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# ANNUAL PERFORMANCE REPORT, FY 2016

**BIODIVERSITY RESULTS AND INTEGRATED DEVELOPMENT GAINS  
ENHANCED (BRIDGE) PROJECT**

## **JULY 2017 REVISION**

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## BIODIVERSITY RESULTS AND INTEGRATED DEVELOPMENT GAINS ENHANCED (BRIDGE) PROJECT

**Program Title:** Biodiversity Results and Integrated Development Gains  
Enhanced (BRIDGE)

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## ACRONYMS

AAR	After Action Reviews
AM	Adaptive Management
BRIDGE	Biodiversity Results and Integrated Development Gains Enhanced
CI	Conservation International
CLA	Collaborating, Learning and Adapting
DAI	DAI Global, LLC
DRG	Democracy, Human Rights and Governance
E3	Bureau for Economic Growth, Education, and the Environment
EbA	Ecosystem-based Adaptation
EOC	Environment Officers Conference
FAA	Foreign Assistance Act [of 1961, as amended]
FAB	Forestry and Biodiversity
IWG	Integration Working Group
MEL	Monitoring, Evaluation and Learning
MI	Measuring Impact
RI	Relief International
SI	Smithsonian Institution
SP	Sub-purpose
STTA	Short-term technical assistance
TOC	Theory of Change
TSP	Tools, systems and processes
USAID	United States Agency for International Development
USG	United States Government

## INTRODUCTION

The purpose of the annual performance report, described in section F.6 of the contract, is to “provide a comprehensive annual performance report on all monitoring data and performance metrics collected over the prior fiscal year. The performance report will also describe how the indicator data was used to inform adaptive management of project implementation.” To comply with the aforementioned clause, this report is comprised of the following sections:

1. Project Description
2. Project Performance Monitoring and Evaluation Framework
3. Year 1 Performance Summary
4. Project Adaptive Management Framework
5. Year 1 Adaptive Management Summary
6. Annexes, including status overview of Year 1 work plan activities (as of the end of the reporting period)

As noted above, one of the primary reasons for producing the annual performance report is to present, in a concise manner, all monitoring data and performance metrics collected for the reporting period and infer from that information the performance level of the project during that period. For the first year of the Biodiversity Results and Integrated Development Gains Enhanced (BRIDGE) project (October 1, 2015 – September 30, 2016), strict adherence to this methodology was not possible given that the project did not have an approved set of performance monitoring indicators and metrics on which to report. The absence of such a framework during the year precluded rigorous quantitative data accumulation; however, performance and progress towards meeting project objectives was monitored and captured through the use of activity trackers, biannual progress reports, and the learning annex attached to the end of the Year 1 biannual report.

## 1. PROJECT DESCRIPTION

The BRIDGE project is a five-year (2015-2020) contract funded by the United States Agency for International Development (USAID) and managed by the Bureau for Economic Growth, Education, and the Environment/Forestry and Biodiversity Office (E3/FAB). DAI Global, LLC (DAI) implements the project, with three subcontracting partners: Smithsonian Institution (SI), Conservation International (CI), and Relief International (RI).

As described in USAID’s Biodiversity Policy,<sup>1</sup> released in July 2014, USAID has a vision dedicated to conserving biodiversity for sustainable, resilient development. Two goals govern the policy framework: 1) conserve biodiversity in priority places and 2) integrate biodiversity as an essential component of human development. The BRIDGE project is designed to support the second goal, which is to “*support USAID and partners to better integrate biodiversity for*

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<sup>1</sup> USAID, USAID Biodiversity Policy, 2014.

*improved conservation and development outcomes.*” USAID’s Biodiversity Policy provides the rationale for integrating the Agency’s biodiversity conservation investments with other development sectors. Additionally, USAID uses its programs, partnerships and policy engagement to create linkages across sectors and to inform understanding and the management of tradeoffs between conservation and other development goals.

In support of this goal of integrating biodiversity conservation, BRIDGE is designed to assist FAB in identifying and improving strategies that increase integration across USAID and to understand the strategies and approaches that constrain integration.

BRIDGE is organized into three sub-purposes (SPs) that together will achieve the project’s objective. These include:

- SP 1: Identifying approaches that support the integration of biodiversity conservation and other key development sectors in USAID programming.<sup>2</sup>
- SP 2: Improving the evidence base for biodiversity conservation and development integration.
- SP 3: Identifying and engaging constituencies for biodiversity conservation integration.

In Year 1, much of the effort of the BRIDGE team was spent in project start-up activities, which included on-boarding staff, setting up administrative and operational systems and working with FAB to establish relationships internally and across sector integration working groups (IWGs). Significant effort was also directed toward producing a Year 1 work plan and drafting the project’s monitoring, evaluation and learning (MEL) plan.

## **2. PERFORMANCE MONITORING AND EVALUATION FRAMEWORK**

Though an initial version of the BRIDGE MEL plan was submitted before the deadline for this annual performance report (in accordance with the project contract guidelines), BRIDGE and FAB continued to revise the performance indicators and learning questions beyond the first year of the project. This included close collaboration with FAB and the Measuring Impact (MI) project to follow the Open Standards methodology for the practice of conservation to develop a situation model, results chain and theory of change (TOC). At the end of the reporting period, there were working versions of the fundamental building blocks for the project’s performance monitoring and evaluation, as well as a draft set of results-based indicators. The state of each of these MEL components at the end of Year 1 is presented in the following subsections along with a brief narrative regarding their use in evaluating Year 1 performance.

### **2.1 SITUATION MODEL**

The situation model for BRIDGE is presented in Figure 1. The model includes:

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<sup>2</sup> The FAB Office and BRIDGE define “sector” to mean those fields of development practice, including biodiversity conservation itself, with which BRIDGE will be supporting integration. In USAID/Washington, these are represented by technical offices and pillar bureaus. “Approaches” are defined as the broader processes that include methods and tools.

The project's three focal interests (in the green box on the right-hand side of the model) are:

- USAID and implementing partners and practitioners integrating biodiversity conservation into development practice;
- USAID leadership demonstrating sustained support for biodiversity conservation integration; and
- Development partners and USG leadership supporting biodiversity conservation.

The most direct threats identified for biodiversity conservation integration (in the pink boxes) are:

- USAID not using integration approaches effectively throughout development practice;
- Insufficient use and generation of relevant evidence on the benefits and tradeoffs of biodiversity integration; and
- Weak constituencies for integrated programs.

Various drivers that directly influence BRIDGE's constraints/opportunities (in the yellow boxes) are:

- The extent to which poor application of available integration approaches influences constraints/opportunities;
- The extent to which USAID constituencies are engaged in integrating biodiversity conservation into programming;
- The extent to which potential strategic influencers for integration are not being leveraged; and
- Various factors related to the use of approaches, constituencies, and the evidence base for integration.

The situation model organizes the different factors and drivers that influence each other from the left to the right-side of the model in a systematic way. For example, BRIDGE must address institutional barriers to integration and programming frameworks at USAID in order to address the issues of limited capacity to implement integrated approaches and the engagement of constituencies. Moreover, by addressing the lack of specific and newly generated evidence on biodiversity conservation integration, the project should be better able to develop the case for biodiversity integration and then to use that evidence to support integration approaches. Among these drivers, the situation model shows how internal and external constituencies will drive the process in addressing the threats/opportunities. It should be noted that the situation model presented in Figure 1 is essentially identical to that presented in the final and approved version of the BRIDGE MEL plan submitted July 2017.

## **2.2 THEORY OF CHANGE**

The strategic approaches identified in the situation model led to an agreement between BRIDGE and FAB on the following TOC:

*If USAID technical staff and influencers are able to use integration approaches to improve programming and implementation for biodiversity conservation integration, and if a body of evidence supporting biodiversity conservation integration across key development sectors is*

*understood, and if USAID internal and external constituencies are better leveraged, then USAID investments will better support both sustainable development and improved biodiversity conservation outcomes.*

As in the case of the situation model, the working TOC at the end of Year 1 was not modified in subsequent versions of the MEL plan and is the approved version for the project.

### **2.3 RESULTS CHAIN: STRATEGIC APPROACHES, RESULTS AND INDICATORS**

At the end of the Year 1 reporting period BRIDGE had produced the results chain depicted in Figure 2, though the product was still under discussion with FAB. The BRIDGE results chain builds upon the situation model in Figure 1 to describe the logical causal relationships for the TOC presented above. Specifically, the results chain depicts how each strategic approach (presented in the yellow hexagonal boxes) will lead to results (depicted by the red icons), which will ultimately lead to the achievement of the focal interests. Five key results were identified and selected as being inclusive of cumulative outcomes along the results chain; these will be tracked over the life of the project. Performance indicators were then selected for the five key results. (See Table 1) An iterative process with FAB was begun to refine the results, define each indicator, specify data collection methodologies, prepare data quality assurance protocols and establish baselines and targets. However, as Year 1 ended, this process had not concluded, and a final version of the crucial performance indicator reference sheets (PIRS) was not approved until July 2017.

Figure 1. BRIDGE Situation Model

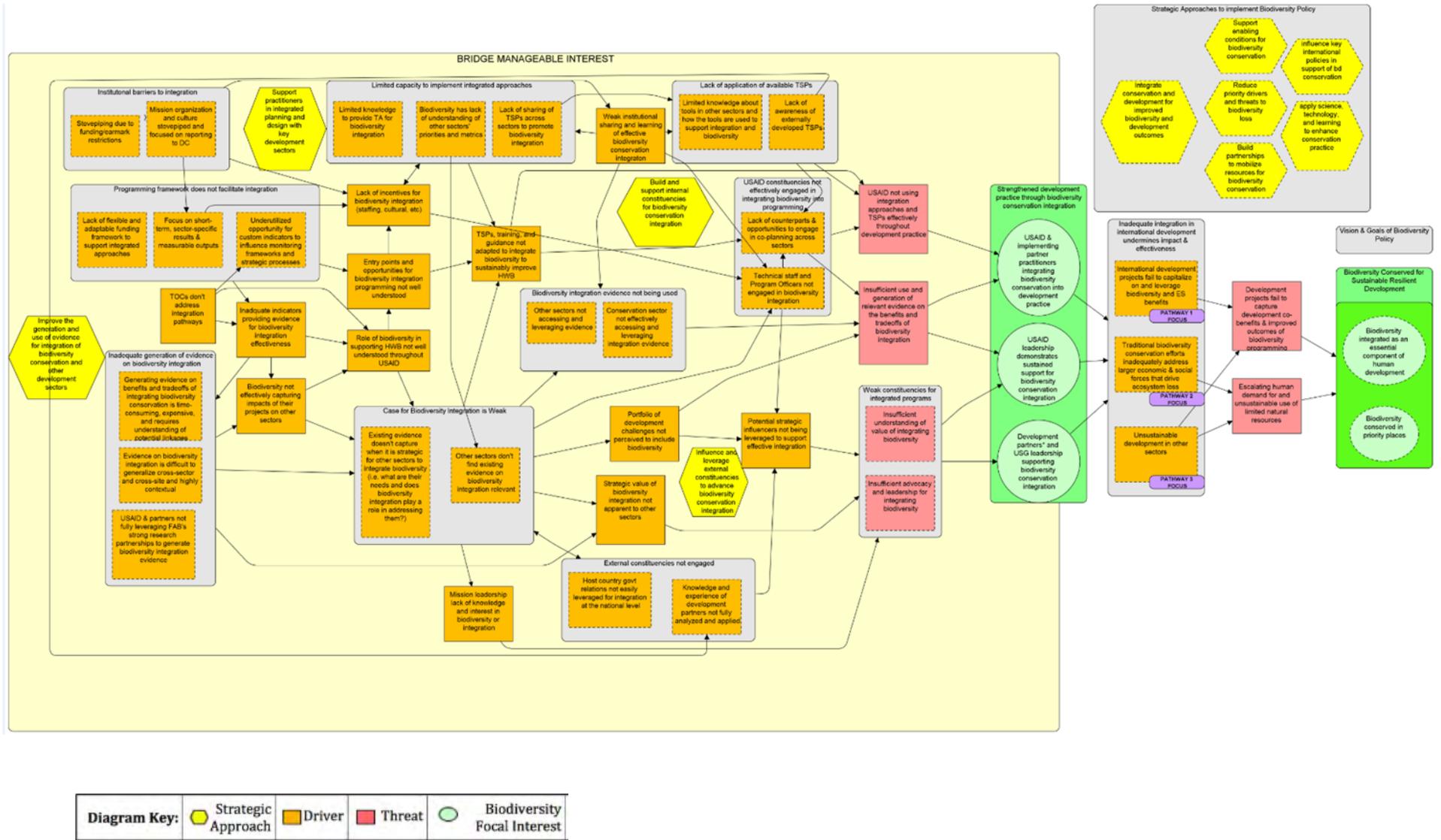


Figure 2. BRIDGE Results Chain

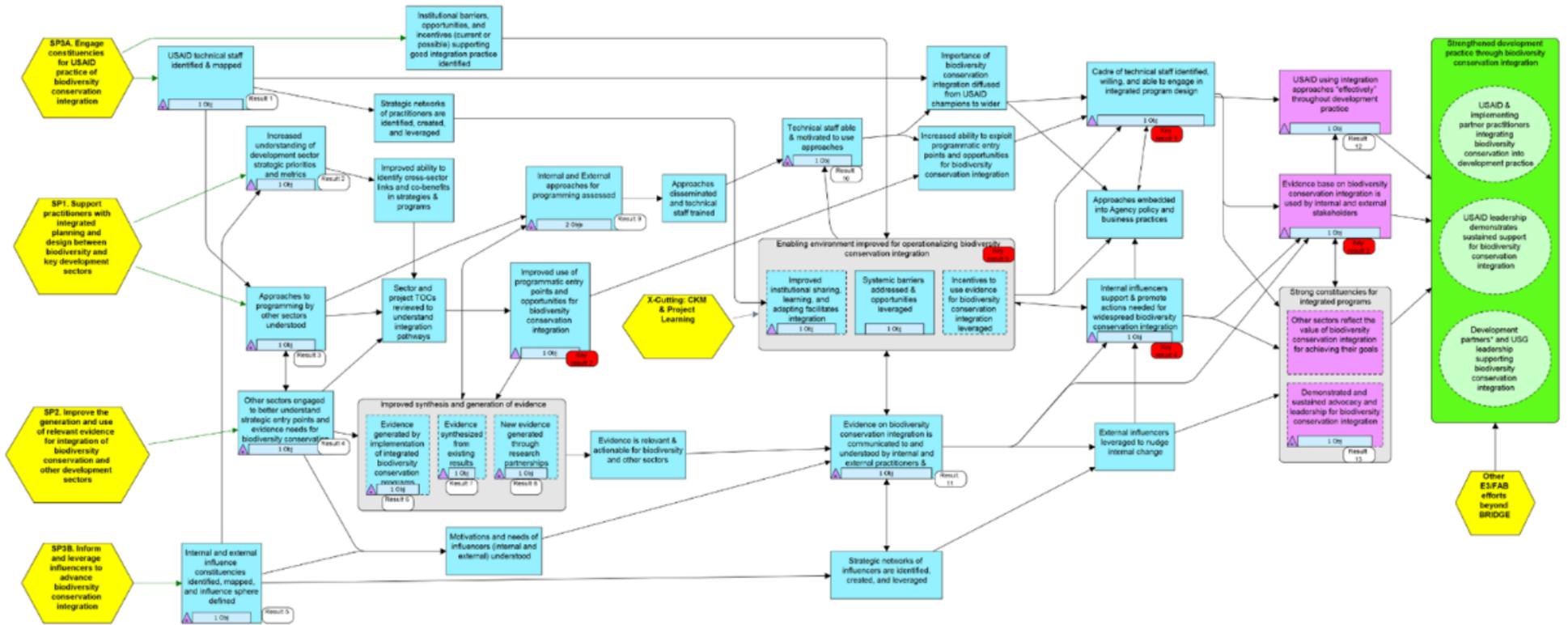


Diagram Key			
Strategic Approach	Results	Threat Reduction Result	Biodiversity Focal Interest

**Table 1. Key Results Indicators (Proposed as of October 31, 2016)**

Results and Outcomes	ME&L Plan Outcome Reporting Indicators
<b>Key Result 1: Cadre of technical staff identified, and willing and able to engage in integrated program design</b>	
Outcome 1.1. By July 31, 2020 a cadre of USAID staff, developed from the pool of potential champions and collaborators, demonstrates engagement in integrated program design and is positioned to engage in biodiversity conservation integration in a self-sustaining manner.	# of champions and collaborators that demonstrate engagement in integration activities, including knowledge sharing.
<b>Key Result 2: Increased use of programmatic entry points and opportunities for biodiversity conservation integration</b>	
Outcome 2.1. By 2020, there will be a significant increase in the number of tested and effective programmatic entry points and opportunities for biodiversity conservation integration being used across the program cycle in USAID operating units.	# of tested and effective programmatic entry points and USAID interventions related for biodiversity conservation integration.
<b>Key Result 3: Evidence base on biodiversity conservation integration is used by internal and external stakeholders</b>	
Outcome 3.1. By July 2020, increased instances of biodiversity conservation integration evidence used by targeted groups to improve biodiversity and development outcomes.	# of evidence products that have been shared for use in project design & implementation and that also build support for biodiversity conservation integration.
<b>Key Result 4: Internal influencers support and promote actions needed for widespread biodiversity conservation integration</b>	
Outcome 4.1. Through July 2020, there will be a growing body of internal influencers for biodiversity conservation integration.	# of targeted influencers successfully engaged in the promotion of biodiversity conservation integration.
<b>Key Result 5: Enabling environment improved for operationalizing biodiversity conservation integration. a) Improved institutional sharing, learning and adapting facilitates integration, b) Systemic barriers addressed &amp; opportunities leveraged, c) Incentives to use evidence for biodiversity conservation integration leveraged</b>	
Outcome 5.1. Biodiversity conservation is an essential part of the conversation on integration in the key development sectors and in overall integration dialogues.	
Outcome 5.2. As barriers are addressed and incentives created elsewhere in the agency, there is a strategy in place & implemented to leverage new opportunities to use approaches or evidence for biodiversity conservation integration /implemented strategy to address a systemic barrier is a work planning decision to leverage a new opportunity or take advantage of a new incentive to use approaches or evidence where a systemic barrier (identified) once existed.	# of institutional opportunities and barriers addressed by BRIDGE (% of identified ones addressed).

### **3. YEAR 1 PERFORMANCE SUMMARY**

Between a slow start up and the extenuating circumstances of not having an approved performance indicator set for the reporting period, data capture for the purpose of performance monitoring was somewhat ad hoc and of a highly variable nature during Year 1. Notwithstanding a lack of an approved MEL plan, it could be extrapolated from working versions of the situation model and results chain that the following would be of interest over the life of the project:

- Number of integration approaches and programmatic entry points;
- Number of integration evidence products produced and shared; and
- Number of integration champions and collaborators.

The remainder of potential indicator metrics in the working versions of the PIRS (such as number of targeted influencers, number of institutional opportunities and barriers, etc.) remained somewhat vague and thus less subject to even anecdotal data capture.

In Table 2 below, quantitative data for Year 1 is presented for the end of the reporting period, with additional information provided by programmatic sub-purpose (SP) in the ensuing subsections. Furthermore, a snapshot of the status of Year 1 work plan activities (also by SP and taken from the end of the Year 1 Biannual Progress Report) is provided for context in Annex 1.

**Table 2: BRIDGE Year 1 Performance Metrics**

KEY RESULT	TARGET	FY 2016 RESULTS
1. No. of champions and collaborators that demonstrate engagement in integration activities, including knowledge sharing	TBD	56 individuals engaged in BRIDGE integration activities (Annex 5)
2. No. of tested and effective programmatic entry points and USAID interventions related to biodiversity conservation integration	TBD	<p>4 entry points identified/prioritized: political economy analysis (PEA), ecosystem based adaptation (EbA), cost-benefit analysis (CBA), and FAA 118/119 Tropical Forest and Biodiversity Analysis</p> <p>24 USAID programs screened for biodiversity integration case study potential (see Annex 2)</p>
3. No. of evidence products that have been shared for use in project design and implementation and that also build support biodiversity conservation integration	TBD	<p>17 evidence products</p> <p>13 EbA products (in progress), 2 Evidence-on-Demand products (Tanzania and Nepal), the Fisheries Guide and the FAA 118/119 Best Practices Guide</p>
4. No. of targeted influencers successfully engaged in the promotion of biodiversity conservation integration	TBD	<p>0 – ongoing process of identification and indicator refinement</p> <p>While BRIDGE worked to support technical staff in FAB and the sectors with which it is working on integration, it had not yet identified or engaged internal influencers for integration or the pathways those influencers are or could be using</p>
5. No. of institutional opportunities and barriers addressed by BRIDGE (% of identified ones addressed)	TBD	<p>3 opportunities – 1.) using the FAA 118/119 best practice guide in which the use of the analyses will improve and promote integration as an objective; 2.) promoting the use of EbA since this strategy supports the sustainability of ecosystem goods and services, which in turn are directly dependent upon healthy biodiversity; 3.) addressing the narrow programmatic focus of the BFS to include wild fisheries in their country FTF strategies.</p> <p>Note: This indicator was under revision at the end of Year 1, as the activities captured are a repeat of those being reported under Key Result 1.</p>

### 3.1 SP 1 –PROGRAMMING APPROACHES THAT SUPPORT THE INTEGRATION OF BIODIVERSITY CONSERVATION AND KEY DEVELOPMENT SECTORS

The principal lines of action for SP 1 in Year 1 were:

- Use case studies to identify key USAID technical tools, systems and processes (TSPs);
- Inventory and identify key technical TSPs used by USAID’s biodiversity sector for integration design, programming and monitoring;
- Evaluate USAID planning and programming for biodiversity integration entry points (improved use of programmatic entry points and opportunities for biodiversity conservation integration);
- Engage mission staff at the Environment Officers’ Conference (EOC); and
- Engage missions in the development of customized and applied TSPs.

In terms of performance metrics, activities under this objective contributed to four out of the five key result indicators (see Table 2). In general terms, the majority of results were generated by advances in the following two areas:

**Identification of programmatic entry points:** By the end of the reporting period, BRIDGE, in collaboration with FAB and the various IWGs, had honed in on four initial programmatic entry points (or approaches) of high interest. These were the use of political economy analysis (PEA), cost benefit analysis (CBA), ecosystem-based adaptation (EbA) and the Foreign Assistance Act (FAA) 118/119 Tropical Forest and Biodiversity Analysis.

Of these four focal points, work on the first two, while identified, did not progress significantly during Year 1 beyond the scoping of potential activities and discussions focused on relevant applications or integration opportunities. Significant progress was made on the third (EbA), but mainly under the objective of strengthening the evidence base for integration. (See SP 2)

The fourth, the Foreign Assistance Act (FAA) 118/119 Tropical Forest and Biodiversity Analysis, was the programmatic entry point that was most fully advanced as an integration approach during the reporting period. The team worked throughout Year 1 to improve how the FAA 118/119 analysis process is carried out by USAID operating units and to improve the use of the analysis as a tool for promoting integration of biodiversity and tropical forest conservation across development sectors through mission strategies and programs.

As part of this effort, BRIDGE held a series of key informant interviews and focus groups to learn about how the analysis was customarily being conducted and how to improve on the process for missions. The interviews and involvement included members from Bureaus of Africa; Asia; Europe and Eurasia; Economic Growth, Education and Environment; Food Security; Latin America and the Caribbean; and Policy, Planning and Learning; the Office of Afghanistan and Pakistan Affairs; the Agency Environment Coordinator; the Global Development Lab; and missions in Bangladesh, Brazil, Cambodia, Central America Regional, East Africa Regional, Ethiopia, Haiti, Jamaica, Kenya, Mexico, Middle East Regional, Mozambique, Peru, Senegal, Southern Africa Regional, Ukraine, Uganda, West Africa Regional, and Zambia This participatory work also contributed to Key Result 1 and enabled BRIDGE to engage with a broad spectrum of current and potential integration champions.

By the end of Year 1, BRIDGE had completed a full draft of the FAA 118/119 Best Practice Guide, which included the best practice guide, an annotated outline, and a scope of work template. In Year 2, the team will pilot the guide with missions in a process of continual collaborating, learning and adapting (CLA).

**Screening of USAID interventions for case study analysis:** As can be seen in Annex 2, in Year 1 BRIDGE filtered the USAID portfolio for interventions relevant to the integration of biodiversity conservation with other development sectors, narrowing the search down to 24 projects. Of the 24, BRIDGE, in coordination with FAB, identified 10 integration case study project candidates. Subsequently, another four case study candidates and summaries were added to the short-list of projects. After discussions with FAB, the list was reduced to the following six priority projects:

- Ghana – Sustainable Fisheries Management Project;
- Guatemala – Security and Justice Sector Reform Project;
- Indonesia – Lestari;
- Malawi – Fisheries Integration for Society and Habitat;
- Mozambique – Gorongosa Restoration Project; and
- West Africa – West Africa Biodiversity and Climate Change Program.

As the reporting period closed, BRIDGE continued to define the objectives and approach to the case study initiative. The 24 interventions listed in Annex 2 and noted in Table 2 are most likely to be considered as baseline data as opposed to project generated performance metrics; this will be clarified upon approval of the BRIDGE MEL plan.

### **3.2 SP 2 – IMPROVING THE EVIDENCE BASE FOR BIODIVERSITY AND DEVELOPMENT INTEGRATION**

As noted in Table 2, 17 evidence products were produced during Year 1 that can be counted towards Key Result 3. Research activities that were initiated or completed within the reporting period included:

- A fact sheet summarizing biodiversity and health linkages targeted at Partners in Health;
- A series of evidence summaries and case studies on EbA, in progress;
- A research brief summarizing the evidence on wild fisheries as a development strategy;
- Support to FAB in compiling survey results on integration experiences of select organizations as preparation for the World Conservation Congress;
- A strategy for the food security working group and a fact sheet on food security and biodiversity conservation linkages;
- An evidence on demand fact sheet on biodiversity and food security linkages in Tanzania; and
- An evidence on demand fact sheet summarizing the impacts of the Strengthened Actions for Governance in Utilization of Natural Resources (SAGUN) and Hariyo Ban projects in Nepal.

All products are available in the BRIDGE archives, on the shared BRIDGE/FAB Google drive space and on the Biodiversity Conservation Gateway (cleared documents only).

### **3.3 SP 3 – CONSTITUENCIES FOR BIODIVERSITY INTEGRATION IDENTIFIED AND ENGAGED**

As noted in Table 2, Key Result 1 and documented in Annexes 3-5, BRIDGE engaged with 56 integration champions and/or collaborators during the reporting period. This figure is derived mainly from three specific BRIDGE/FAB managed integration activities or events (the preparation of the fisheries evidence products, the 118/119 Best Practices Guide activity and the expert consultation workshop), and does not include rotating or occasional participants in IWGs, one-off interactions or contact with groups or individuals that are not strategically targeted by BRIDGE and FAB.

Of the three specific events mentioned above, perhaps the most strategic was the BRIDGE and FAB organized expert consultation workshop on February 10, 2016, which aimed to bring together staff from across USAID sectors in support of integration. Several USAID offices were represented and the workshop helped identify a constituent base at USAID upon which integration can be championed by BRIDGE and FAB. The workshop also informed BRIDGE that focusing on geographic priority areas and key areas of collaboration (e.g., food security and fisheries) will help create traction and provide a basis for further integration across sectors.

In the reporting period, in addition to the expert consultation workshop, BRIDGE also began to engage with internal and external constituents through the following events or activities:

- Supported FAB in planning materials for their attendance at the World Conservation Congress and Knowledge Café session;
- Participated in the sector-based integration working group meetings, which supported the generation of activity concepts and connected BRIDGE with technical specialists;
- COP Jim Tarrant participated as a panel member at a LOCUS event, entitled "Building a Case for Integrated Development: Identifying and Answering Key Research Questions," located at the Wilson Center. LOCUS is a coalition that brings together organizations to advance evidence-based solutions to a variety of integrated global development challenges. A written synopsis of the event and webcast is located here: <https://www.wilsoncenter.org/event/building-case-for-integrated-development-identifying-and-answering-key-research-questions>;
- BRIDGE joined a session at the February 2016 Environmental Officer's Conference, which provided an important venue for BRIDGE to meet and interact with mission staff; and
- SP 2 lead, Anila Jacob, was selected to present at the American Public Health Association conference in Denver from Oct. 29-Nov. 2, 2016.

#### 4. PROJECT ADAPTIVE MANAGEMENT (AM) FRAMEWORK

Table 3 below presents the draft adaptive management indicators that were being reviewed at the end of the reporting period. These 13 adaptive management results and indicators (represented by white numbered boxes in Figure 2) are meant to complement the project's five key results indicators, and were included as part of the working version of BRIDGE's results chain as Year 1 ended. Given the quantity of AM results and indicators, there is significant discussion regarding how to consolidate and/or prioritize these, and the final framework may be significantly altered from what is presented here. Once approved, however, they will be tracked to monitor BRIDGE's learning progress and provide additional data for adaptive management.

<b>Table 3. Adaptive Management Results and Indicators (draft)</b>		
<b>Results and Outcomes</b>	<b>Indicators</b>	<b>Reporting method (internally)</b>
<b>Sub- Result 1: USAID technical staff identified &amp; mapped</b>		
Outcome 1.1. By 2018, internal USAID champions, collaborators, and their associated engagement strategies and approaches in the key development sectors are identified and mapped.	# of targeted champions engaged # of targeted collaborators engaged	The champions and collaborators are mapped and BRIDGE will record the numbers of champions and collaborators identified and the strategy/approach for engaging them.
<b>Sub-Result 2: Increased understanding of development sector strategic priorities and metrics</b>		
Outcome 2.1. Key sector strategies and metrics assessed and understood and entry points identified.	# of key development sector strategies and metrics with associated priorities and active work plans assessed for integration entry points	BRIDGE will record the total number of IWG sector strategies and metrics assessed for integration entry points.
<b>Sub-Result 3: Approaches to programming by other sectors understood</b>		
Outcome 3.1. Common interventions and approaches for key sectors inventoried and evaluated for use in integration.	# of sector interventions reviewed and assessed for integrated programming	BRIDGE will record the total number of approaches that are evaluated.
<b>Sub-Result 4: Other sectors engaged to better understand strategic entry points and evidence needs for biodiversity conservation integration</b>		
Outcome 4.1 By July 2020, technical staff in targeted sectors (staff at targeted missions/sectors) engaged in knowledge sharing on opportunities for biodiversity conservation integration.	# of targeted technical staff who were engaged to exchange knowledge on opportunities for integration in their sector.	BRIDGE will record the number of targeted technical staff and method of engagement, disaggregated by sector/mission.

<b>Sub-Result 5: Internal and external influence constituencies identified, mapped, and influence sphere defined</b>		
Outcome 5.1. By 2018, internal and external influence constituencies in key development sectors are identified and their types of influence mapped.	# of sector internal influencers and influence methods # of external influencers and influence methods	BRIDGE will record the external and internal constituencies and influence types/methods.
<b>Sub-Result 6: Evidence generated by implementation of integrated biodiversity conservation programs</b>		
Outcome 6.1 Five key development sectors have identified strategic and opportunistic entry points for biodiversity conservation integration within their sectors and identified the evidence needs. (Entry points are clearly defined topics, processes and engagement points that align to stated evidence needs as documented in the strategies).	# of IWGs that have strategy documents in place that identify evidence needs	BRIDGE will record the IWG strategy documents.
<b>Sub-Result 7: Evidence synthesized from existing results</b>		
Outcome 7.1 By 2020, at least 25% of identified mission projects/activities that integrate biodiversity conservation have approved monitoring plans with indicators to generate evidence on cross-sectoral impacts.	# new or existing project monitoring, evaluation and learning plans with indicators that measure cross-sectoral impacts	BRIDGE will record the number of MEL plans on Projects, of identified segment, that include integrated indicators.
<b>Sub-Result 8: New evidence generated through research partnerships</b>		
Outcome 8.1. Evidence summaries generated from synthesis of existing research to address identified communication needs and evidence gaps strengthens biodiversity conservation integration activities with other sectors	# of sector evidence summaries communicated to other sectors	BRIDGE will record the number of evidence summaries, the sectors that are addressed and how they were communicated
<b>Sub-Result 9: Internal and external approaches for programming assessed</b>		
Outcome 9.1: Key sector approaches assessed and prioritized.	# of key sectors approaches assessed and prioritized.	BRIDGE will record the approaches and total number by sector. Priorities will be assessed by strength for integration.

<b>Sub-Result 10: Technical staff able &amp; motivated to use integration approaches</b>		
Outcome 10.2. Approaches are adapted, as necessary, and their use demonstrated for biodiversity integration.	# of approaches applied and demonstrated	BRIDGE will record the different approaches shared for integration. (Note - demonstrated means that there has been an active learning component incorporated into programs or projects that include cross-sector approaches and opportunities for the application of integration-related lessons/knowledge identified).
<b>Sub-Result 11: Evidence base on biodiversity conservation integration is communicated and understood by internal and external practitioners and influencers</b>		
Outcome 11.1. By July 2020, full evidence base is developed, with each evidence project being shared with strategic internal and external influencers and users.	# of actionable products. # of known instances where evidence is cited by practitioners	BRIDGE will record the number of evidence products disseminated and will track citations of the evidence.
<b>Sub-Result 12: USAID using integration approaches “effectively” throughout development practice</b>		
Outcome 12.1. By July 2020, increased instances across sectors of integration approaches being used for cross-sector integration.	# of instances when integration approaches have been replicated within the Mission portfolios; # of instances in which integration approaches are associated with cross-sectoral indicators.	BRIDGE those approaches it is tracking (case studies, etc.). BRIDGE will use opportunities to poll this question during integration related events.
<b>Sub-Result 13: Strong constituencies: demonstrated and sustained advocacy and leadership for biodiversity conservation integration</b>		
Outcome 13.1: By July 2020, increased instances of USAID leadership and key external influencers referencing the importance of conservation integration as an essential component of development.	# of communities of practice/fora at the sector level that address biodiversity conservation integration; # of explicit biodiversity conservation integration initiatives over the 2015 baseline; # of key development sector leaders advocating for the importance of biodiversity conservation integration	BRIDGE will track these indicators through discussions with sector/bureau IWGs and through FAB tracking of new requests for use of biodiversity funding. Will also query USAID new project/activity forecast

## 5. YEAR 1 ADAPTIVE MANAGEMENT SUMMARY

Per the contract, the annual performance review should describe the adaptive management decisions that were based on indicator data collected over the reporting period. Due to the fact that BRIDGE did not have an approved MEL plan in Year 1, there were no indicator metrics to inform adaptive management. In lieu of indicator data, the project made adaptive management decisions on a case by case basis. Management adjustments by activity (where applicable) are noted in the Year 1 work plan activity summary in Annex 1. Minor adjustments were also made on the basis of after action reviews (AARs) and a log of AARs is available on the BRIDGE google drive.

Two program shifts are worth highlighting, however, under the banner of adaptive management. These are:

**Shift from “tools, systems and processes (TSPs)” to “approaches:”** The Year 1 work plan included an activity to “inventory and identify key technical tools, systems and processes (TSPs) used by USAID biodiversity sector for integration design, programming and monitoring.” This assessment activity was developed when the project was learning about the priorities of each sector and opportunities for integration. Within the reporting period, the project practiced adaptive management by altering the activity to better use the team’s resources. Rather than conduct extensive inventories of biodiversity and other sector TSPs, BRIDGE learned that it is more effective to examine priority ones that were identified through collaboration with FAB and the integration working groups. Specifically, in the reporting period, BRIDGE identified the following approaches for future exploration: political economy analysis, tenure security for Democracy, Human Rights and Governance (DRG) programming (TBD at time of submission), EbA, cost-benefit analysis, and the FAA 118/119 Tropical Forest and Biodiversity Analysis.

Moreover, at the beginning of Year 1 and during the joint BRIDGE/FAB work planning deep-dives, BRIDGE used the concept of TSPs as part of the SP 1 strategic approach. However, throughout the reporting period, the project refined this term to “approaches,” meaning a broad framework of principles and processes that can be systematically applied to thinking about or responding to, a situation or problem. This change was an effort to reduce the jargon being used when collaborating with constituents and to more clearly convey the SP 1 strategic approach.

**Shift from summary reporting to opportunity identification:** The Year 1 work plan included an activity to produce a “report summarizing the biodiversity and development integration research activities of USAID operating units and external organizations.” This activity would have required an assessment of ongoing research activities across organizations and a final report as a deliverable. Throughout Year 1 implementation, as the project identified work flows for each SP lead and learned of opportunities for integration that were identified by the sectors, BRIDGE modified this activity. The team did not consider the development of a report deliverable to be the most effective use of staff time and resources in support of biodiversity conservation integration. Instead, the team worked with FAB and the integration working groups to identify and prioritize opportunities to establish an evidence base for integration by sector need.

## ANNEX 1. YEAR 1 WORK PLAN ACTIVITIES PERFORMANCE SUMMARY

The table below provides the description and deliverables for each activity as listed in the Year 1 work plan and additional details on the activity status in the reporting period.

No.	Description	Key actions	Deliverables	Status	Details
<b>SP 1.1</b>	<p>Use case studies to identify key USAID technical tools, systems, and processes.</p> <ol style="list-style-type: none"> <li>1. Coordinate with SP 2 and 3 to develop case study protocol</li> <li>2. Develop case study documents</li> <li>3. Analyze and synthesize case studies in a 5-10 page summary</li> </ol>	<ul style="list-style-type: none"> <li>• Develop criteria for case study selection and analysis</li> <li>• Identify potential case study projects, review and develop a list of approx. 10 case studies and select final case studies with FAB</li> </ul>	<ul style="list-style-type: none"> <li>• Spread sheet of case studies, how they meet criteria</li> <li>• Brief case study project description</li> </ul>	In process	<p>BRIDGE has developed three draft reports in Year 1. The team worked with FAB to identify the following case studies:</p> <ul style="list-style-type: none"> <li>• Ghana – Sustainable Fisheries Management Project</li> <li>• Guatemala - Security and Justice Sector Reform Project</li> <li>• Indonesia – Lestari</li> <li>• Malawi – Fisheries Integration for Society and Habitat</li> <li>• Mozambique – Gorongosa Restoration Project</li> <li>• West Africa – West Africa Biodiversity and Climate Change Program</li> </ul>
<b>SP 1.2</b>	<p>Inventory and identify key technical TSPs used by USAID’s biodiversity sector for integration design, programming and monitoring</p>	<ul style="list-style-type: none"> <li>• Systematically examine current TSPs that biodiversity sector mechanisms are developing and ways they can be used to help facilitate integration</li> </ul>	<ul style="list-style-type: none"> <li>• Table summary of TSPs</li> <li>• 1-2-page summaries</li> </ul>	Under review for future work planning	<p>BRIDGE adapted from using the term TSPs to “approaches.” In Year 1, BRIDGE has identified approaches that can facilitate and increase biodiversity conservation integration. Specific examples include:</p>

					<ul style="list-style-type: none"> <li>• Cost benefit analysis for economic valuation in other sector programming</li> <li>• Political Economy Analysis for DRG programming</li> <li>• Tenure Security for DRG programming</li> <li>• EbA for Climate Change programming</li> </ul>
<b>SP 1.3</b>	Evaluate USAID planning and programming for biodiversity integration entry points (improved use of programmatic entry points and opportunities for biodiversity conservation integration)	<ul style="list-style-type: none"> <li>• Participate in ongoing FAA 118/119 activity</li> <li>• Explore PPL integrated DO process and potential changes to the ADS</li> <li>• Explore other operating units cross cutting integration TSPs</li> </ul>	<ul style="list-style-type: none"> <li>• 118/119 best practices and associated documents</li> <li>• Summary of Agency-wide integration TSPs</li> </ul>	Part 1 is complete, part 2 is under review for future work planning	<p>BRIDGE completed the 118/119 Best Practices and annexes by September 30.</p> <p>The second deliverable listed (summary of Agency-wide integration TSPs) was captured in the description of activity 1.2 and will be reviewed for future work planning.</p>
<b>SP 1.4.</b>	<p>1. Engage mission staff at the Environment Officers Conference (EOC)</p> <p>2. Engage missions in the development of customized and applied TSPs</p>	<ul style="list-style-type: none"> <li>• Prepare materials to disseminate to and engage with participants at EOC</li> <li>• Create list of target missions for outreach/follow up</li> <li>• Create mission assistance tracking document</li> <li>• Identify target missions and type</li> </ul>	<ul style="list-style-type: none"> <li>• One-pagers, surveys, presentations</li> <li>• Online outreach, Mission specific engagement and technical assistance, TSP customization</li> </ul>	Part 1 is complete, part 2 is ongoing	<p>BRIDGE completed the activity to support the EOC and engage with mission staff.</p> <p>The second part of the activity to engage the missions in the development of customized and applied integration approaches will be ongoing for future work planning.</p>

		of interaction (TA, online, pilot, etc.) Develop benchmarks for Mission (online etc.) interaction			
<b>SP 2.1</b>	Use the case studies to better understand the role of evidence in USAID biodiversity and development Integration projects	<ul style="list-style-type: none"> <li>• Develop the protocol</li> <li>• Complete case study desk review/questionnaire</li> <li>• Coordinate with SP 1 and SP 3 to set up interviews with select Mission and project staff</li> <li>• Develop the SP 2 section of a 10-12-page case study document summarizing each case study</li> </ul>	<ul style="list-style-type: none"> <li>• Case study protocol</li> <li>• 5 to 10 case studies</li> <li>• A case study synthesis, 5-10 page summary.</li> </ul>	In process	See section SP 1.1 for the update on case studies.

<p><b>SP 2.2</b></p>	<p>Improve the evidence base on linkages between biodiversity conservation and other key integration sectors</p>	<ul style="list-style-type: none"> <li>• Identify integration research activities of other USAID OUs and external organizations</li> <li>• Prioritize evidence needs and develop research plan</li> <li>• Implement FY 16 research plan</li> </ul>	<ul style="list-style-type: none"> <li>• 8-10-page report summarizing the biodiversity and development integration research activities of other USAID OUs and external organizations</li> <li>• FY16 BRIDGE research plan</li> <li>• A series of research products.</li> </ul>	<p>In process and under review for future work planning</p>	<p>BRIDGE learned that it more effective to identify and begin working on strategic evidence needs, rather than to write a general overview 8-10 page report summary. The project has implemented research activities to improve the evidence base for integration of biodiversity. Research activities that were completed/ongoing include:</p> <ul style="list-style-type: none"> <li>• Development of a fact sheet summarizing biodiversity and health linkages, shared with Partners in Health</li> <li>• Development of a series of evidence summaries and case studies on EbA</li> <li>• Development of a research brief summarizing the evidence on wild fisheries as a development strategy</li> <li>• Support to FAB in compiling the results of a survey on the integration experiences of select organization as preparation for the WCC</li> <li>• Factsheet for IWGs were started and the food security working group was finalized and a two page fact sheet highlighting food security and biodiversity linkages and the work of the working group is currently going through the clearance process with FAB.</li> </ul>
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<b>SP 2.3</b>	“Evidence on Demand” Service	NA	<ul style="list-style-type: none"> <li>• Evidence on Demand’ presentation</li> <li>• One-page ‘Evidence on Demand’ summary</li> <li>• Series of research products</li> </ul>	Presentation is complete and research products are ongoing	<p>The ‘Evidence on Demand’ presentation for FAB was completed in March 2016 with the FAB core team, and MI representatives. BRIDGE prepared a summary of suggested Evidence on Demand services.</p> <p>The Tanzania fact sheet on biodiversity and food security linkages is in the process of being cleared and the SP 2 lead is in the process of developing a fact sheet for the Nepal mission as directed by a recent call with them.</p>
<b>SP 3.1.1</b>	Define key terms related to constituency building and engagement in the context of USAID	<ul style="list-style-type: none"> <li>• Review of the literature</li> <li>• Prepare a short paper</li> </ul>	<ul style="list-style-type: none"> <li>• Short paper on terms related to constituency building and engagement</li> </ul>	Complete	SP 3 completed a short paper on constituency building and engagement.
<b>SP 3.1.2</b>	Discuss the range of approaches to constituency building and engagement likely to be relevant to USAID	<ul style="list-style-type: none"> <li>• Review of the literature</li> <li>• Selective interviews</li> <li>• Prepare short paper</li> </ul>	<ul style="list-style-type: none"> <li>• Short paper on constituency building and engagement</li> </ul>	Under review for future work planning	The SP 3 lead, who began full time on August 1, 2016, will be leading the strategy for constituency building.
<b>SP 3.1.3</b>	Map the sector integration strategy with appropriate tools, processes and best practices for engaging existing constituencies in the selected sector	<ul style="list-style-type: none"> <li>• Structured dialogues with IWGs identify and test engagement tools, approaches</li> </ul>	<ul style="list-style-type: none"> <li>• Refine strategies and work plans</li> </ul>	Continue	BRIDGE has completed the food security IWG strategy and is revising the climate change IWG strategy, to date. Additionally, BRIDGE is developing one-pagers for each working group. The first sample one-pager was written for the Food Security working group.

<b>SP 3.2</b>	Develop first year workplan approach to identifying and building integration constituencies and case studies	NA	NA	In process.	See section SP 1.1 for a review of case studies.
<b>SP 3.2.5</b>	Develop models for biodiversity integration constituency engagement in external organizations	<ul style="list-style-type: none"> <li>• Literature reviews</li> <li>• Targeted interviews</li> <li>• Development of typologies and models</li> </ul>	<ul style="list-style-type: none"> <li>• 10-20 page report and PowerPoint presentation</li> </ul>	Under review for future work planning	The case studies are an ongoing opportunity to examine different constituencies across programs, rather than this additional task 3.2.5. The SP 3 lead will also use her expertise in constituency building and communications to identify future opportunities for BRIDGE without conducting a full literature review, interview, and development of typologies.
<b>SP 3.3</b>	Expert consultation roundtable on Biodiversity Integration	<ul style="list-style-type: none"> <li>• Distribute a pre-survey</li> <li>• Contribute to the agenda</li> <li>• Post-evaluation</li> <li>• Draft Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-survey</li> <li>• Agenda</li> <li>• Post-evaluation</li> <li>• Draft report</li> </ul>	Complete	The expert consultation workshop and evaluation report were completed.
<b>SP 3.4</b>	Develop a Communications and Knowledge Management Strategy	<ul style="list-style-type: none"> <li>• Meetings with communications staff</li> <li>• Gap analyses</li> <li>• Develop strategies</li> <li>• Develop products</li> <li>• Identify potential opportunities, secure FAB support and develop products</li> <li>• Develop knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting minutes</li> <li>• 1-2-page memo per IWG</li> <li>• Strategies (3 pages)</li> <li>• CKM products</li> <li>• CKM products</li> </ul>	Change	The project will produce an overarching Constituency-building, Communications & Knowledge Management (CCKM) Strategy for the project. As part of this, the SP 3 lead will also examine how to support each IWG.

		<p>products for additional integration opportunities</p> <ul style="list-style-type: none"> <li>• Develop CKM strategy for each of the IWGs</li> <li>• Develop knowledge products for major IWG activities</li> </ul>			
<p><b>Cross-cutting:</b></p> <p><b>KM and Comms (1)</b></p>	Use of BRIDGE Conservation Gateway	<ul style="list-style-type: none"> <li>• Aim to make the BRIDGE page a desirable knowledge destination for interested users.</li> </ul>	<ul style="list-style-type: none"> <li>• BRIDGE web page via the Biodiversity Conservation Gateway.</li> </ul>	Complete for Year 1, but continue in future work.	The BRIDGE Conservation Gateway page has been updated to include a brief overview of the project, how we work with FAB, current resources available, and a news & events section. Once the Communications Specialist is on board, the position will work with the SP 3 lead to continue updating the material and work to make it a more interactive space and knowledge management hub.
<p><b>Cross-cutting:</b></p> <p><b>KM and Comms (1)</b></p>	Knowledge sharing mechanisms developed	<ul style="list-style-type: none"> <li>• Develop opportunities for knowledge sharing.</li> <li>• Periodically host moderated discussion on the RM portal.</li> <li>• Develop learning networks through creation/support of communities of</li> </ul>	<ul style="list-style-type: none"> <li>• Online events</li> <li>• moderated discussions and learning networks</li> </ul>	Under review for future work planning.	The strategies for knowledge sharing and communications mechanisms will be reviewed in future work plans, now that the SP 3 lead has joined the project.

		practice (i.e., IWGs)			
<b>Cross-cutting:</b> <b>MEL (1)</b>	Monitoring Process and CLA	<ul style="list-style-type: none"> <li>• Collaborate with FAB and MI to develop a situation model and results chain</li> <li>• Develop outcome statements, indicators, and learning questions</li> </ul>	<ul style="list-style-type: none"> <li>• Miradi models</li> <li>• MEL Plan</li> </ul>	Complete and ongoing.	The situation model and results chain have been completed and a MEL plan was submitted per the agreed deadlines.
<b>Cross-cutting:</b> <b>MEL (2)</b>	Project Learning	<ul style="list-style-type: none"> <li>• IWG learning as an instrument for promoting and supporting integration</li> <li>• Biodiversity Research Agenda (developed by FAB and MI) with some activities for BRIDGE</li> </ul>		In process and under review for future work planning.	Learning is a fundamental part of BRIDGE that will be woven throughout all activities. The MEL plan outlines the project learning processes. The SP 2 lead has worked on activities in line with research needs of the sectors and FAB on integration.

**ANNEX 2: LIST OF THE ORIGINAL BIODIVERSITY CONSERVATION  
INTEGRATION PROJECTS IDENTIFIED BY BRIDGE**

Country (Project Name)	Project duration	Funding streams						Integration sectors					
Africa		B D	F S	C C	H	D G	E G	F S	H	C C	E G	D G	T R
Senegal (COMFISH)	2011-2016		X	X				X		X	X	X	
Kenya (NRT)	2008-2015	X								X	X	X	
Mozambique (GRP)	2006-	X	X		X								
Tanzania PWANI (PHE example)	2010-2014	X	X		X				X	X	X	X	
Ghana (SFMP)	2014-2019	X ?	X			X	X	X			X	X	X ?
SAFR (RESILIM)	2012-2017	X		X						X			
Malawi (FISH)	2019-2017	X ?	X					X					
Zambia (CFP)	2014-2019		X	X				X		X			
CARPE (SCAPES governance tool)	2013-2018	X				X						X	
Madagascar PHE	2007- current		X						X		X		
Asia		B D	F S	C C	H	D G	E G	F S	H	C C	E G	D G	T R
Indonesia (Lestari)	2015-2020	X		X						X	X	X	
Indonesia (SEA)	2015-2020	X	X					X			X	X	
Philippines (ECOFISH)	2012-2017	X						X			X	X	
Nepal (Hariyo Ban)	2011-2016	X		X						X	X	X	
Nepal (PANI)	2016 - 2020	X	X	X		X		X		X	X	X	

Lower Mekong Basin (Mekong ARCC)	2011-2016			X						X	X	X	
RDMA (ARREST)	2011 - 2016	X							X			X	X
Philippines (B+WISER)	2012-2017	X		X									
Bangladesh IPAC	2008-2013	X						X		X	X	X	
<b>LAC</b>		<b>B</b>	<b>F</b>	<b>C</b>	<b>H</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>H</b>	<b>C</b>	<b>E</b>	<b>D</b>	<b>T</b>
		<b>D</b>	<b>S</b>	<b>C</b>		<b>G</b>	<b>G</b>	<b>S</b>		<b>C</b>	<b>G</b>	<b>G</b>	<b>R</b>
Guatemala (WHIP)	2012-2017		X	X	X			X	X	X	X	X	X
Honduras (ProParque)	2011-2016	X ?		X ?						X	X	X	
Guatemala (SJSRP)	2012-2015	X				X						X	
Central America (MAREA)	2010-2015	X						X		X	X	X	
Peru-Columbia (ABC-LA)	2013-2015	X										X	

BD- biodiversity; FS- food security; CC- climate change; H- health; EG- economic growth; DG- democracy and governance; TR- trade

\*Each candidate case study has a component of biodiversity conservation or ecosystem protection

### ANNEX 3: PARTICIPANTS IN FISHERIES EVIDENCE GENERATION

Name	Office/Bureau
Leslie Koo	Global Health Bureau
Katherine Dennison	BFS
Kim Cook	Food for Peace
Adam Rheinhardt	Food for Peace
David Atwood	BFS
Rob Bertram	BFS
Emily Wann	DRG
Kyle Rearick	DRG
Lisa McGregor-Mirghani	DRG
Shivaun Leonard	BFS
Greg Collins	Center for Resilience
Andre Mershon	Center for Resilience
Moffatt Ngugi	BFS
Saharah Moon Chapotin	BFS
Meredith Soule	BFS

Note: 15 counted towards Key Result 1

**ANNEX 4: ATTENDEES AT EXPERT CONSULTATION WORKSHOP (FEBRUARY 10, 2016)**

<b>IWG</b>	<b>First Name</b>	<b>Last Name</b>	<b>Office or Bureau</b>	<b>Email</b>
Food Security	Ahmed	Kablan	BFS	akablan@usaid.gov
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	Cheryl	Kim	Local Systems	ckim@dexisonline.com
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	Daniel	Evans	Global Development Lab	danevans@usaid.gov
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Economic Growth	Gregory	Gangelhoff	EA	ggangelhoff@usaid.gov
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BRIDGE	Karishma	Patel	DAI	karishma_patel@dai.com

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DRG	Lisa	McGregor-Mirghani	DRG	lmcgregor-mirghani@usaid.gov
	PV	Sundareshwar	Global Development Lab	psundareshwar@usaid.gov
BRIDGE	Robin	Martino	DAI	robin_martino@dai.com
Economic Growth	Scott	Lampman	FAB	slampman@usaid.gov
Health	Shelly	Snyder	GH	ssnyder@usaid.gov
	Stephen	Brooks	LTRM	sbrooks@usaid.gov

Note: 14 counted towards Key Result 1

## ANNEX 5: PARTICIPANTS IN 118/119 BEST PRACTICES GUIDE INITIATIVE

Name	Washington/Mission	Mission/Bureau & Office
Walter Knausenberger	Washington	AFR
Tegan Blaine	Washington	AFR
Victor Bullen	Washington	Agency Env. Coordinator
Anne Dix	Washington	Asia
Laura Cornwell	Washington	Asia
Todd Johnson	Washington	Asia
Bill Thomas	Washington	BFS
Moffat Ngugi	Washington	BFS
Jeff Ploetz	Washington	E&E
Julie Appelhagen	Washington	E&E
Mark Kamiya	Washington	E&E
Alicia Grimes	Washington	E3/FAB
Barbara Best	Washington	E3/FAB
Diane Russell	Washington	E3/FAB
Cynthia Gill	Washington	E3/FAB
Mary Rowen	Washington	E3/FAB
Ana Villegas	Washington	LAC
Christy Johnson	Washington	LAC
Andrei Barannik	Washington	OAPA
Teresa Bernhard	Washington	E3
Karl Wurster	Mission	Bangladesh
Shahadat Shakil	Mission	Bangladesh
Jason Secu	Mission	El Salvador/ECA

Jason Landrum	Mission	El Salvador/ECA
Luis Ramos	Mission	El Salvador/ECA
Abebe Yabebe	Mission	Ethiopia
Holly Ferrette	Mission	Peru
Paul Schmidtke	Mission	Peru
Joe Torres	Mission	Regional CAM/REA
Shawna Hirsch	Mission	Uganda
Ashley Netherton	Mission	Uganda
Mwewa Katongo	Mission	Zambia
Patricia Sitimela	Mission	Zambia

Note: 27 counted towards Key Result 1

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