for biodiversity interventions, including priority geographical areas and key threats and drivers, in addition to developing recommendations on ways to integrate biodiversity into other technical sector activities. However, the analysis is not intended to function as a tool for programming biodiversity funding.

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 causes 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.](#))

II. ORGANIZATIONAL ROLES & RESPONSIBILITIES

2.1 TIMING OF THE ANALYSIS

The analysis should begin at the start of, or before, **Phase 1-Initial Consultations and Parameters Setting** (consult the [mandatory reference](#) for ADS 201 on R/CDCS approval process) of the CDCS development process, at the same time as other background assessments and analyses. Conducting the analysis before or during Phase 1 will provide the mission with the relevant information on forestry and biodiversity to inform the development of the CDCS. The graphic below illustrates the how the steps in the 118/119 process correspond with the CDCS phases.



2.2 USAID ROLES AND RESPONSIBILITIES

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 CDCS. The program office should:

- Ensure the analysis is initiated at the recommended time;
- Ensure that offices are aware that the analysis pertains to all sectors and invite them to participate in developing the scope of work (SOW) and the analysis;
- Review the SOW;
- Fund the analysis (all mission funding streams contribute to the analysis);
- Attend the entrance and exit briefing for the team;
- Participate in the incorporation and use (update and apply the “extent to which” requirement) of the analysis in the 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).

ROLE OF THE ACTIVITY MANAGER

Active involvement of the mission activity manager for the analysis, which could be the contracting officer's representative 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 in the sections below.

The activity manager usually helps conduct the analysis from the start, by developing the SOW, to the finish, when incorporating the recommendations into the CDCS and beyond. An engaged activity manager, who champions the analysis from design through use, makes the process compliant, well-received and useful. Conversely, an activity manager with little interest in the process can turn the analysis into a perfunctory activity that creates little to no benefit for conservation or development. It is not necessary for the activity manager to be a 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 and delivering the analysis;
- Lead the SOW preparation, examine possible mechanisms 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 and encourage their active participation;
- Be the liaison between the analysis team and the mission during all stages of the process;
- Help the analysis team identify and gather documents, and set up meetings with technical offices, with relevant offices mission-wide and with implementing partners and donors;
- Help the analysis team identify site visits and/or site visit decision-making criteria;

- Accompany the analysis team on interviews and, if possible, on field trips, depending on time available;
- Establish and implement analysis review and approval protocol, including coordinating with Washington as needed;
- Review the draft and final reports, compile comments on the draft and make a determination that the final analysis meets the SOW requirements, including the two FAA 118/119 legislative requirements; and
- Support the mission in updating and applying the “extent to which” requirement and advise on the integration of the analysis into the CDCS.

Box 1. Should USAID Accompany the Analysis Team to Meetings and Site 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 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 needed. USAID staff should accompany the analysis team as time permits.

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 in updating and applying the “extent to which” requirement and advise on the integration of the analysis into the CDCS.

ROLE OF NON-ENVIRONMENT TECHNICAL STAFF

Non-environment technical staff participation is critical. 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. They also play an important role in developing the mission’s “extent to which” requirement and the integration of analysis findings into relevant CDCS entry points.

Activity managers should encourage the involvement of technical staff from all mission sectors early in 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;
- Recommend key informants to interview and sites to visit, and participate in site visits, if possible;
- Review and provide input to the draft and final analysis; and
- Support the mission in updating and applying the “extent to which” requirement and advise on the integration of the analysis into the CDCS.

ROLE OF WASHINGTON

Regional bureau technical office directors or team leads will designate a technical expert to assist missions in conducting the analysis. To ensure Washington can support missions consistently throughout the process, the 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 on the SOW before it is shared with the analysis team;
- Assist the analysis team leader by providing key contacts in Washington and in the field;
- Review the draft final report to provide input; and
- Provide technical approval of the final analysis report.

As needed, the Bureau for Economic Growth, Education and the Environment’s (E3) Forestry and Biodiversity Office (FAB), E3’s Global Climate Change Office (GCC), the Agency Environmental Coordinator’s Office and the respective regional environment 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.

Final FAA 118/119 analyses should be sent to the regional bureau technical expert and the agency environmental coordinator, and public versions should be uploaded to the Development Experience Clearinghouse (DEC).

2.3 DEVELOPING A 118/119 WORKING GROUP

Missions may want to consider creating a working group to increase collaboration, ownership and application of the analysis’ findings and recommendations. The working group could assist the activity manager in the planning, preparation and use of the analysis. Working group members should represent all technical sectors and include a member from the program office. The activity manager could develop a terms of reference (TOR) for the working group that outlines the key tasks listed in the SOW.

III. DEVELOPING THE ANALYSIS SCOPE OF WORK

Annex A contains a SOW template that provides choices for developing the SOW based on how the mission may use the analysis. Consultations with all mission technical sectors should occur during the SOW preparation to raise awareness of the analysis, the relevance to the sector and the sector role in the overall process.

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 being conducted externally);
- Timeline for the analysis (approximate start and end dates);
- Timeline for review and approval by mission and Washington;
- Number and expertise of team members (i.e., team leader plus local versus expatriate team members);
- Level of effort for analysis team members;
- Length of the analysis;
- Scale of the analysis;
- Deliverables; and
- Contacts to be interviewed.

3.1 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, international development principles, the local language and culture and the country context;
- Coordinate the team's technical expertise with country needs, i.e., ecology (terrestrial and/or aquatic), conservation biology, forestry and land use planning;
- Ensure at least one team member is knowledgeable about the USAID program cycle and results frameworks and clearly understands the intent and methodology of the analysis;
- Include local technical experts that have good working relationships with local biodiversity stakeholders (universities, non-governmental organizations, 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 one 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 full-time during in-country consultations and fieldwork.

The activity manager can specify team composition in the SOW using one of two approaches:

- Provide a range (e.g., three to four team members) and an overall indication of expertise that together, as a team, the members should possess; or
- Stipulate the specific number of team members required and the expertise of each (e.g., three team members with the following expertise: biodiversity conservation, forestry/forest management and natural resource economics).

In the SOW, the activity manager may also state explicitly which members should be international, which should be local and who should be the team leader.

3.2 LEVEL OF EFFORT

In-country level of effort (LOE) is usually two weeks (for countries where information is organized, accessible and abundant) to three weeks. For countries with significant biodiversity, and highly complex situations and that are lacking in data, four weeks in-country may be necessary.

Two to four weeks in-country LOE is standard, no matter the number of team members. Management of larger teams can be time consuming. The team leader has to balance team management with 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 visit more sites).

The analysis team's LOE is determined by:

- The availability of information in the country and ease of access;
- Site visits and related logistics, including security restrictions;
- The complexity of the biodiversity in the country and the threats to it;
- The complexity of tropical forest use in the country and the threats to it; and
- The complexity of the mission's CDCS.

The LOE for specific team members varies with the team leader given the highest LOE. Based on three weeks in-country, 45 to 50 days is typical. For local team members, based on three weeks of interviews and site visits, 30 to 35 days is typical.

3.3 LENGTH OF THE ANALYSIS

Excluding the executive summary, annexes, tables and figures, the analysis should be 20 to 35 pages. The number of pages (a range or top limit) should be specified in the SOW.

3.4 SUPPORT AND CONTRACTING OPTIONS

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

- An indefinite delivery indefinite quantity contract (IDIQ) or other contract;
- A purchase order;
- A fully competitive bid; and/or
- Internal USAID staff (this is an option if sufficient USAID mission and/or Washington expertise is available for the required analysis timeframe).

Box 2. A Typical Analysis Timeline

Week 1: Preparation (Collecting and Analyzing Documents) and Logistics. All team members should be given three to five days before arriving in country to gather and review documents and other preparatory tasks, such as organizing in-country meetings, site visit logistics and developing the work plan and interview guide. This will ensure that when the team meets in country, all members are prepared.

Week 2: Washington and Regional Mission (if applicable) Consultations. Consultations can be conducted in person or by phone (two to three days, usually for the team leader only).

Weeks 3 to 5: In-Country Consultations and Site Visits. In-country work can require between two to four weeks, with the USAID exit briefing marking the end of the in-country period.

Weeks 6 to 8: Report Writing (Draft). Teams will spend most of the in-country time attending meetings, writing summaries, conducting on-site visits and analyzing findings. In some cases, the analysis team can write a substantial portion of the report while in-country, yet, in many cases, the majority of the report writing is completed following the in-country period. About two to three weeks (not necessarily full-time for all team members) is standard to complete a first draft.

Weeks 9 to 11: USAID (Washington and Mission) Review of the Draft. This usually requires two to three weeks.

Weeks 12 to 14: Finalizing the Report. This can take one to three weeks depending on the condition of the draft and the extent of comments. The team leader is responsible for finalizing the report. However, additional input from other team members may be required during this time. The final report must be well-organized, written, and edited.

IV. DATA COLLECTION METHODOLOGY

4.1 COLLECTING THE DATA

A post-award meeting with USAID staff (program office, office directors or representatives, mission environment officer, regional environment adviser as needed, contracting officer's representative/agreement officer's representative, activity manager and possibly a representative from mission management) will initiate the start of the 118/119 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 continue throughout the analysis process. The activity manager should begin compiling a list of any available documents at 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 reports covering a range of topics, particularly economic and political information that directly and indirectly relates to biodiversity conservation.

Washington-Based Consultations: The team leader should plan to meet with Washington staff, especially the regional bureau, E3/FAB and the desk officer. If applicable, the team could also meet with Washington-based implementing partners, multilateral institutions such as the World Bank, conservation non-governmental organizations with an interest in the country and possibly other U.S. Government agencies recommended by USAID. If not in person, Washington-based meetings can be conducted by video or phone.

Mission Consultations: The activity manager should begin setting up meetings as soon as the analysis team's in-country dates are finalized. At least two full days at the mission should be planned for meetings with:

- The activity manager to discuss the SOW and methodology and to clarify issues (the team should also confirm and finalize the list of consultations and site visits during the initial meeting);
- The program office to discuss expectations, methodology and the CDCS;
- All technical sectors, the program office and preferably the deputy or the mission director during an in-brief (be prepared to discuss the analysis team's plans and methodology and request for assistance and information that the team will need);
- Individual technical sectors or specialists to discuss the available details for each technical sector's upcoming strategy; and
- All mission staff at an exit briefing. (The date should be scheduled at the in-briefing.)

The exit briefing is a critical meeting for the analysis team. 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 is usually expected to give a presentation with a focus on methodology, findings (key threats, actions needed, "extent to which") and any preliminary recommendations. One hour to 90 minutes should be scheduled for the exit briefing, allowing enough time for discussion.

The program office and activity manager should encourage active participation at the exit briefing. Fitting into the mission director's (or mission management) schedule is critical, as is participation of the program office and each technical sector (office director and other staff).

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 raise awareness of the importance of biodiversity to development and the actions necessary to conserve biodiversity. 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.

In-Country Consultations Outside the USAID Mission: In-country consultations may be done in small meetings with one or more individuals, with focus groups or roundtables organized around specific topics or in meetings in the field with a key stakeholder. While in-person meetings are preferable, video or phone interviews may be adequate, such as for countries in conflict.

The mission will provide the analysis team with a list of recommended consultations either in the SOW or soon after the contract is signed. The analysis team should determine additional consultations necessary to prepare the FAA 118/119. Teams often spend a large part of the in-country time in meetings, which can trigger meeting fatigue; the team leader should prioritize the meeting schedule appropriately and adjust when needed.

Site Visits: Most analyses include site visits, however, the SOW should specify whether or not site visits are required. The analysis team, in consultation with the activity manager, should select the sites the team will visit. A list of potential sites will be compiled by the mission and analysis team experts. Sites should include projects and locations that are not biodiversity-specific since the analysis will identify links between biodiversity and other sectors.

In some cases, especially for larger teams, the team can split up (useful for meetings as well) to cover more sites. Time should be scheduled following site visits for the full team to analyze the findings. The team should have a framework for visits to ensure that:

- Information gathered is standardized;
- Key stakeholders to meet are identified; and
- Expected outcomes for each site visit are clear.

Site visit criteria may include any or all of the following:

- Sites that illustrate emerging threats;
- Protected areas and private (non-government managed) protected areas;
- Ramsar sites (wetland site designated of international importance under the *Ramsar Convention*);
- Sites with globally significant biodiversity and/or sites where development, or other activities, cooperate or conflict with conservation;
- Non-biodiversity project sites with current or potential cross-sector linkages to biodiversity conservation (these could include fishing villages where insecticide-treated nets are used to catch fish; projects to increase agricultural productivity; entrepreneurial/job training for youth projects);
- Community conservation areas (where community management has resulted in biodiversity conservation successes or constraints to conservation);
- Infrastructure sites affecting biodiversity and forests;

Box 3. Whom Should the Analysis Team Meet with In-Country?

- *Mission partners implementing environment/biodiversity conservation projects;*
- *Host country government agencies/key sector ministries;*
- *Non-environment implementing partners for a more in-depth view of a particular sector and project as needed;*
- *Local biodiversity experts in protected area management and conservation, forestry, aquatic resources (including fisheries) and environmental policy (Experts should be from a range of institutions such as government, international and local non-governmental groups, universities and the private sector.);*
- *Other donor technical specialists; and*
- *If a specific sector or threat is of particular interest to the mission, the team should meet with experts in that area (e.g., climate change, agriculture, wildlife trafficking, governance, health).*

- Project sites where other donors, government, or non-USAID entities work; and
- Other relevant USAID geographically prioritized project areas.

Best practices include:

- Site visits should involve the participation of USAID staff and preferably the activity manager or COR/AOR when visiting a USAID activity.
- Site visits should contribute to and be referenced in the analysis.
- Use a case study approach: describe each site visit concisely and include key case studies in annexes and/or use them to brief team members not involved in the visit and mission staff.
- Visuals help make reports interesting, break up text and illustrate threats to biodiversity and links between biodiversity and other sectors.

Internal Team Discussions, Information Sharing and Analysis: Teams rarely spend enough time in internal meetings, taking stock of progress, examining gaps and adapting next steps. Based on internal meetings, additional stakeholder consultations may be needed to answer outstanding questions and fill information gaps. Internal team meetings help the team leader build common purpose and mission, allow discussion of issues and review progress.

V. DEVELOPING ACTIONS NECESSARY, “EXTENT TO WHICH” AND RECOMMENDATIONS

5.1 DEVELOPING THE ACTIONS NECESSARY

The first part of the FAA 118/119 requires 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 B, Tables 3 and 4) to biodiversity and tropical forest.

Best practices for developing “actions necessary” include:

- Examine the overall conservation efforts occurring in the country/region to identify gaps that need to be filled and USAID’s comparative advantage.
- Develop actions that address primary/direct threats and the underlying drivers of the threats. Addressing the drivers and reforming the “system” is a more sustainable, long-term and reliable method of addressing most threats.
- Refer to relevant government documents such as National Biodiversity Strategic Action Plans, National State of Environment Reports and other reports that present necessary actions for coordination.

- During key informant interviews, consult experts about their views on the actions necessary to conserve biodiversity.
- Prioritize the actions necessary and discuss the methods for prioritization in the report.

5.2 DEVELOPING THE “EXTENT TO WHICH:” THE ROLE OF THE ANALYSIS TEAM

Describing the extent to which the mission meets the actions necessary to conserve tropical forest and biodiversity responds to the second part of the legal requirement under FAA 118/119. The analysis team should work closely with the mission to identify the strategic actions that all sectors, not just environment, are taking to fulfill the “extent to which,” or responding to the identified threats and drivers. Based on the mission’s current CDCS and activities, and on available information on the new CDCS, the analysis team should describe the extent to which USAID’s environment and non-environment intermediate results are meeting the “actions necessary” to conserve tropical forests and biodiversity. In the unlikely event that the mission is not addressing any “actions necessary,” this should be noted in the report.

5.3 DEVELOPING RECOMMENDATIONS

The recommendations emerge from the analysis of the actions necessary and the extent to which the mission’s CDCS (current or proposed depending on what is available at the time of the analysis) are meeting the actions necessary to conserve biodiversity. The recommendations provided by the analysis team will guide the mission process of developing the extent to which the new CDCS will respond to the actions necessary as identified in 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 country strategic planning process. Analysis teams should provide recommendations that help the mission develop actions that will safeguard biodiversity and maintain ecosystem services that sustain well-being, whether or not a mission receives biodiversity funding. The analysis activity manager and the mission’s technical and program office staff should look for opportunistic co-benefits and/or proactive co-benefits to be realized in mission programming. When developed collaboratively, the areas for potential co-benefits can emerge from specific analyses of feasibility, applicability and contribution to overall programmatic goals. (For definitions and examples of opportunistic and proactive co-benefits with sector-specific linkages, consult Annex B, Table 6.)

Analysis teams should provide recommendations that:

- Consider mission and Agency priority goals and the role of biodiversity in development;
- Link actions necessary to an underlying driver or threat;
- Target important geographic areas;
- Offer a prioritized ranking based on threats; and
- Identify opportunities for inclusion at various stages of the planning process, from the development objectives and intermediate results to project and activity level.

The following are best practices for developing recommendations:

- Link the identified actions necessary with a gap analysis (examination of who is doing what in biodiversity and tropical forest conservation and the relevant areas that lack information and action) to develop recommendations that will help strengthen USAID’s role in the “extent to which” across all the sectors where the mission works.
- Consider the country’s biodiversity prioritization and develop recommendations that can help the mission meet the actions necessary.
- Develop recommendations that address the actions necessary through integration with other sectors.
- Work with each technical sector to ensure recommendations are practical and implementable. Although the full set of recommendations will not be finalized prior to the analysis team’s departure, the team should discuss relevant recommendations with each technical sector prior to departure and if necessary, continue to refine recommendations as the analysis is being finalized.

To help develop relevant cross-sector recommendations, refer to Chapter IV in the [USAID Biodiversity and Development Handbook](#), which provides descriptions and examples of cross-sector linkages. Also see Section 7 in this document, which offers illustrative examples of biodiversity integration.

5.4 USING ANALYSIS RECOMMENDATIONS AND UPDATING THE “EXTENT TO WHICH:” THE MISSION’S ROLE

Given the new CDCS results framework will not be developed nor finalized until after the analysis is complete, the final analysis report will discuss the “extent to which” based on the current CDCS and projects and any available information and assumptions about the upcoming strategy. (For examples of how the mission’s current results framework links to the actions necessary and the “extent to which,” see Annex B, Table 5.)

As the CDCS development process progresses, the activity manager should identify points of entry for the analysis report recommendations in the new CDCS. Incorporating the analysis recommendations into the CDCS will result in a more integrated CDCS, will ensure that biodiversity is appropriately represented in strategic approaches, and will contribute to the Congressional intent of fostering sustainable management and conservation of tropical forests and biodiversity.

As the new CDCS evolves, the activity manager should review the analysis report’s “extent to which” and create an updated “extent to which” table based on the mission’s new CDCS and results framework. The updated “extent to which” should be completed by the end of the Phase 2 – Results Framework Development (ADS 201.3.2.8) process and referred to in the CDCS results framework paper and/or in the final CDCS as a table or narrative where appropriate. (See Annex B, Table 5)

VI. WRITING THE ANALYSIS REPORT

Annex B 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 use this to develop well-analyzed and synthesized recommendations.

Annex B 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. 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 USAID at completion.

6.1 DRAFTING THE REPORT

As soon as possible after the analysis award is complete, the team leader 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 leader 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 leader may wish to develop report standards, specifying everything from formatting to grammar and technical aspects. This will assist the team leader in compiling various sections of the report.
- The team leader 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.
- 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 the technical information such as species and endangered species lists as hyperlinks or annexes.

6.2 USAID REVIEW AND APPROVAL

Mission comments on the draft, compiled and synthesized into major points, will facilitate the review and revision process internally and will help the analysis team respond to comments comprehensively. 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 one to two weeks or more to submit the final analysis.

The mission should submit the final analysis report to the designated technical expert (see Section 2.2 USAID Roles and Responsibilities: Role of Washington) for approval by the Regional Bureau (see Annex C: Template for Final FAA 118/119 Analysis Report Submission).

6.3 DISSEMINATION

- Unless there is sensitive information in the analysis, missions should post analysis reports on their websites.
- Final analysis reports should be sent to the regional bureau and the agency environmental coordinator. Those that do not include sensitive information should be uploaded to the DEC.

VII. USING THE ANALYSIS AND INTEGRATING BIODIVERSITY INTO THE CDCS

Virtually all USAID programs are interconnected, whether intentionally or not, because they operate within socioeconomic systems. Biodiversity conservation programs are no exception. Conservation activities affect other sectors and vice versa. The analysis process can 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 co-benefits.

Chapter IV in USAID's [USAID Biodiversity and Development Handbook](#) describes how conservation intersects with other development sectors. The chapter provides in-depth information on linkages and opportunities to improve multi-sector programming and integrate biodiversity into USAID's broader mission and serves as a valuable resource when incorporating analyses recommendations into the CDCS.

The examples below illustrate possible cross-sector recommendations.

Table 1: Cross-Sector Recommendations

Area of Intersection	Strategies with Biodiversity Co-Benefits
Health and Demographic Change	Target 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, 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 crops, 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.
	Improve marine spatial planning and fisheries management by supporting policies and processes that strengthen marine tenure and resource access rights.
Land Tenure, Marine Tenure and Property Rights	Support good tenure and governance 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.

ANNEX A: SCOPE OF WORK TEMPLATE AND ANALYSIS OUTLINE

HOW TO USE THIS 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:

- Text in blue boxes provides instructions/guidance/information to help in completing the template.
- Blanks highlighted in gray require the preparer to insert 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, as amended, to prepare an analysis of tropical forests and biodiversity in (insert country name).

By mandating an FAA 118/119 analysis (hereafter referred to as “the analysis”), the U.S. Congress is recognizing the fundamental role that tropical forest and biodiversity play in sustainable development. Based on this analysis, USAID/(insert country name) will define to what extent the CDCS will contribute to biodiversity conservation needs in (insert country name). The analysis will assist in strengthening the mission’s role in biodiversity conservation by integrating biodiversity and tropical forest conservation in the CDCS.

1.1 SUMMARY OF RELEVANT PARTS OF FAA SECTIONS 118 AND 119

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

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

1) FAA Sec 118 Tropical Forests

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

- 1) The actions necessary in that country to achieve conservation and sustainable management of tropical forests, and
- 2) The extent to which the actions proposed for support by the Agency meet the needs thus identified.

2) FAA Sec 119 Endangered Species

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

- 1) The actions necessary in that country to conserve biological diversity, and
- 2) The extent to which the actions proposed for support by the Agency meet the needs thus identified.

The FAA 118/119 analysis for (insert USAID mission name) must adequately respond to the 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 forest and biodiversity in compliance with Sections 118 and 119 of the FAA of 1961, as amended, and [ADS guidelines](#). The analysis will inform USAID/(insert USAID mission name) in the development 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 approach for achieving sustainable development and should be considered in mission strategic approaches to improve development outcomes. The analysis therefore is an opportunity for the mission to better understand the strategic linkages between the conservation of a country’s tropical forest and biodiversity and development, so that it can structure a sound results framework to support future programming. Notably, the analysis will identify strategic linkages at the results framework level, highlighting opportunities to integrate tropical forest and biodiversity conservation into priority development sectors identified in the CDCS.

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

“The report will also serve as a vehicle for cooperation with and capacity building of institutions, such as local conservation non-governmental organizations and USAID implementing partners. As such, the contractor will work closely with these institutions and hold workshops for planning and validation in cooperation with stakeholders.”

“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 requires 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.”

If the mission wishes to highlight climate change as a special concern, the following language can be adapted to mission needs and included in the Purpose Section of the SOW.

Climate change is a concern in (insert country name). As such, the analysis will evaluate the threat to the country’s tropical forest and biodiversity from climate change. In addition to evaluating the climate change threat to biodiversity and tropical forests, the analysis team should consider climate change as a cross-cutting theme and should analyze and incorporate climate change, as appropriate, throughout the report. Climate change vulnerabilities should also be considered when developing the report’s recommendations. The analysis team should identify innovative, integrated strategic approaches that link tropical forest and biodiversity conservation to all USAID programming sectors, and to climate change.

The analysis team should use mission reports on climate change in the analysis (list and provide links to the available reports or include in an annex with other references for the 118/119 team).

1.3 MISSION PROGRAM

In this section, provide a brief description of the mission’s current CDCS. Focus on USAID’s strategic and programmatic response to the country’s key development constraints and a brief description of the mission’s development objectives.

II. STATEMENT OF WORK

In the statement of work section, use the text below to provide a general description of the work involved.

This analysis will mainly involve synthesis and analysis of existing information, coupled with key stakeholder consultations and site visits to ground-truth information.

Under the direction of the team leader, the analysis team will evaluate the status of tropical forests and biodiversity in (insert country name). The focus of all activities undertaken will be twofold:

- A) Identify actions necessary to conserve tropical forests and biodiversity and the extent to which the mission meets the actions necessary, and
- B) Develop recommendations that will guide the mission in updating the “extent to which” in the new country strategy.

To accomplish this task, the analysis team will perform the activities in Sections 2.1 and 2.2:

2.1 DATA COLLECTION AND ANALYSIS

***Prior to in-country fieldwork, the analysis team will:*¹**

1. Gather and begin to analyze existing information to identify tropical forest and biodiversity status, key biodiversity issues, stakeholders, policy and institutional frameworks and gaps in the available information. Reports and other documentation to be reviewed include previous 118/119 analyses, current CDCS and project documents, information available online (websites of government ministries) on biodiversity conservation (and tropical forest conservation), project reports and evaluations, the National Biodiversity Strategy and Action Plan (NBSAP) and the National State of the Environment Report (NSOER).

If the mission is attaching a list of documents to be reviewed, add an annex with a list of key documents, with links if possible, to be reviewed for the analysis.

2. In coordination with the mission, begin planning site visits based on the mission’s recommendations and on the team’s preliminary review of key topics and information gaps.

If the mission is recommending sites and projects to visit, or providing site visit criteria, include the sites/projects or criteria here or, if necessary, place in an annex.

¹ Depending on timing of the award, some of these tasks may not begin until the full analysis team arrives in-country.

3. (Insert number of days) days after signing the contract, develop a draft work plan (Deliverable 1). The draft work plan will include a schedule of tasks and milestones, proposed assessment tools and a discussion of information gaps. In the work plan, identify the type of information to be obtained and the key people to engage throughout the analysis process, i.e., Washington; mission staff, including the program office, technical staff and the deputy and mission director; implementing partners; and biodiversity stakeholders, including host country government, international, national, local non-governmental organizations and private sector. The final work plan will be based on mission comments/suggestions and submitted after the in-briefing of the analysis team.
4. Begin preparation of interview guides and a draft report outline based on the outline attached to the SOW (refer to Annex B: Analysis Report Annotated Outline in the FAA 118/119 Best Practices Guide).
5. If meetings are to be held in Washington, provide a list of recommended consultations. If Washington consultations are to be conducted by phone, revise this paragraph.

Coordinate with the designated Washington technical expert on the proposed list of Washington technical staff and other Washington-based organizations (such as conservation non-governmental organizations, multilateral development banks and others with active programs in the country) to meet and gather relevant information about their programs and input into the status of tropical forests and biodiversity.

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

6. Meet with the [list the key USAID technical teams that the analysis team will work with, for example, environment team, democracy and governance office or a working group that is formed for the purpose of coordinating the analysis] to get mission perspectives on the assignment and an understanding of specific mission interests, organizations to be contacted and site visits, including advice and protocol on approaching USAID partners and host country organizations with respect to the assignment. The mission will brief the analysis team on any sensitivity related to the exercise (i.e., the potential for raising expectations and the need to be clear about the purpose of the analysis) and relevant mission guidance. Discussions should include the approach the analysis team will take to conduct the analysis and recommendations for potential biodiversity linkages with other sectors.
7. Meet with the program office at USAID to gain an understanding of the status of the CDCS and its program goals and objectives.
8. Meet with organizations, government bodies, the private sector and individuals who are 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 and governance.

If a list of key stakeholders is included as an annex, add: “see SOW Annex for a list of key stakeholders to consult for the analysis.”

9. Continue to obtain, review and analyze existing reports, online information and other data.

Determine if maps available online are adequate or if there is a need for a geographic information system and updated maps, and if so, include information requirements here. The mission may also want to add this to the list of deliverables.

10. Conduct site visits to supplement information gathered from consultations, literature review and other second-hand sources. Site visit locations will be finalized in consultation with the mission.

If site visits are not part of the SOW, delete this.

11. Prior to departure, host an exit briefing with the mission, including mission management, program office and technical teams, to provide them with an overview of the analysis and preliminary report findings (Deliverable 3).

2.2 PREPARATION OF THE FAA 118/119 ANALYSIS

1. The analysis team will analyze the information gathered and will prepare the analysis in accordance with the outline attached to the SOW. The analysis team should also refer to the FAA 118/119 Best Practices Guide for useful information on producing the analysis and Annex B of the guide, the Analysis Report Annotated Outline, which provides details on the information required in each section of the report.
2. The analysis team shall prepare a draft report, of between (min-max page length for report – recommended 20-35 pages) (excluding annexes), for review by USAID (Deliverable 4).
3. The analysis report will respond to the legislative requirements listed above and include recommendations on the extent to which the mission can contribute to the actions necessary to conserve tropical forest and biodiversity.
4. The mission review period for draft reports will be (insert number of days). Following receipt of mission comments on the draft report, the analysis team will prepare and submit a final analysis (Deliverable 5) that incorporates mission comments, in accordance with the schedule of deliverables below. The analysis report should be sent to the relevant bureau in Washington for review and concurrence. The mission may review and provide comments on Deliverable 5 until the analysis is considered final and sufficient.

For the information below, determine the necessary data to be included and incorporate only material that is relevant for the FAA 118/119 Analysis and important to the mission.

5. The FAA 118/119 analysis draft and final reports will follow the outline in Annex A of the SOW, and should include the following maps and tables:
- a) Map of main ecosystems in the country;
 - b) Map of the forested areas and land uses;
 - c) Map of protected areas, including forest reserves;
 - d) Map of aquatic and marine resources;
 - e) Protected area status table with:
 - A list of all declared and proposed protected areas (national parks, wildlife reserves and refuges, forest reserves, sanctuaries, hunting preserves, etc.);
 - Institution(s) responsible for the protection and management of each protected area;
 - Area of coverage;
 - Ecosystems contained in each protected area; and
 - Protected area management plan status.
 - f) Table of the status of natural resources outside protected areas with:
 - Land cover and land-use type (e.g., wetlands/freshwater sources, major catchment areas, agricultural ecosystems, etc.);
 - Institution(s) responsible for management;
 - An overview of the major threats and challenges to conserving biodiversity outside protected areas; and
 - Economic potential.
 - g) Table of conservation initiatives including:
 - A list of the main conservation initiatives implemented by government, donors, non-governmental organizations, private sector and universities;
 - Brief evaluation of effectiveness;
 - Implementation dates; and
 - Funding levels.

III. 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 # months from date of contract signing to submission of the final deliverable. This includes approximately # weeks of work in-country, # weeks to produce the draft report following in-country work, # weeks for USAID review of the draft report, and # weeks to produce the final report.

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

- A total of # days for expatriate staff in-country;
- A total of # days for expatriate staff working from home base; and
- A total of # days for local staff.

Table 2: Weekly activities and milestones

Week	Activity/Milestone	Comments
Week 1	X	X
Week 2	X	X
Week 3	X	X

IV. DELIVERABLES

The following are the deliverables for this task:

Deliverable 1. Work plan and schedule submitted within # working days of start date. The work plan should include all tasks and a timetable, milestones and deliverables and explain the following information:

- Plan for coordination and consultations with the mission;
- The analysis team’s expectations of the mission (activity manager and others);
- A brief agenda for development objective (DO) and program office meetings and for the in-briefing and exit briefing;
- Proposed coordination with implementing partners and donors;

- Coordination with the mission to ensure the analysis team can respond to “extent to which”; and
- Plan for communicating the recommendations to all DO teams.

Deliverable 2. Progress reports to the activity manager starting on X day and (weekly/bi-weekly/monthly) thereafter.

Deliverable 3. Exit briefing presentation prior to the analysis team’s departure from the country.

Deliverable 4. Draft FAA 118/119 submitted # working days after the conclusion of in-country work.

Deliverable 5. Following # working days for USAID review and comment, a revised final report incorporating all comments, formatted and branded in accordance with USAID requirements, will be submitted within # working days of the receipt of comments on the draft.

V. ROLE OF THE USAID MISSION

In the Role of the Mission Section, specify how mission staff will be involved throughout the analysis process. Active mission involvement is critical to the success of the FAA 118/119 analysis and frequent communication and coordination between the analysis team and the activity manager is important.

An example is given below.

The USAID mission will provide the analysis team with:

- A list of key documents to review;
- A list of key stakeholders to be contacted and will assist the team in making initial contact to arrange interviews;
- Criteria to identify potential site visits;
- A list of donor projects;
- Logistics support for site visits; and
- Review and feedback on the draft analysis report.

To ensure continued coordination with the mission over the course of the in-country work, the analysis team will submit (weekly/bi-weekly - consistent with Section 4 Deliverable 2) progress reports to the activity manager, which discuss progress, challenges and issues and key findings to-date. (See list of deliverables in Section 4.)

VI. QUALIFICATIONS OF THE CONSULTANTS

The Qualifications Section is specific to the FAA 118/119 and the mission's interests and requirements. The text in this section includes examples of titles and qualifications. Refer to the Best Practices Guide for recommendations on team composition and expertise.

The team leader will lead the analysis and should be a senior-level natural resource management specialist with the following qualifications:

- Post-graduate qualifications (master's level degree or higher) in biology, ecology, zoology, forestry, ecosystem conservation or a closely related field;
- Knowledge of USAID's strategic planning process related to tropical forests and biodiversity;
- Expertise in assessing environmental threats;
- Experience in the geographical region and the specific country;
- Experience coordinating analyses and leading teams;
- Exceptional organizational, analytical, writing and presentation skills; and
- Fluent in English.

Natural resources and environmental management specialist or environmental policy specialist should have the following qualifications:

- Expertise in the country's environmental policy and institutional framework;
- Expertise in the country's biodiversity (including forests) and natural resources management status;
- Good contacts within the country's government agencies, non-governmental organizations, international donors and private sector; and
- Fluent in English.

Other possible team members:

- Agricultural, governance, health or other non-environment sector specialist who will focus on linkages between tropical forests, biodiversity and other key technical sectors; and
- Aquatic resources specialist and, if in a marine environment, one with marine expertise.

SOW ANNEX A: FAA 118/119 ANALYSIS REPORT OUTLINE

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ANNEX B: 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, annexes, tables and figures, the analysis should be 20 to 35 pages. The number of pages (a range or top limit) should be specified in the SOW. 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

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

EXECUTIVE SUMMARY

The executive summary should not exceed four pages. The purpose of the analysis, directly from the SOW, should be included in the executive summary and the two legal requirements of the analysis should be restated. The executive summary should highlight the critical biodiversity in the country and demonstrate why the country’s biodiversity is important to conserve. A summary of key threats, actions necessary, the extent to which USAID is addressing the necessary actions and key recommendations (bullet format is acceptable) should be included.

I. INTRODUCTION

(Not to exceed two pages)

1.1 PURPOSE

The purpose should:

1. Summarize or reproduce the purpose and objectives as described in the SOW;
2. Identify the type of analysis being conducted (FAA 119 or FAA 118/119);
3. Provide information on the previous analysis (year prepared and reason a new analysis is being conducted); and
4. Describe the role of the analysis in USAID strategic planning and the timing of the analysis in relation to the Country Development Cooperation Strategy (CDCS) development.

1.2 BRIEF DESCRIPTION OF THE USAID PROGRAM

Briefly describe the current USAID CDCS down to Development Objectives (DO) and Intermediate Results (IR) levels, and provide as much information as possible about the upcoming CDCS.

1.3 METHODOLOGY

In this section describe:

1. The composition of the analysis team (names, their roles/positions and a short bio-sketch should be included in an annex);
2. The tasks involved in information gathering, including document review, meetings with USAID teams and other stakeholder consultations and how they will be consulted, e.g., focus groups, informant interviews, surveys, etc., should be included in an annex that lists stakeholders consulted and documents referenced/reviewed; and
3. Site visits; refer to an annex (if included) on site visit case studies or site visit details (see SOW for site visit best practices).

II. COUNTRY CONTEXT

(Not to exceed two paragraphs)

In most, if not all, cases, the information in this section is available in existing country-specific reports and documents. Therefore, this section should focus only on what is useful and necessary for understanding subsequent sections on the threats/drivers, the analysis of the actions needed and the recommendations. This section should provide links to the relevant on-line documents and include only brief digests of the highly relevant or important information.

2.1 LOCATION AND COUNTRY CONTEXT

Briefly describe the country context. Unless important for subsequent analyses, there is no need to include information on government, climate, soils, geology, cultural or socioeconomic aspects. Specifically include:

1. Country location (include a map); and
2. Aspects of the social, cultural, governance and economic context, as they may affect biodiversity conservation or as biodiversity conservation may affect those factors. For example, if cultural aspects have no effect on or are not important in understanding biodiversity conservation, there is no need to describe the cultural context.

2.2 BIOPHYSICAL SETTING

III. STATUS OF THE COUNTRY'S BIODIVERSITY (AND TROPICAL FORESTS)

(Not to exceed five 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 country's main ecosystems based on the most current, reliable information available;
2. It should include the terrestrial and aquatic, including, if present, coastal and marine, ecosystems; and
3. Types and distribution of tropical forest ecosystems should be included, but for FAA 118/119 analyses (versus FAA 119 analyses only), details will be in Section 3.2, Status of Tropical Forests.

Tables and figures are useful to illustrate distribution and status in a concise format. In this section, include maps of main ecosystems in the country; forested areas and land uses; protected areas, including forest reserves and main aquatic resources.

3.2 STATUS OF TROPICAL FORESTS

In 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; and
2. Describes efforts at documenting trends in forest cover and the reliability of and gaps in the data. (This is often a fairly technical analysis.)

3.3 SPECIES DIVERSITY AND STATUS

In this section:

1. Briefly discuss terrestrial and aquatic species diversity, endemism and endangered species;
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 country's protected area system:

1. The country classification (which may be based on the International Union for Conservation of Nature (IUCN) categorization or may be a country-specific system); and
2. Economic potential of the protected area system, including productive assets, 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 briefly describe the status and management of critical biodiversity outside of protected areas and should include a table that, depending on the SOW requirements, describes:

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

3. Economic potential.

IV. VALUE AND ECONOMIC POTENTIAL

(Not to exceed two pages)

4.1 VALUE OF BIODIVERSITY

In this section discuss:

1. Any existing efforts to place economic values on the country's biodiversity; and
2. Key results of natural resource valuations, such as how natural resources valuation efforts are being used.

4.2 ECOSYSTEM GOODS AND SERVICES

In this section, attention should be given to ecosystem services and the commercial and non-commercial benefits they provide, including the links between ecosystem services and the country's biodiversity and tropical forests. These services include, but are not limited to: provisioning food and materials, improving the quality and moderating the quantity of water, providing wildlife habitat and spawning and nursery habitats for fisheries, enhancing climate resilience, mitigating storms and floods, buffering pollutants, providing greater resilience for communities and ecosystems, and supporting a wide array of cultural benefits, recreational opportunities and aesthetic values.

V. LEGAL FRAMEWORK AFFECTING CONSERVATION

(Not to exceed two pages)

This section should discuss the policies, laws and governmental institutions that affect the sustainable management and conservation of biodiversity and forests. The analysis should cover effectiveness of the legal framework and effectiveness of and challenges faced by the institutions. This section should contribute to the understanding of the biodiversity situation and to the 118/119 analysis. Only descriptions of key biodiversity policies, regulations and institutions should be included in this section. An annex or links should be provided with additional information.

5.1 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). If included (see SOW), other sectors that affect biodiversity conservation, such as water, land use, agriculture, environmental impact analysis and climate change, should be placed in an annex. Rather than simply defining the policies and legislation that pertain to conservation, this section should:

1. Analyze their effectiveness;
2. Describe gaps in the legal framework;
3. Identify any needs for harmonization;
4. Discuss particularly successful policies and laws;
5. Discuss government capacity to implement the legal framework; and
6. Describe other constraints to implementation.

The status of the National Biodiversity Strategic Action Plans should be discussed in this section. A table format is a concise method of providing the required information.

5.2 INTERNATIONAL AGREEMENTS

This section is a list of international agreements, treaties and conventions of which the country is a member that are specifically related to forests and biodiversity. It should also include a brief analysis of the country's 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.

5.3 GOVERNMENT AGENCIES

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

1. Responsibilities;
2. Effectiveness;
3. Challenges;
4. Institutional overlap; and
5. Collaboration.

Using 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

institution and mandate can be used, followed by an overall analysis of the effectiveness of the institutional framework for conservation.

5.4 CONSERVATION INITIATIVES: GAP ANALYSIS

The SOW will describe specific requirements for this section, which may include:

1. Current and, if possible, planned conservation efforts in the country, implemented by the government, non-governmental organizations, other donors and the private sector;
2. A brief explanation of the scope of the activities, for example, the geographic focus and the goals and objectives of the efforts;
3. Available conservation outcomes resulting from efforts; and
4. Funding levels.

The discussion should highlight the gaps in support (funding and in-kind contributions) and point out the conservation needs that lack support (technical, management, financial capacity). Key lessons learned and success stories should be highlighted.

Use a table to present the information in a succinct manner. The table should list the implementer, the funder if other than the implementer, the title and purpose of the initiative and if possible and if required in the SOW, a *brief* evaluation of effectiveness. Describe in the text how effectiveness was evaluated. Include USAID and other U.S. Government conservation initiatives in the table.

VI. THREATS TO BIODIVERSITY (INCLUDING TROPICAL FORESTS)

(Not to exceed seven pages)

Sections 6.1 and 6.2 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 country.

The section should state how the threats and drivers were identified (stakeholder consultations, field 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.

6.1 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). Through extensive consultations, the Conservation Measures Partnership developed a classification of threats to biodiversity (<http://cmp-openstandards.org/tools/threats-and-actions-taxonomies/>). Major categories of threats include:

1. Unsustainable agricultural and aquaculture (e.g. expansion for crops, aquaculture or livestock ranching, or poor farming and fishing practices);
2. Unsustainable biological resource use/overexploitation (e.g. for timber, fish, non-timber forest products, illegal hunting and fishing);
3. Unsound infrastructure development/urbanization;
4. Climate change (and related stressors such as changes in precipitation and sea level);
5. Pollution;
6. Invasive alien species; and
7. Mining and energy production.

Direct threats should be prioritized, from most important to least important, and a description of the prioritization methodology should be included.

6.2 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. Major categories of drivers include:

1. Institutional arrangements (e.g., lack of secure tenure, lack of adequate regulations, weak institutions, weak policies or perverse subsidies, such as fuel subsidies for fishing vessels);
2. Economic factors (e.g., international demand for timber, fish, wildlife products, biofuels, palm oil, or lack of economic incentives for conservation);
3. Inadequate technical capacity, such as access to information, tools and/or technologies; untrained staff; poor use of evidence in decision-making and weak monitoring and evaluation;
4. Inadequate management capacity (e.g., lack of individual or institutional management protocols, including those related to enforcement, stakeholder involvement and multi-institutional collaboration); and
5. Socio-political factors (e.g., special interest influences, lack of constituencies for conservation, political instability, crises and other situations of instability such as armed conflict).

Table 3: 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	<ul style="list-style-type: none"> • Institutional arrangements • Economic factors • Capacity • Sociopolitical factors • Cultural or religious factors • Scientific and technological factors 	<ul style="list-style-type: none"> • Habitat loss • Over-exploitation and unsustainable use • Unsound infrastructure • Climate change • Pollution and nutrient load • Invasive alien species
Examples	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Deforestation resulting from agricultural expansion • Overfishing • Wildlife poaching • Artisanal gold mining leading to mercury pollution and deforestation • Invasive lionfish populations in the Caribbean

VII. ACTIONS NECESSARY TO CONSERVE BIODIVERSITY (INCLUDING TROPICAL FORESTS)

(Not to exceed four pages)

“Actions necessary to conserve 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, from the team’s consultations, document review and/or site 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 4: Actions Necessary Linked to Drivers and Direct Threats

Drivers	Links to Direct Threats	Actions Necessary
Corruption and weak enforcement of laws, policies and agreements related to natural resources.	<ul style="list-style-type: none"> • Overharvesting • Poaching • Unsustainable cutting practices • Habitat conversion 	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 (incl. rule of law and justice); actively pursue co-management opportunities at local levels; in fisheries, improve policies/laws that will foster co-management approaches. Strengthen local civil society to support policy and regulation enforcement and anti-corruption advocacy.
Inadequate capacity at national and local levels for development planning and management of natural resources.	<ul style="list-style-type: none"> • Conversion, degradation, loss • Overharvesting • Mining • Infrastructure development 	Enhance capacity by 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.
Insufficient resources for biodiversity conservation and tropical forest management.	<ul style="list-style-type: none"> • Poaching • Overharvesting • Pollution • Invasive species 	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).
Weak/non-existent data coupled with poor monitoring practices; uncoordinated analyses and research systems needed for understanding resources; priority setting; effective policy/decision-making.	<ul style="list-style-type: none"> • Overharvesting • Mining • Unsustainable cutting practices • Pollution • Conversion, degradation, loss 	Promote applied research to inform policy and management practices; establish pilot (and then permanent) norms and standards for monitoring; support decision-making; and enhance dissemination of existing information.
Development plans and priorities (medium and long term) that do not adequately consider ecosystem services (forests/mangroves, watersheds, estuaries and biodiversity).	<ul style="list-style-type: none"> • Conversion, degradation, loss • Infrastructure development • Mining • Climate change 	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; establish incentive system to encourage stakeholders (local level and provincial) to conserve/protect natural resources.
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.	<ul style="list-style-type: none"> • Conversion, degradation, loss • Illegal logging, illegal fishing • Overharvesting 	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.

VIII. EXTENT TO WHICH THE MISSION MEETS THE IDENTIFIED ACTIONS NEEDED

(Not to exceed four pages)

The analysis report should describe how the mission's current CDCS and/or planned CDCS and activities are contributing to the Congressional intent of fostering sustainable management and conservation of tropical forests and biodiversity.

The analysis team will describe how the mission's current CDCS and/or planned CDCS and activities are meeting the "extent to which" in the analysis report. Based on the analysis report, the mission will examine the extent to which the planned program areas in the new CDCS can support conservation of tropical forest and biodiversity. The table below provides mission-wide examples of how missions are, or are not, currently meeting actions necessary.

Table 5: 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 toward sustainable management and conservation of tropical forests and biodiversity
Examples	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 consider threats to marine fisheries or coastal habitat.
	Increase conservation of natural wetlands	The mission does not currently address threats to wetlands from land conversion.

IX. RECOMMENDATIONS

(Not to exceed five pages)

Recommendations emerge from the analysis of the “actions necessary” and the “extent to which” the mission’s current strategy and activities are meeting the actions necessary. The recommendations will guide the mission process of developing the extent to which the new CDCS will respond to the identified actions necessary.

9.1 RECOMMENDATIONS BASED ON ACTIONS NECESSARY TO CONSERVE BIODIVERSITY (INCLUDING TROPICAL FORESTS)

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

1. Strengthen the “extent to which” the mission addresses the “actions necessary”;
2. Consider USAID’s development portfolio in the country;
3. Consider USAID’s comparative advantage;
4. Consider where USAID is likely to have greatest impact; and

5. Take into account the gap analysis (who is doing what in biodiversity and tropical forest conservation and the relevant areas that lack information or action). The recommendations should describe the relevant biodiversity and tropical forest conservation issues that lack information and/or the actions necessary to address those issues.

The analysis team should develop recommendations that actively integrate biodiversity conservation into health, food security, economic growth, governance or other sector programming. Table 6 provides examples of different ways recommendations can be incorporated into sectors.

Table 6: Recommendations

Sector	Recommendations		
	Opportunistic: Working within the boundaries of programs to improve the extent to which the mission is meeting the actions necessary to reduce threats.	Proactive: Adapting programs to improve the extent to which the mission is meeting the actions necessary to reduce threats.	Direct Threat Reduction: Designing with an explicit objective of reducing threats or otherwise contributing to biodiversity conservation.
Democracy and Governance	Identify opportunities to engage on human rights issues related to water quality, land allocation and compensation or other topics with high public interest.	Include actions that strengthen justice sector awareness and investigation capacity for prosecution of illegal activities that threaten biodiversity.	Build capacity for effective enforcement and prosecution through provision of financial or technical assistance to improve the capacity of government agencies to enforce wildlife laws and prosecute wildlife criminals.
Health		Include a mosquito net recycling project that creates incentives for returning nets, integrates appropriate safeguards and includes outreach about net distribution programs to reduce the use of bed nets as fishing nets.	
Agriculture/ Economic Growth	Integrate a watershed and agro-ecological approach to food security within agriculture sector activities to enhance sustainability and resilience and reduce threats to biodiversity.	Include marine fisheries as a value chain to improve management and governance of coastal zones.	Improve capacity for collaborative management of resources adjacent to biodiversity priority areas, including support for national laws and policies.

9.2 OTHER OPPORTUNITIES

The analysis team may recommend additional opportunities based on their consultations during the analysis. These may be based on particular threats the analysis team identifies from USAID's program (CDCS) and, where mitigation could be integrated into program components,

items that USAID should address to ensure sustainability of its portfolio or other opportunities the analysis team identifies during consultations.

SUGGESTED ANNEXES TO INCLUDED IN THE REPORT

ANNEX A: SCOPE OF WORK

ANNEX B: BIO-SKETCHES

ANNEX C: REFERENCES/DOCUMENTS CONSULTED

ANNEX D: LIST OF INDIVIDUALS CONSULTED

ANNEX E: 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
- Site Visit Details/Case Studies
- Sector Specific Reviews

ANNEX C: TEMPLATE FOR FINAL 118/119 ANALYSIS REPORT SUBMISSION

Brief Description: The USAID/(insert USAID mission name) mission submits the attached FAA 118/119 analysis for (insert USAID Bureau name) Bureau approval in preparation for the development of the new CDCS strategy.

This analysis addresses the actions necessary in the country to achieve conservation and sustainable management of tropical forests [if relevant] and to conserve biological diversity and the extent to which the actions proposed for support by the Agency meet the needs thus identified.

Mission activity manager overseeing FAA 118/119 analysis preparation:

Preparation date: mm/dd/yyyy

The mission requests approval for the report:

Mission Management:

_____ **Date**_____

Mission Program Office:

_____ **Date**_____

Mission Environment Office:

_____ **Date**_____

Regional Bureau:

_____ **Date**_____

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