

## SECTION C – STATEMENT OF WORK

### C.1 Purpose

The purpose of this agreement is to support the United States Agency for International Development (USAID) in integrating climate change adaptation and mitigation across USAID programming, as required by USAID’s Automated Directives System (ADS) 201: “Program Cycle Operational Policy,” by providing support to missions and Washington, DC operating units with analysis, facilitation, training, evaluation, learning opportunities, and related services. The agreement may also support focused adaptation and mitigation programming through similar services.

### C.2 Background

Climate variability and change are already undermining progress in reducing poverty and improving economic growth in countries around the world, as well as compromising the effectiveness and resilience of U.S. development assistance. Additionally, future impacts will depend on collective actions taken today to mitigate climate change.

As a result, USAID has been partnering with countries to mitigate climate change and adapt to its impacts as they develop. USAID’s *Global Climate Change and Development Strategy 2012-2016* (<https://www.usaid.gov/climate/gccs>) outlines the three strategic objectives of USAID’s approach: (1) accelerate the transition to low emission development through investments in clean energy and sustainable landscapes, (2) increase resilience of people, places, livelihoods through investments in adaptation, and (3) strengthen development outcomes by integrating climate change in Agency programming, learning, policy dialogues and operations. The third strategic objective builds on USAID’s investments in adaptation, clean energy and sustainable landscapes by integrating climate change across sectors in which USAID works: food security, health, water, economic growth, biodiversity conservation, education, democracy and governance, infrastructure, disaster risk reduction, women’s empowerment, etc.

The 2015 Quadrennial Diplomacy and Development Review (QDDR) (<http://www.state.gov/documents/organization/241429.pdf>), commits USAID to “accelerate the integration of climate change mitigation and resilience throughout the Agency’s policy, programming and operations.” Furthermore, the United Nations’ Framework Convention on Climate Change (UNFCCC), calls on donor countries like the United States to provide more information on efforts to integrate climate resilience into their foreign assistance efforts.

As part of this effort to ensure that U.S. agencies are accounting for climate change in their overseas work, President Obama signed Executive Order (EO) 13677 on Climate Resilient International Development on September 24, 2014 (<http://www.gpo.gov/fdsys/pkg/DCPD-201400695/pdf/DCPD-201400695.pdf>). EO 13677 requires all U.S. government agencies, including USAID, to incorporate climate resilience considerations into their decision-making by requiring them to “assess and evaluate climate related risks... in agency strategies, planning, programs, projects, investments,... and related funding decisions” and, adjust as appropriate in light of that analysis. The requirement applies to all USAID bureaus and 100+ missions spanning Asia, Africa, Europe and Eurasia, Middle East, and Latin America and Caribbean. The EO additionally calls for agencies to “continue seeking opportunities to help international partners promote sustainable low-emissions development.”

USAID is now implementing climate risk management to broadly characterize current and future climate risks and opportunities at various points of USAID’s program cycle (<https://www.usaid.gov/ads/policy/200/201>). As of October 1, 2015, climate risk management (CRM)

and consideration of climate change mitigation opportunities is one of the requirements in the development of USAID country strategies, including Country Development Cooperation Strategies (CDCSs), Regional Development Cooperation Strategies (RDCSs), Mission strategies, country strategies, or equivalent. USAID country strategies are informed by USAID policies and drafted by the mission in partnership with the host country government. The strategy-level requirements are outlined in a Mandatory Reference to the Automated Directive System (ADS) 201 entitled “Climate Change in USAID Strategies” (<https://www.usaid.gov/ads/policy/200/201mat>). As of October 1, 2016, climate risk management is required for new projects and activities, with limited exceptions. The project and activity-level requirements are outlined in the Mandatory Reference to ADS 201 entitled “Climate Risk Management for USAID Projects and Activities” (<https://www.usaid.gov/ads/policy/200/201mal>). In climate risk management, USAID operating units use climate information and technical judgment to qualitatively rate climate risk to the operating unit’s (OU’s) work as low, moderate, or high. For moderate and high risks, the OUs must address the risk through strategy, project and activity design and implementation. In some cases, they may accept the risk upon consideration of tradeoffs and how USAID can best achieve its development objectives.

### **C.3 Scope of Work: Objectives, Illustrative Activities and Results**

Climate risk management represents a significant shift in the way USAID programs development assistance, and will require building technical capacity across all regions where USAID works, as well as new analysis and learning. The purpose of this mechanism is predominantly to provide support for climate risk management and climate change integration and providing opportunities for USAID to build capacity and learn from experiences in implementing CRM. The mechanism may also be used to support focused adaptation, clean energy and sustainable landscapes programming.

The main tasks under this mechanism are:

- **Support for Missions and Bureaus:** Providing in-person and remote facilitation and technical assistance to USAID field missions and pillar and regional bureaus for climate risk management and climate change efforts. This can include assessments and analyses to inform climate risk management and integration of climate change in the design and implementation of USAID programming as well as focused adaptation and mitigation programming.
- **Capacity Building, Communications, and Knowledge Management:** Producing country-, regional-, and program-level climate change risk profiles and greenhouse gas (GHG) emissions fact sheets, training development and delivery, and additional capacity building, communications products and knowledge management to support climate risk management and climate change efforts.
- **Learning and Thought Leadership:** Supporting a robust monitoring, evaluation, and learning agenda that will measure and document results, as well as continuing to build USAID’s expertise and connect stakeholders to latest field findings and best practices in climate risk management, climate change integration and focused adaptation and mitigation programming.

The demand for services from missions and bureaus will likely be driven by the major regions and sectors where USAID has investments, including food security and health, and will occur in sometimes data-poor environments. Given the anticipated scale of demand and potentially accelerated timelines, services under this BPA, particularly analyses, assessments and capacity building efforts, should be time- and cost-effective. Likewise, analyses and assessments should be “fit for purpose,” or, at the needed level of detail for decision-making and all assessments, analysis and recommendations should be gender-informed. Finally, a sense of ownership will be an important component of success and decision-makers, e.g., USAID strategy, project and activity design teams, should be empowered to act upon support provided and products developed.

**Cross-cutting issues:**

The impacts of climate change - both slow onset (i.e. changing precipitation patterns and rising sea level) and rapid onset (i.e. strong storms and floods) - are likely to be felt differently by men and women and may disproportionately exacerbate the existing vulnerabilities of many vulnerable and marginalized populations, including women, indigenous peoples, people with disabilities, individuals who are lesbian, gay, bisexual, transgender (LGBT), and the elderly. USAID's Climate Change and Development Strategy highlights that climate change interventions are unlikely to be successful without the support and involvement of women and therefore USAID's efforts in both adaptation and mitigation must be inclusive and gender-sensitive. The contractor will be expected to take into consideration gender and other social factors, where relevant; and will be expected to comply with ADS 205 on Integrating Gender Equality and Female Empowerment in USAID's Program Cycle.

**C.3.a Support for Missions and Bureaus**

As of October 1, 2016, all USAID strategies, projects, and activities must consider climate risks and take appropriate actions, when possible, to address those risks. As a result, there will be a large demand in USAID missions and bureaus to conduct climate risk assessments and facilitate strategy, project and activity design teams through risk management processes. This could include providing in-depth analysis through desk reviews, targeted assessments or providing facilitation for strategy, project or activity design teams as they consider climate risks to their program and climate change mitigation opportunities. This may be related directly to CRM, but it may also be related to broader needs to integrate climate change adaptation or mitigation into USAID programs, e.g., vulnerability assessments, economic assessments of climate impacts, evaluation of adaptation options, and opportunities for climate change mitigation. This task also may include assistance, facilitation and assessments or analyses for focused adaptation and mitigation programming. This task can support design or implementation of strategies, projects or activities and support any USAID mission or pillar or regional bureau.

*Illustrative Activities Include:*

- Conduct climate risk assessments at the national, sector, project, or activity levels
- Provide virtual or on-the-ground facilitation support to USAID mission project and activity design teams undertaking climate risk management
- Conduct additional analyses to inform climate change integration and focused climate change efforts including vulnerability assessments, economic impact assessments, and assessments to inform climate change mitigation efforts
- Provide assistance in integrating climate change considerations into new or existing activities
- Provide short-term (3-6 month) technical assistance to assist with climate risk management or climate integration, e.g., implementation of climate-smart agriculture (CSA)
- Conduct analyses to understand the interplay between climate change and gender dynamics

*Illustrative Deliverables Include:*

- A climate risk assessment of livestock programming in Pakistan
- A desk review of climate risks to inform USAID/Malawi's health programming
- A climate change mitigation opportunity study for food security programming in Vietnam
- An in-country climate risk management planning workshop for USAID/Georgia's country development strategy
- An economic assessment of climate change impacts in Egypt's energy sector
- Virtual facilitation of USAID's Climate Risk Screening and Management tool with a USAID project design team in Haiti (USAID's Climate Risk Screening and Management tool at the project level is included as an attachment)

- A climate change vulnerability assessment focused on gender considerations to inform USAID/Peru's focused adaptation programming
- An analysis to inform design of a climate change mitigation finance project in the Philippines

### ***C.3.b Capacity Building, Communications, and Knowledge Management***

The primary objective of this task is to improve the technical skills, awareness, and capacity of USAID staff and partners in climate change integration with a focus on implementing climate risk management. The task may also support focused climate change programming. Under this task, the contractor may design, update, coordinate, test, deliver, and/or evaluate training and training materials, as well as develop a range of communications and incorporate knowledge management processes and practices to support capacity building for climate risk management and climate change integration within the Agency. Where possible, orders under this task will use existing USAID information-sharing platforms and may be required to work with other USAID implementing partners.

Once trainings are developed (either through an order under this award or by other USAID implementing partners), purchase orders are expected to deliver these trainings for operating units in Washington DC and around the world, in a similar model to other USAID core trainings such as Programming Foreign Assistance or Project Design and Management. In many cases, this will require tailoring the training to the region and sectors relevant to the participants and, where possible, tailoring the training to specifically address the projects and activities to which the participants may apply CRM. In some cases, USAID staff may contribute to the delivery of training or the facilitation of activities. The offeror may also provide follow-up support to training participants to reinforce learning, including through ongoing mission support for CRM implementation.

Likewise, country/regional and program-specific climate change risk profiles (for example, Afghanistan: <https://www.climatelinks.org/resources/climate-change-risk-profile-afghanistan>) and greenhouse gas (GHG) emission fact sheet (for example, Afghanistan: <https://www.climatelinks.org/resources/greenhouse-gas-emissions-fact-sheet-afghanistan>) orders will follow a prescribed template. There may also be orders to develop new communication pieces such as webinars, online trainings, case studies, etc.

#### *Illustrative activities include:*

- Develop tools, technologies, and media (such as publications, factsheets, webpages, distance learning, etc.) to support and harmonize CRM and foster stronger climate integration across the Agency
- Produce country-, regional-, and program-level climate change risk profiles or GHG emissions fact sheets
- Conduct training and capacity building needs assessments
- Develop training curricula
- Deliver training events using existing or new training curricula
- Host knowledge-sharing events to share lessons learned about the application of CRM tools and climate information products

#### *Illustrative deliverables include:*

- Delivering a series of one-day trainings on climate change and health to health technical officers in Washington and at regional conferences

- Delivering a multi-day training on climate risk management for USAID environmental compliance officers in Jordan
- Tailoring training activities for delivery to infrastructure staff in USAID/Afghanistan.
- Virtually preparing USAID staff in Tanzania to serve as small-group activity facilitators for an in-country CRM training
- Training for implementing partners and USAID staff in CSA-appropriate technologies, practices, and innovations in Southeast Asia
- Producing 10 fact sheets for countries or regions starting CDCS development
- Developing 3 case studies of integrating climate into USAID gender and education programming
- Developing and delivering a series of webinars for USAID staff on successes and challenges of climate risk management
- Facilitating a workshop for USAID staff and implementers on challenges and approaches to scaling up renewable energy in Central America

### ***C.3.c Learning and Thought Leadership***

In addition to supporting the implementation of CRM and climate change integration, there is a need to learn from efforts and share knowledge with the broader development community and other relevant stakeholders. This mechanism will champion innovation, learning, monitoring, evaluation, and research to increase broader understanding of CRM and integration of climate change into Agency strategies and programs. The Contractor may develop learning and knowledge activities in consultation with E3/GCC and other USAID operating units to ensure that there is a systematic collection and analysis of results related to climate risk and climate change integration into Agency strategies, programs, projects, and activities. Efforts can include thought leadership pieces on CRM and climate change integration. The task may also support focused climate change adaptation and mitigation programming.

#### *Illustrative activities include*

- Studies related to effectiveness of CRM implementation across the agency. For example, a follow up study of climate change integration in USAID solicitations (<https://www.climatelinks.org/resources/integrating-climate-change-usaid-activities>)
- Development of indicators and M&E frameworks to advance climate change integration
- Assistance with estimating indirect adaptation and mitigation benefits of USAID programming
- Meta-analyses of best practices in climate integration
- Development of tools, protocols, and methodologies for climate risk management and integration
- Thought leadership events, publications, and other materials

#### *Illustrative deliverables include:*

- A report on success stories and lessons learned for how USAID has integrated climate change into solicitation packages
- An annual report summarizing USAID accomplishments with respect to CRM implementation
- A series of one-day events with other donors on best practices for climate change integration
- Development of a methodology for incorporating climate risk and climate change mitigation considerations into USAID construction assessments

## **C.4 FUNCTIONAL LABOR CATEGORIES**

Equivalencies: A master's degree may be substituted with a bachelor's degree and three years of additional relevant experience. A Doctorate may be substituted with a master's degree and four years of additional relevant experience.