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FINAL WORK PLAN

ENVIRONMENT PROGRAM ASSESSMENT SERVICES

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USAID/Brazil “Environment Program Assessment Services”

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ACRONYMS

ACT – Amazon Conservation Team (*A Equipe de Conservação da Amazônia*)

CTI – Indigenous Labor Center, Brazil (*Centro de Trabalho Indigenista*)

COIAB – Coordination of Indigenous Organizations of the Brazilian Amazon (*Coordenação das Organizações Indígenas da Amazônia Brasileira*)

ENRM – Environment and Natural Resources Management

FUNAI – National Indian Foundation (*Fundação Nacional do Índio*)

ICV – Center of Life Institute (*Instituto Centro de Vida*)

IEB – International Institute for Education of Brazil (*Instituto Internacional de Educação do Brasil*)

IFT – Tropical Forest Institute (*Instituto Floresta Tropical*)

IMAZON – Amazon Institute of People and the Environment, Brazil (*Instituto do Homem E Meio Ambiente da Amazônia*)

IPAM – Amazon Institute of Environmental Studies, Brazil (*Instituto de Pesquisas Ambientais da Amazônia*)

MMA – Ministry of Environment, Brazil (*Ministério do Meio Ambiente*)

TNC – The Nature Conservancy

USFS – U.S. Forest Service

FINAL WORK PLAN

Management Systems International (MSI) is pleased to present this Final Work Plan to USAID/Brazil (referred to herein as the Mission) for execution of Environment Program Assessment Services as specified in Delivery Order AID-512-M-12-00001. Any differences in the overall design strategy between MSI's original proposal submitted on March 5, 2012, the revised Proposal submitted by MSI on March 27, 2012, and this document are because of the updated implementation timetable considering award of the Delivery Order on May 7, 2012.

Purpose of this Work Plan

As stated in the Delivery Order:

As part of USAID requirements, each Mission regularly collects and reviews information on its performance in order to manage effectively for results. At the end of each fiscal year, USAID/Brazil Environment Program develops a **Monitoring and Evaluation Report (M&E)** which synthesizes performance data provided by each partner and updates its **Performance Monitoring Plan (PMP)** for the following fiscal year. Additional internal monitoring and reporting tools, such as **Performance Plan and Report (PPR)**, and **Global Climate Change Report (GCC)** are also updated to reflect results achieved in the previous fiscal year. The Program also conducts a two-stage programmatic assessment by means of a semi-annual and an annual meeting. However, these tools concentrate on program wide issues and indications of overall achievement of results, and not specific components or Data Quality Assessment.

This Mission reporting to Washington requires specific reports on the ENRM Program, the Work Plan for which includes an update to the Tropical Forestry/Biodiversity Conservation 118/119 report, an update to the Data Quality Assessment, and an Impact Assessment of the Brazil ENRM Program.

The main challenge that this assignment presents is striking a balance between the field work required to generate information and the deskwork required to generate the written products. Successfully completing this set of assessments also assumes the cooperation of the present set of implementing partners in providing access to their information and personnel, or, in the case of already-completed programs, access to the information in another way, including through their continuing institutional presence in Brazil or in the U.S.

Discussions in Brasilia with officials and during field work will serve to confirm as well as to sharpen the conclusions of the work. Having members of the team permanently in both Washington and Brasília will promote efficiencies in information gathering and in regular communications with the Mission and USAID/Washington.

Work Plan Finalization

MSI submitted a Draft Work Plan to USAID on May 14, 2012 based on the MSI's original proposal submission, revised cost proposal, and the Delivery Order award. The Contracting Officer's Representative provided MSI with comments on the draft document on May 15, and those comments have been incorporated into this Final Work Plan.

The MSI Team

The team proposed by MSI to undertake this work remains unchanged:

- Douglas Baker, Team Leader and primary point of contact for USAID
- Anthony Anderson, Specialist in Biodiversity Conservation
- Rogério Miranda, Specialist in Tropical Forest Management
- Cássio Ingles de Sousa, Indigenous Specialist
- Jeremy Gans will be MSI's Project Manager

They will undertake the field work necessary and will contribute to the principal products – including this Work Plan and the Final Presentations – in accordance with their specialties and roles.

Team Planning Meeting and Initial Brasília Consultations

As soon as this Final Work Plan is approved by USAID, the MSI assessment team will convene in Brasilia. It is standard practice for MSI to hold a Team Planning Meeting (TPM) to clarify deliverables, work plans, and methodology as this promotes the greatest effectiveness and efficiency in the work and consistency in the products. There is, in fact, a specific Evaluation TPM in which the organization and contents of the final documents are set so that all subsequent work can be directed at producing exactly what is needed. The Mission ENRM team will be invited to participate in the TPM as they may be available.

Again, in the interests of time and financial effectiveness we will begin the interviews and document examination in Brasilia with those organizations located in the capital. In addition to the Mission, these include USAID/Brazil ENRM program partners (TNC, IEB, ACT, CTI, IPAM) and relevant government agencies (e.g., MMA, Brazilian Forest Service, FUNAI as well as a USFS local representative in Brasília or the USFS Program Manager in the U.S.).

Preparation and Field Work

We will carry out one set of field work for all three principal products as that promotes maximum efficiency. During the Brasilia planning sessions, we will work with the Mission to further hone the field work as needed in terms of places to visit and organizations to interview, and to obtain appropriate background documentation for this assignment (e.g., technical reports prepared by partners, past evaluations of the program and of specific projects within it) in addition to the publicly-available documents already gathered in preparation for the proposal (e.g., 2002 and 2008 I18/I19s).

Actual dates for field work will also depend on the schedules of the MSI team members as well as those of organizations and officials to be visited and events scheduled by them, in addition to weather and other factors. To save time, the Team Leader may undertake his field work directly following the TPM and Brasilia meetings.

Specifically, given the limited time and resources, it is essential to focus on sites with multiple partner activities and where maximum information can be obtained in minimum time. The field work proposed, which ranges from approximately four to seven days per trip, was designed with the minimum travel time to and between sites and with the needed time programmed for each organization. Subject to further adjustment, the proposed data collection trips include:

Trip 1: Brasília – Belém (contact with TNC, Imazon, IFT) – Paragominas (contact with the Municipal Government, Rural Labor Union, with possible participation of personnel from TNC and Imazon) – Brasília (via Belém).

Trip 2: Brasília – Goiânia (contact with Aliança da Terra) – Querência (possible contact with ICV, Aliança da Terra, TNC, Municipal Government) – Cuiabá (contact with ICV, Aliança da Terra) – Alta Floresta (possible contact with ICV, Alessandro Mariano of MT Bombeiros) – Brasília.

Trip 3: Brasília – Rio Branco (contact with IPAM) – Porto Velho (contact with Kanindé) – Humaitá (IEB and local partners) – Lábrea (IEB and local partners) – P. Velho – Cacoal (Metareilá Association) – P. Velho – Brasília.

Trip 4: Brasília – Manaus (contact with COIAB, OPAM, CTI) – Brasília.

It is of critical importance to be able to know what information we are seeking for each of the three products before embarking on the field work itself. This would include which documentation and which records are to be examined or collected for the DQA, as well as what questions to ask in interviews in the field. Based on the very efficient data collection protocol that we will have designed in advance with input from all of the team members regarding the types and levels of information that they need, we will be collecting the maximum amount of relevant data in our first visits. Any additional data that we would later require would only be as a clarification or extension, which is most efficiently done over the phone for consultation and online for additional data sets, for example.

Tropical Forestry/Biodiversity I 18/I 19 Report

The Tropical Forestry/Biodiversity Conservation I 18/I 19 report to be produced is largely concerned with the resource base, policies, etc. It will also detail the threats and discuss the actions being undertaken by Brazilian and international actors and will make recommendations for the future USAID/Brazil ENRM Program. The bulk of the work is in assembling information and analyzing it for its policy relevance and then making recommendations. The work will begin immediately upon the finalization of the Work Plan with the compilation of the existing laws, plans, etc. and the analysis of historical actions. Much of this involves analysis and revision of the information contained in the earlier versions from 2002 and 2008, which we have already obtained and used in the preparation of the proposal, but there will also be significant effort at the collection of new documents, such as recent data on deforestation and new GoB policies: e.g., the 2009 National Climate Change Law (which establishes fairly ambitious targets for reducing greenhouse gas emissions that will rely primarily on continued reductions in Amazon deforestation) and the impending changes in Brazil's Forest Code (which scientific studies have estimated could greatly increase deforestation, especially in the Amazon and in environmentally sensitive areas such as wetlands). Throughout the field work we will be working on the I 18/I 19 report and will be able to clarify questions in the field.

Data Quality Assessment of Implementing Partner Programs

The DQA will look very specifically at one aspect of the Program, namely the accuracy and reliability of the data used to monitor and report program progress. Prior to the field visits and interviews, we will have reviewed past reports produced by partners of the USAID/Brazil's ENRM Program and provided by the Mission during the initial visit by the MSI team. These reports will provide the foundation for preparing the DQA. The subsequent interviews of partners and field visits will provide important opportunities to gather additional information and/or validate data for the DQA report. We will also

closely examine the systems used to produce and manage this data so as to be assured of their continued ability to produce reliable data or the reasons for noted unreliability.

Impact Assessment of Implementing Partner Programs

The ENRM Program Impact Assessment will focus on the effectiveness of the design of the Mission ENRM Program and the success of the selected implementers in carrying out their programmed work. It will also produce a vision for the future of the Program in terms of areas of concentration and implementation modalities and the arguments or reasoning for this vision over alternatives.

The panorama developed in the 118/119 report will be a useful base for the evaluation of the impact of the Brazilian ENRM Program. The latest USAID guidance on evaluations suggests that this work is a programmatic evaluation and we will not, for example, be designing and conducting experiments with control groups, etc. We will, however, be very interested in experimental or quasi-experimental activities that may have been undertaken in the field and, according to the latest USAID policy guidance, we will also be careful to identify such opportunities for rigorously designed field experiments in the future. However, we also recognize that the environment is an area in which rigorous experiments are often hard to design (for lack of control groups, influence of outside factors, etc.) and so we should certainly recommend that most importantly the data and indicators be independently verifiable and rigorously measured.

We will also be working on the Impact Assessment throughout the entire process. Indeed, because the questions to be answered for the Impact Assessment are explicitly based on the information to be gathered in the visits to field implementers and to the headquarters of each organization, these will have to be set before field work begins.

Final Presentations in Brasília in September or October

The MSI Team will present the results of the Impact Assessment and recommendations to USAID as well as to implementing partners and concerned Brazilian government agencies and others. All MSI team members will be present for these final presentations so that they can answer questions on their particular specialties and we would be pleased to present in Portuguese or English as may promote involvement by particular audiences.

Reporting

It is noted that both the 118/119 and Impact Assessment reports ask for recommendations on the future of the Program. Draft recommendations will be presented for review by the Mission before incorporation into the final versions of both reports so that these are compatible. Final discussion with the Mission may determine that it could be best that those recommendations contained in the first report (now the 118/119) remain more general or in draft form pending the completion of the second report.

The status of work according to interim and final deadlines and expected dates of interim products will also be reported in MSI's monthly reports to the Mission. The Team Leader will be responsible for this reporting and will also be continuously available to the Mission as needed between deadlines.

ANNEX – TIMELINE

The timeline for activities below has been adjusted from MSI’s original proposal based on the Delivery Order award date.

	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER
Workplan						
Draft	X (14th)					
Final	X (21st)					
Team Planning Meeting and Brasilia Consultations	X	X				
Field Work						
Preparation		X				
In field		Trips to be scheduled - see below				
Tropical Forestry/BD 118/119						
Draft			X (13th)			
Final			X (26th)			
Data Quality Assessments						
Draft				X (8th)		
Final				X (22nd)		
Env Prog Impact Assessment						
Draft					X (30th)	
Final					X (20th)	
Final Presentations						X (2nd)

Trip 1: Brasília – Belém (contact with TNC, Imazon, IFT), Belém – Paragominas (contact with the Municipal Government, Rural Labor Union, with possible participation of personnel from TNC and Imazon) and return to Brasília (via Belém).

Trip 2: Brasília – Goiânia (contact with Aliança da Terra) – Querência (possible contact with ICV, Aliança da Terra, TNC, Muni Govt) – Cuiabá (contact with ICV, Aliança da Terra) – Alta Floresta (possible contact with ICV, Alessandro Mariano of MT Bombeiros) – Brasília.

Trip 3: Brasília – Rio Branco (contact with IPAM) – Porto Velho (contact with Kanindé) – Humaitá (IEB and local partners) – P. Velho – Lábrea (IEB and local partners) – P. Velho – Cacoal (Metareilá Association) – P. Velho – Brasília.

Trip 4: Brasília – Manaus (contact with COIAB, OPAM, CTI) – Brasília.