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Biodiversity Analysis and Technical Support for USAID/Africa ANNUAL WORKPLAN: FY 2008

November 2007

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Biodiversity Analysis and Technical Support for USAID/Africa

ANNUAL WORKPLAN: FY 2008

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ACRONYMS

ABCG	Africa Biodiversity Consultative Group
BATS	Biodiversity Analysis and Technical Support for USAID/Africa
CTO	Cognizant Technical Officer
DCHA	Bureau for Democracy, Conflict, and Humanitarian Assistance
FS/IP	USDA Forest Service/International Programs
GDA	Global Development Alliance
IPC	International Programs Consortia, Inc
IUCN	The World Conservation Union
LOE	level of effort
PMP	Performance Monitoring Plan
PMU	Project Management Unit
STTA	short-term technical assistance
TA	technical assistance
WWF	World Wildlife Fund

SECTION I – USAID AND BIODIVERSITY IN AFRICA

PROGRAM DESCRIPTION AND PURPOSE

The objective of the Biodiversity Analysis and Technical Support for USAID/Africa (BATS) task order is to build capacity within the Africa Bureau and its missions to develop biodiversity conservation programs and assess other program activities to improve their support of conservation. By incorporating best practices into operational plans, Mission Strategic Plans and Country Assistance Strategies, this project will serve as a platform for raising awareness of USAID’s biodiversity conservation agenda.

BATS will serve as a support facility that provides services to meet mission and partner needs in the areas of:

- Assessing USAID biodiversity conservation experience and determining steps forward
- Reviewing and improving the environmental impacts of extractive industries alliances
- Supporting conservation in states vulnerable to crisis, in crisis, or emerging from crisis
- Conducting 118/119 assessments and analyses of biodiversity threats and opportunities within operational plans

ORGANIZATIONAL STRUCTURE

This task order is being implemented by the Chemonics team, which consists of Chemonics and subcontractors: The World Conservation Union (IUCN), World Wildlife Federation (WWF), and International Programs Consortia, Inc. (IPC). In addition to the Chemonics team, activities under this task order will also involve the BATS partners Africa Biodiversity Consultative Group (ABCG) and USDA Forest Service/International Programs office (FS/IP). The partners will contribute technical staff and resources when available and applicable but will not be managed directly by the Chemonics team. Any resources they wish to contribute will not be accounted for as part of this task order budget or assigned level of effort (LOE). Exhibit 1 on page 2 shows the organizational structures of the Chemonics team, the task order partners, and USAID.

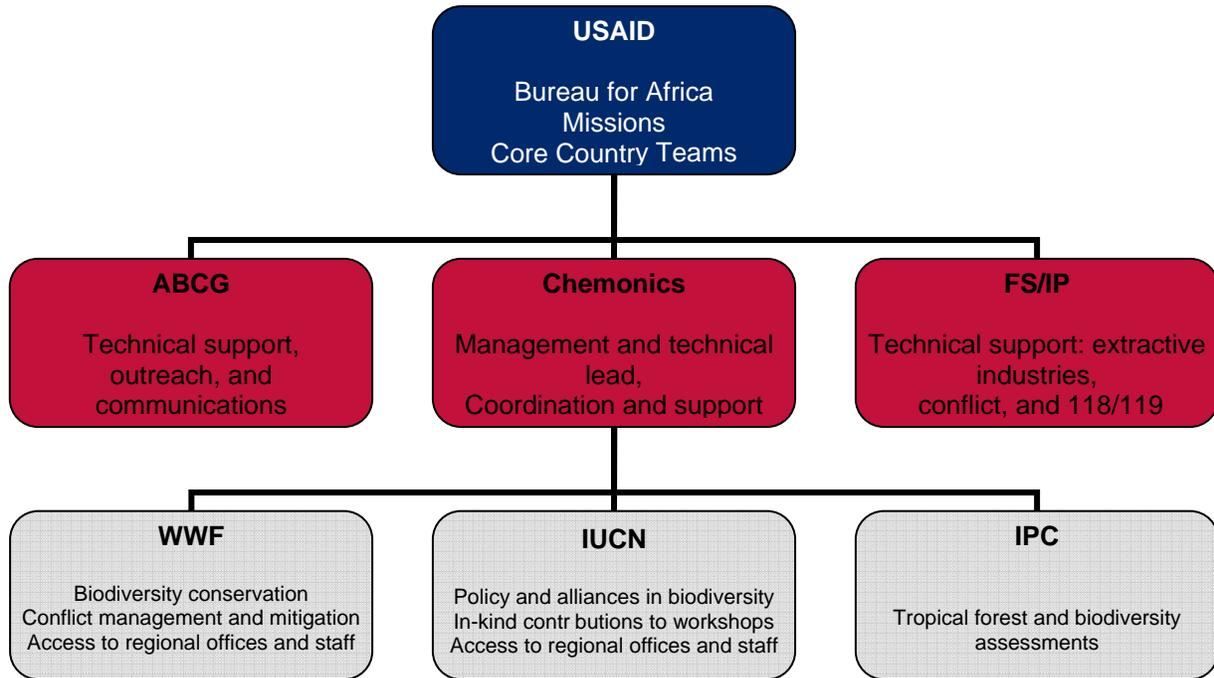
The organizational structure of the Chemonics team is designed to allow for maximum flexibility to meet the needs of USAID/Africa while also ensuring accountability for results. Project staff, making up the core team and key technical personnel, are listed in the table on page 2. Project director Kate Woods will take primary responsibility for ensuring that the technical objectives of the project are met. Project manager Brian App will take primarily responsibility for contractual and financial oversight of the project. Along with specialist Sarah Cooper, the project director and project manager make up the Project Management Unit (PMU), which is responsible for day-to-day project operations, coordination with project partners, and technical coordination of the tasks.

To accomplish the various tasks and results set out in the work plan, Chemonics will make use of local and expatriate short-term technical assistance. This short-term technical assistance will be carried out by Chemonics consultants and Chemonics home office personnel (principally the PMU members) and through subcontracts with consortium members and locally contracted organizations.

BATS Project Staff

POSITION	NAME	RESPONSIBILITY
BATS Project Director	Kate Woods	Manage work plan and achievement of tasks
BATS Project Manager	Brian App	Contractual and Financial Oversight; Provide technical assistance for other tasks on an as-need basis
Extractive Industry Specialist	Joao de Queiroz	Lead Task B
Conflict Management Specialist	Jon Unruh	Lead Task C

Exhibit 1. Organizational Chart



SECTION II – SECOND YEAR WORK PLAN

A. THE WORK PLANNING PROCESS

A work planning workshop for BATS Year 2 was held on November 8, 2007. In attendance were Tim Resch, USAID cognizant technical officer; Dave Gibson, Brian App, and Sarah Cooper from Chemonics; Nancy Gelman from ABCG; and Mike Chaveas and Kame Westerman from FS/IP.

To begin the work planning exercise, all partners agreed on the importance of coordinating efforts and using a similar methodology in work plan documents to make separate work plans easily understood as part of the greater BATS program. Next, the group reviewed accomplishments and challenges by task area in Year 1, and agreed on the principal tasks for Year 2. Subtasks for Year 2 were then identified, along with the potential contributions from project partners, and a general timeline for each.

This work plan is based on those discussions, and presents Year 2 activities by Sub-task, Timing, Task Lead Partner, and Task Secondary Partner.

B. RESULTS FRAMEWORK

BATS is primarily a service-based task order that includes several defined deliverables in addition to “as needed” technical assistance to missions. Because of the nature of this task order, BATS has not used a typical results framework. Instead of developing specific indicators for each task, the team measures the results in terms of meeting milestones and related deliverable targets. The results framework is presented in Exhibit 2, below. Milestones are summarized as part of the Performance Monitoring Plan (PMP) in Section III.

Exhibit 2. Results Framework

	TASK A	TASK B	TASK C	TASK D
RESULTS	USAID Africa biodiversity policy and programs improved through guidance incorporation and dissemination	USAID alliances with extractive industries improved for forest management and biodiversity conservation	USAID activities in biodiversity conservation within rebuilding and developing countries improved	USAID Operational Plans improved by incorporating results of tropical forestry and biodiversity assessments
SUBTASKS	Conduct assessment of USAID biodiversity conservation in Africa and identify future trends and recommendations	Document USAID/ industry experience and develop toolkit(s) and/or guidebooks	Document USAID/ sector experience and develop toolkit(s) and/or guidebooks	Develop or update 15 118/119 assessments upon prioritized basis
	Conduct outreach efforts	Provide TA to missions on extractive industry alliances	Provide TA to missions to integrate biodiversity conservation into strategic objectives	Build 118/119 awareness and capacity with missions, USFS, ABCG and other partners
		Develop and support web site		Provide TA to missions for biodiversity programming support as required

C. TECHNICAL ACTIVITIES

In the following four subsections, details of individual tasks are described according to project Task Area.

C.1 Task A – 20 Years of Biodiversity in Africa

Beginning with the first earmarks for USAID biodiversity conservation in 1987, USAID’s portfolio of biodiversity activities in Africa has grown and evolved, with current spending between \$50-\$60 million

TASK A PRIMARY CONTACTS	
Organization	Name
Chemonics	Kate Woods
WWF	Judy Oglethorpe
FS/IP	Marc Bosch
ABCG	Nancy Gelman

per year. Under this task, Chemonics and its partners review that experience, identify the lessons learned from its investment, and examine current trends in natural resource management and conservation, to help inform USAID’s strategic programming in future biodiversity conservation work in Africa.

Subtask A.1: Conduct assessment of USAID biodiversity conservation in Africa and identify future trends and recommendations

Timing: Phase I – Final draft complete by December 31, 2007
Phase II – ABCG January 1, 2008 to TBD

Lead Partner: Phase I – Chemonics, Phase II – ABCG

Secondary partner: Phase I – ABCG, Phase II – Chemonics

In Year 1, Joy Hecht and the Chemonics team conducted a thorough literature review of USAID’s biodiversity policy and practices in Africa, and synthesized the results with a PowerPoint presentation and a draft assessment paper. This assessment compiled the lessons learned from the investment, examined the roles of various USAID partners in these investments, and identified current trends in natural resource management and conservation. The PowerPoint presentation and assessment paper were shared with Task A partners, who provided feedback including areas that required further investigation. With this partner input, Chemonics began a revision of the initial draft.

Early in Year 2, Chemonics will deliver a revised draft document for a final round of partner review. Once feedback on this draft is received, Chemonics will revise as necessary and submit a final draft to USAID and ABCG, ending Phase I of this sub-task.

In the second phase, Chemonics will “hand off” the assessment for validation and finalization. As such, ABCG will review the findings, facilitate validation activities, and input new recommendations into a final paper. To accomplish this, ABCG plans to host a conservation experts meeting in Washington, D.C. to review the assessment paper, develop a framework to articulate trends and new ideas, and prioritize future actions.

Subtask A.2: Conduct outreach efforts
Timing: After assessment finalization (early 2008)
Lead Partner: ABCG
Secondary partner: Chemonics

Completion of this sub-task will include holding one or possibly more workshops in Washington, D.C. and Africa to present the historical analysis and approaches for the future assessment completed in the previous sub-task. ABCG will be taking the lead for outreach, with Chemonics playing a supporting role to assist as necessary the Washington-based and/or Africa-based outreach activities.

C.2 Task B – Managing Extractive Industries

Extractive industries include a wide range of commodities such as oil and gas, gold, diamonds and gems, and other renewable and non-renewable natural resources, each with a unique value chain and set of stakeholders. The Africa bureau’s primary focus for extractive industries is on economic impacts; distribution of benefits, control, and access; and links to conflict. In general, the environmental implications of extractive industries are poorly understood and marginally addressed, putting USAID and their alliances at risk. Several operating units are designing and implementing new initiatives in this sector, often under the Global Development Alliance (GDA) framework.

TASK B WORKING GROUP	
Organization	Name
Chemonics (Team Lead)	Joao De Queiroz
Chemonics	Sarah Cooper
FS/IP	Michael Chaveas
IUCN	John Waugh
Erik Steed	USAID
ABCG	Nancy Gelman

Subtask B.1: Document USAID/industry experience and develop toolkit/guidebook
Timing: October 2007 – March 2008
Lead Partner: Chemonics
Secondary partner: USFS, ABCG

In Year 1, a draft of an extractive industries toolkit for selective extractive industries (mining, timber, oil and gas, and fisheries) was completed and circulated to project partners for review. Due to the extent of the remaining issues to be explored and the September departure of Renee Morin (who had been the Task B lead), Chemonics decided to hire Dr. Joao De Queiroz to take over the lead of toolkit for FY 2008.

In Year 2, Dr. De Queiroz will be responsible for 1) actively engaging key USAID, industry, and NGO stakeholders in advising how biodiversity impacts can be better managed, 2) conducting a stakeholder workshop to obtain feedback on the manual, 3) incorporating feedback to complete a final draft for electronic and hard copy distribution, and 4) if requested, conducting a workshop on the manual, develop training tools, and identify training opportunities.

Based in Ecuador, Dr. De Queiroz will review the draft toolkit and meet with in-country extractive industry participants to help inform the toolkit. In November 2007, he will visit Washington, D.C. to meet with BATS project partners and subject matter experts. Based on these

meetings, and review of the available materials, he will revise/rewrite the toolkit as appropriate, with a focus on making it useful to those considering an extractive industries-development alliance.

In this effort, FS/IP will continue to provide technical input, and ABCG will facilitate access to, and meetings with, their experts in the particular industry being investigated.

Subtask B.2: Provide TA to missions on extractive industry alliances
Timing: TBD – needs driven
Lead Partner: ABCG
Secondary partner: Chemonics

In Year 1, Chemonics conducted one 118/119 Assessment in Sierra Leone that was heavily focused on extractive industries (diamonds in particular). While this assessment was primarily a “Task D” activity, it was generated in response to mission inquiries related to the impacts of biodiversity.

In Year 2, Chemonics will continue to provide TA in a similar fashion, with assessments in Angola and Madagascar (scheduled for early 2008) which will have significant extractive industries components.

As the lead partner in this activity, ABCG is scheduled to produce case studies and host workshops in Africa on lessons learned in extractive industry alliances. Additionally, these workshops will provide opportunities to distribute the toolkit developed in the above subtask. In a secondary partner role, Chemonics will support ABCG and/or USAID to provide TA as necessary.

Subtask B.3: Develop and support web site
Timing: Ongoing
Lead Partner: Chemonics
Secondary partner: NA

In Year 1, Chemonics established a web presence on the FRAME site to host products and discussions developed by BATS task areas. Lilit Yoo, a Chemonics home office employee, had the primary responsibility of keeping the web site up to date, and made several improvements to the pages throughout the year.

In Year 2, the team will continue to modify the web pages to make them as useful as possible to USAID, BATS partners, and the public, and update them with the latest materials created under the product.

C.3 Task C – Biodiversity Conservation for States Vulnerable to/Recovering from Crisis

TASK C WORKING GROUP	
Organization	Name
Chemonics (Task Lead)	Jon Unruh
Chemonics	Brian App
WWF	Judy Oglethorpe
IUCN	Stephen Kelliher
FS/IP	Mike Chaveas
USAID	Cynthia Brady
USAID	Doreen Robinson
USAID	Diane Russell
National Defense University	Elisabeth Feleke

Crisis countries, which often have a rich renewable and non-renewable resource base, face a range of developmental challenges that vary over time, by country, or even by parts of a country. These challenges can include corruption, weak governance, political exclusion, elitism/patrimonialism, factionalism, ungoverned spaces, transitional moment, violent conflict, and public disengagement. Conserving biodiversity during periods of crisis is crucial to protect livelihoods and future economic potential.

Subtask C.1: Document USAID/ sector experience and develop toolkit(s) and/or guidebooks
Timing: October 2007 – March 2008
Lead Partner: Chemonics
Secondary partner: USFS, ABCG

In Year 1, a draft of a conflict-conservation “folder packet” was drafted and circulated to project partners for review. This packet consisted of an introductory piece/context piece; five topical pieces (protected area management, conservation capacity, food security, community-based natural resource management, and postwar land policy implementation); and a reference piece containing links, references, and brief descriptions of important documents.

In Year 2, Chemonics will revise and finalize the folder packet. The team will revise the introduction to serve as both an exploration of the link between conservation and the pre/current/post conflict contexts and an explanation the application of the topical pieces. The team will expand the topical pieces to up to four pages each and add pieces for pre-conflict and trans-boundary issues. Once the folder packet is complete, Chemonics will organize a 1-2 day workshop to vet the product and discuss potential avenues for application.

In this effort, FS/IP will continue to provide technical input, including its experience developing tools based on the CARPE Congo basin work. ABCG will continue to facilitate access to, and meetings with, their experts for review and input into the product.

Subtask C.2: Provide TA to missions to integrate biodiversity conservation into strategic objectives
Timing: TBD – needs driven
Lead Partner: ABCG
Secondary partner: Chemonics

In Year 1, Chemonics conducted one 118/119 Assessment in Sierra Leone, located in the volatile West Africa region identified by the working group as a conflict-conservation hot spot. While this assessment was primarily a Task D activity with a focus on Task B issues, it provided an opportunity to meet TA objectives in the conflict-conservation sector.

In Year 2, Chemonics will continue to provide TA in a similar fashion, with an assessment in Guinea in October and Angola scheduled for December 2007.

As the lead partner in this activity, ABCG is scheduled to conduct technical assistance in this task area, potentially in the form of workshops in Africa utilizing the presence of ABCG organization in-country offices. However, this technical assistance is to be determined and will

be driven by USAID demand. In a secondary partner role, Chemonics will support ABCG and/or USAID to provide technical assistance as necessary.

C.4 Task D – Support for Biodiversity and Tropical Forestry Assessments

The development of USAID/Department of State operational plans will require biodiversity and tropical forestry assessments as per Section 118 and 119 of the Foreign Assistance Act. Under the New Guidance for Operating Unit Operational Plans, all countries receiving USAID assistance must meet Section 118/119 requirements regardless of size or whether they are presence or non-presence countries. Bilateral USAID missions in Africa have previous 118/119 analyses in place, but quality varies and assessments may need to be updated. The primary goal of this task will be to provide USAID missions and non-presence countries with support in completing these assessments.

Subtask D.1: Develop or update 15 118/119 assessments upon prioritized basis
Timing: Ongoing – needs driven
Lead Partner: Chemonics and FS/IP
Secondary partner: ABCG

In Year 1, the Chemonics, USAID, and BATS partners prioritized countries with regard to their need for a new/updated assessment and the resources that BATS could dedicate to the assessment. Given this prioritization, and driven also by upcoming needs and requests by missions, Chemonics completed four assessments (Benin, Burkina Faso, Mauritania, and Sierra Leone), and assisted in the production of two others (Swaziland and Lesotho) completed by FS/IP.

In Year 2, two assessments are firmly scheduled (Guinea in October 2007 and Angola in December 2007) with several others in discussion (including Ethiopia, Madagascar, and Kenya). As a primary partner, FS/IP is scheduled to participate in one assessment with Chemonics (Angola), as well as take the lead in several assessments in 2008 (including Niger, Chad, and Botswana). The table below illustrates the countries targeted in Year 2, the roles of the BATS partners, and the level of assessment projected.

Year 2 Target Countries for Assessments

	LEVEL A	LEVEL B	LEVEL C
CHEMONICS	Cote D'Ivoire (phase I)	Angola (lead) Cote d'Ivoire (phase II Lead) Ethiopia West Africa Regional (secondary)	Kenya Madagascar (lead)
FS/IP	Botswana Chad Niger	Angola (secondary) Cote d'Ivoire (phase II secondary) West Africa Regional (lead)	Madagascar (secondary)

As a secondary partner, ABCG will help identify resources, in Washington and in country, and provide preparatory information for ongoing assessments.

Subtask D.2: Build 118/119 awareness and capacity with missions, USFS, and ABCG
Timing: Overall Activities: Ongoing
Trainer's Manual: October 2007 – March 2008
Lead Partner: Chemonics
Secondary partner: FS/IP

In Year 1, Chemonics (in coordination with FS/IP) designed and delivered a 118/119 course in Kalispell, MT to train 15 Forest Service personnel in conducting assessments. Additionally, Chemonics conducted in-country debriefs for the 118/119 assessments in Benin and Sierra Leone, as well as working with the mission responsible for Burkina Faso and Mauritania, through the sharing of reports with mission staff for input, review, and awareness building.

In Year 2, Chemonics will complete a trainer's manual based on the materials developed for the 118/119 training in Kalispell. This manual will be focused on USAID mission staff and could potentially be integrated into existing Reg. 216 trainings. Additionally, as a critical step for all assessments, Chemonics will interact with mission staff to the fullest extent possible, either through an in-country debrief or phone/email interviews and report review, in order to raise awareness and capacity in the missions for which the assessments are being conducted.

Subtask D.3: Provide TA to missions for biodiversity programming support as required
Timing: Ongoing – needs driven
Lead Partner: Chemonics
Secondary partner: FS/IP and ABCG

In Year 1, and continuing into Year 2, Chemonics provided assistance to missions in Nigeria and Senegal to refine scopes of work, identify potential consultants, and provide technical/briefing information to assessment staff for successfully carrying out 118/119 assessments. Based on mission needs and requests, Chemonics will continue this type of assistance as well as provide inputs to the Annual 118/119 Report to Congress upon request. As secondary partners in this subtask, FS/IP and ABCG can provide assistance for briefing assessment personnel in countries where they have activities.

D. COMMUNICATIONS STRATEGY

In order to increase the impact of BATS products, information, and related resource materials on natural resource and biodiversity conservation, products and services need to be presented in an accessible form and made widely available to USAID staff, project partners, and beneficiaries. As such, and to help coordinate efforts with BATS partners, communications plays a critical role in the project.

On April 12, 2007, the Chemonics and BATS partners held a meeting at WWF on project communications, and drafted a communications plan for the program. However, as many of the products were not yet completed, all parties agreed that a detailed plan would have to wait until more finalized items and messages could be conveyed.

As of the FY 2008 work planning session of November 8, and based on their corporative agreement signed in September 2007, ABCG will take the lead on communications and outreach

for the overall BATS program. However, as products are developed and finalized, Chemonics will collaborate closely with ABCG and other partners to provide assistance and input as necessary to a successful communications program.

As identified in the draft communications plan, the communications objective, context, audiences, and tools are as follows:

- Overall communications objective: To increase access to products, information, and related resource materials on natural resource and biodiversity conservation generated by BATS (as started in the BATS work plan).
- Communications context: BATS products and services need to be posted and presented where USAID staff will have immediate access to the topic (i.e. topically-related listservs, e-newsletters, websites, and events). BATS experts can also facilitate overall project outreach by participating in external events as well as posting products to the FRAME website.
- Target audiences:
 - U.S. Government in Washington (USAID, State Department, MCC)
 - USAID Missions
 - Development community in the United States and Africa
 - Private industry in United States and Africa
 - Conservation community in United States and Africa
 - Washington, D.C. decision makers
- Outreach tools:
 - E-alert per Tasks (updates on new materials and resources)
 - FRAME web site
 - Networking

E. PROGRAM MANAGEMENT ACTIVITIES

Chemonics has a project management unit based in Washington, D.C. to manage the administrative, contractual, and financial needs of the consortium at no direct cost to the contract. As previously mentioned, the PMU staff also serves in technical roles: Kate Woods, the project director will serve as the team lead, Mr. App is the home office manager and natural resource management specialist, and Sarah Cooper is the home office associate and environmental and urban policy specialist. In their technical capacity, all three members of the PMU coordinate BATS tasks, provide input to BATS products, draft technical products, and conduct assessments. By serving in dual functions, these team members will ensure closely coordinated management for this Washington, D.C.-based project, while maximizing resources for technical execution of the tasks.

As part of the work planning process, the team established a core group with one representative from Chemonics (Kate Woods), USAID (Tim Resch), ABCG (Nancy Gelman), FS/IP (Mike Chaveas). Headed by Tim Resch, this core group is essential to ensuring that the four primary tasks and outcomes are sufficiently integrated and implemented. The group will meet quarterly, at a minimum.

Chemonics will also continue to utilize the working groups created in FY 2007 for each of the four tasks, and expand them with new members as the materials require. These groups will provide input to development of activities under each task, and conference calls and/or meetings will be held as needed.

F. TASK ORDER PARTNERS AND RESOURCES

ABCG consists of conservation nongovernmental organizations with significant presences in Africa. ABCG brings extensive experience in executing and promoting biodiversity conservation programs and networking with a wide range of local and international resources. In September 2007, ABCG received funds under this initiative, so the team anticipates that ABCG's level of participation will increase from the first year of the program. Contributions are detailed in section C of the work plan, but in general would include access to member organizations' expert advice and documentation, access to local technical assistance, and use of local facilities.

FS/IP is a longtime partner of USAID and offers a cadre of technical specialists, such as wildlife biologists, forest economists, hydrologists, disaster management specialists, tourism and recreation specialists, and policymakers. FS/IP intervenes in the areas of sustainable forest management and biodiversity conservation worldwide and can contribute technical assistance as needed specifically for tasks C and D. FS/IP currently has a presence in three African countries and will offer its STTA as appropriate to individual tasks.

SECTION III – PERFORMANCE MONITORING PLAN

Because BATS is highly dependent on mission technical assistance requests and is heavily based on developing toolkits and other biodiversity resources, measuring project progress and results in terms of milestones met or achieved (as opposed to a more typical indicator driven project monitoring plan) is more appropriate.

Each task's updated results and milestones are presented in the table below.

RESULTS	MILESTONES	TIMEFRAME	STATUS
Task A			
USAID Africa biodiversity policy improved through guidance, incorporation, and dissemination	Historical assessment of past twenty years of USAID biodiversity conservation in Africa	December 2007	First draft complete, and revised draft due end November 2007
	Africa review workshops	TBD	ABCG will take the lead on this activity
	Compile future trends and recommendations	TBD	ABCG will take the lead on this activity
Task B			
USAID policy for alliances with extractive industries improved for forest management and biodiversity conservation	Toolkit launched	March 2008	First draft toolkit complete, and revision/rewrite underway (Nov-Feb 2008)
	Provide mission TA	Ongoing/as needed	
	Web site protocol approved/launched	March 2007	Complete with updates, ongoing as needed
Task C			
USAID activities in biodiversity conservation within rebuilding and developing countries improved	Initial communications tools developed	April 2007	Design and consensus for initial tool complete
	Cluster-based best practice guidelines produced	March 2008	First draft complete, and revision additions underway (Nov-Jan 2008)
	Provide TA to missions	Ongoing/as needed	
Task D			
USAID Country Operational Plans improved by incorporating results of tropical forestry and biodiversity assessments	Finalize prioritization of country support	November 2006	Complete, included in FY07 Work Plan
	118/119 Tracker established	March 2007	Complete, with updates ongoing as needed
	FS/IP 118/119 assessment training conducted	June 2007	Complete
	118/119 Assessments conducted	Ongoing/as needed	4 complete; 2 scheduled, and ongoing
	118/119 trainers Manual Developed	March 2008	Ongoing