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**Biodiversity
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**Neotropical Migratory Bird
Conservation Program Evaluation**

by:

**Scott Robinson
Jim Tolisano**

Prepared for the Biodiversity Support Program

**FINAL
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Conservation Program**

Project Evaluation Report

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Jim Tolisano**

**Prepared for the Biodiversity Support Program
A Consortium of World Wildlife Fund, The Nature
Conservancy and World Resources Institute,
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EXECUTIVE SUMMARY

The Neotropical Migratory Bird Conservation Program

Long term surveys indicate that populations of many species of Neotropical migratory bird species (NMBs) are declining. Declines have been linked to loss and deterioration of habitat on the North American breeding grounds and the Neotropical wintering grounds. In 1990, in response to these population declines, the National Fish and Wildlife Foundation (NFWF) initiated the Partners in Flight Program (PiF) to promote increased coordination, communication, funding, and strategic planning to benefit conservation of NMBs and their habitats.

In 1991, in response to a U.S. Foreign Assistance Appropriations (FAA) earmark, USAID awarded NFWF \$500,000 for a two-year Neotropical Migratory Bird Conservation Program (NMBCP). This program is an attempt to address the observed population declines in NMBs by supporting conservation and public education activities for migrants on their wintering grounds. The Fiscal Year (FY) 1993 FAA earmarked an additional \$750,000 for the NMBCP. An additional \$750,000 has been allocated for FY 1995, with \$75,000 of this amount designated for implementation through the U.S. Fish and Wildlife Service (USFWS).

The purpose of the assignment was to carry out a mid-term evaluation of the USAID/NFWF Neotropical Migratory Bird Conservation Program. The general purpose of the evaluation is to assess progress towards achievement of the program's goal and objectives; to identify relative strengths and weaknesses of the program's organization, implementation and administration; and to provide constructive feedback to guide future implementation of the program. The findings and recommendations included in this evaluation can be applied directly towards the next cycle of grant awards which is scheduled to begin in August of 1995.

Project Accomplishments

Through its funding of 23 projects involving a partnership of international and local NGOs in 6 LAC countries, the NMBCP has had a significant effect on the conservation of NMBs on the wintering grounds by supporting important research, raising public awareness and building capacity and infrastructure (see Appendix 5). The evaluation team had the opportunity to visit or communicate with representatives from 12 of these projects (Table 1). Every project reviewed in site visits or interviews included a significant component of work on NMB conservation that only existed because of the NMBCP. Most of these sub-grantees initiated work on NMBs specifically because of the availability of these funds. Other projects built the infrastructure and trained students or other local personnel to enable future work on NMBs to be carried out. It is very apparent that the NMBCP represents one of the most significant and important contributions to NMB conservation efforts currently being undertaken in the LAC region. It is an important project, and worthy of the efforts necessary to continue it.

The range of accomplishments evident in this initial phase of the NMBCP include the following:

- ◆ Projects include a mixture of research carried out in proposed or existing protected areas, buffer zones, and agricultural landscapes.
- ◆ Some projects focus on important but poorly known geographic areas and ecosystems.
- ◆ Some projects include substantial training in biological field techniques related to bird conservation that is not otherwise readily available.
- ◆ Many projects initiate efforts aimed at monitoring populations across habitat gradients or at developing and teaching methods for monitoring NMBs and their habitats. These data would be otherwise unavailable in most situations.
- ◆ Several projects are aimed at establishing the technical, educational, and organizational infrastructure for carrying out long-term studies of NMBs and other birds.
- ◆ Several projects focus on relatively small NGOs that can benefit from the training in writing proposals and managing programs in research, monitoring, outreach, and education.
- ◆ Another important project focus is on training students who will then have the skills and interest to continue monitoring and management work related to NMB conservation.
- ◆ Some projects focus exclusively on education and outreach efforts, while others include education as part of a more comprehensive package.
- ◆ Projects have been able to use the NMBCP sub-grant as a means for leveraging additional funds. The NMBCP has also enabled NFWF to leverage other important funds to encourage NMB conservation efforts, including a \$150,000 grant from the MacArthur Foundation to assist three sub-grants in Jamaica.

The NMBCP has also increased and enhanced local understanding of the biological and economic values of NMBs in several locations. It is already evident that the financed sub-projects represent the primary factor stimulating this enhanced local awareness. In several locations, local personnel are employed as field assistants for data collection on NMBs, and a considerable number of these assistants are now using their newly acquired knowledge to work as tourist guides. Other residents obtain income by providing non-technical assistance to the field staff (food preparation, research station maintenance, etc.), and general

awareness and respect for NMB conservation needs has been established where it was previously absent.

Project Constraints and Opportunities

The NMBCP has endured its share of problems that have constrained the project from achieving its full potential. The vast majority of these problems are administrative and managerial. However, none of these problems seems significant enough to prevent the project from accomplishing its objectives or reaching its full potential in the future. All of them can be remedied through improved communication channels among project participants, better definition of participants' roles and responsibilities, greater clarification of the general project strategy, and some modifications in the administrative procedures of the implementing organization. Taking the steps to overcome these constraints will simplify and accelerate the identification and implementation of suitable sub-grant projects. It will also enable the already valuable NMBCP to become one of the more effective and important programs available for migratory bird conservation and more broadly addressed biodiversity conservation in Central America and the greater Caribbean.

The project constraints experienced to date can be summarized as follows:

- (a) The communication of roles, responsibilities, needs, procedures, and accomplishments among project participants should continue to be improved through more effective dialogue and precise definitions.
- (b) The general strategy by which the project operates and the specific components or criteria under which this strategy is implemented need to be more clearly defined in order to maximize the effectiveness of each of the project participants.

Each of these constraints comprises a range of sub-issues which have contributed to the evolution of present conditions. However, solutions to these sub-issues and the overall project constraints can be readily implemented with only minimal new costs and time commitments required. Mostly what is needed is a concerted effort on the part of all project participants to prepare more precise definitions of roles and project strategy. Each participant must then be provided with the freedom to carry out the specific roles and strategy measures defined.

Recommendations for Project Strengthening

The review of sub-issues affecting the NMBCP (Section 5) identifies many opportunities for improving project implementation and administration. These recommendations can be integrated and summarized as follows:

- ◆ **Internalize USAID funding for the NMBCP and establish the project as a long-term USAID initiative with financial commitments set for a multi-year period.**

- ◆ Hire a bilingual full-time Field Liaison based in the LAC region to improve communication among NFWF staff, USAID Missions, and sub-grantees.
- ◆ Maintain flexibility of funding for sub-projects to include a wide variety of potential projects.
- ◆ Develop and implement a work plan for each project participant that clearly specifies roles and responsibilities.
- ◆ Incorporate long-term monitoring into the plans of all financed sub-projects that include research components.
- ◆ Prepare a source book for potential applicants which identifies opportunities for matching funds and which outlines acceptable in-kind contributions.
- ◆ Encourage sub-projects that reflect a partnership between established national or international NGOs and lesser developed local NGOs.
- ◆ Encourage sub-projects that emphasize complementarity with other USAID projects in the region and with those of other donors.
- ◆ Establish two intensive field-oriented ornithology courses: one in Spanish, and a second in English.
- ◆ Rather than financing a large number of new projects for the August 1995 funding cycle, the TAC and NFWF may want to consider an additional year of funding for existing projects.
- ◆ Provide training opportunities to enable key NFWF implementation staff to obtain conversational Spanish language capabilities.
- ◆ Expand the project geographic coverage to include LAC countries not presently represented.

NFWF and USAID project staff have already begun to address many of these needs. It is expected that all of these project strengthening recommendations can be easily met with given staff, and with limited additional financial inputs. The successes and importance of the NMBCP clearly warrant continued investment of resources and energy into these conservation efforts.

1. Introduction

1.1 The Neotropical Migratory Bird Conservation Program

Long term surveys indicate that populations of many species of Neotropical migratory bird species (NMBs) are declining. Declines have been linked to loss and deterioration of habitat on the North American breeding grounds and the Neotropical wintering grounds. In 1990, in response to these population declines, the National Fish and Wildlife Foundation (NFWF) initiated the Partners in Flight Program (PiF) to promote increased coordination, communication, funding, and strategic planning to benefit conservation of NMBs and their habitats. The program brings together all groups with an interest in conservation of NMBs and their habitats and encourages partnerships to address pressing conservation issues. To date, 15 federal agencies (including USAID), over 60 state and provincial agencies, 35 non-governmental organizations (NGOs), 15 companies and organizations representing the forest industry, and a host of universities are participants in this program.

In 1991, in response to a U.S. Foreign Assistance Appropriations (FAA) earmark, USAID awarded NFWF \$500,000 for a two-year Neotropical Migratory Bird Conservation Program (NMBCP). This program is an attempt to address the observed population declines in NMBs by supporting conservation and public education activities for migrants on their wintering grounds. The Fiscal Year (FY) 1993 FAA earmarked an additional \$750,000 for the NMBCP. An additional \$750,000 has been allocated for FY 1995, with \$75,000 of this amount designated for implementation through the U.S. Fish and Wildlife Service (USFWS).

The strategy underlying the PiF Program, of which the NMBCP is a component, calls for prioritization of species and habitats of greatest concern and development of a framework for long-term management and habitat protection. Through a competitive matching grants program, the NMBCP uses the allocated funds to provide grants to NGOs, host country governments, and individual researchers to carry out activities pertaining to NMBs. Activities can include monitoring, research, conservation, education, or training in support of the PiF Program.

1.2 Purpose and objectives of evaluation

The purpose of the assignment was to carry out a mid-term evaluation of the USAID/NFWF Neotropical Migratory Bird Conservation Program. The general purpose of the evaluation is to assess progress towards achievement of the program's goal and objectives; to identify relative strengths and weaknesses of the program's organization, implementation and administration; and to provide constructive feedback to guide future implementation of the program. The findings and recommendations included in this evaluation can be applied directly towards the next cycle of grant awards, which is scheduled to begin in August of 1995.

1.3 Contents of the evaluation

The evaluation contains the following information:

- ◆ an overview of the methodology used to gather information and reach conclusions;
- ◆ a review of the role and purpose of the NMBCP in promoting Neotropical migratory bird conservation in both the U.S. and American tropics;
- ◆ a summary of the major accomplishments evident from the first phase of the project;
- ◆ identification of specific constraints that have limited project accomplishments, the factors contributing to these constraints, and recommended actions to minimize or eliminate these constraints in the future; and
- ◆ a summary of integrated recommendations that can be applied by project participants to enhance future project efforts.

Information incorporated as appendices to the evaluation includes the actual Scope of Work (SOW) followed by the evaluation team (Appendix 1); a list of individuals contacted (Appendix 2); the itinerary followed for completing field visits (Appendix 3); a summary of USAID regional projects with themes complementary to the NMBCP (Appendix 4); a summary of NMBCP projects financed to date (Appendix 5); and a copy of the NMBCP Request for Proposals and Grant Guidelines (Appendix 6).

2. Methodology

The NMBCP evaluation was conducted between July 18-August 3, 1995 by reviewing written documentation of project activities and correspondence in the LAC and Global Bureau offices of USAID in Washington, D.C. and through interviews with individuals directly or indirectly involved with the design, selection, implementation, administration, or evaluation of projects funded through the program (Appendix 1). Interviews were conducted with: (a) USAID personnel in Washington, D.C.; (b) NFWF personnel administering the program; (c) members of the Technical Advisory Committee (TAC) providing assistance in sub-grant selection, design and evaluation; (d) USAID Mission staff in the LAC region; (e) representatives from NGOs, host country agencies, or other donor groups in the LAC region; and (f) individuals or representatives from groups who have received financing for NMBCP sub-grants (Appendix 2). Some telephone interviews with individuals were substituted when personal interviews were not logistically possible.

Site visits were also conducted to review funded sub-grants in Jamaica and Costa Rica (Appendix 3). A total of 12 financed sub-projects were reviewed through either field visits

to working areas, in-country interviews with grant recipients, or previous experience with sub-grant projects (Table 1).

3. The Role and Importance of the NMBCP

The NMBCP is built on a solid scientific foundation, has a very large U.S. constituency, and can be linked biologically and philosophically with many other USAID initiatives in the LAC region. An estimated 65 million U.S. citizens watch birds. Billions of dollars are spent by these citizens annually on travel, equipment, and other materials related to this interest. Because NMBs migrate to the tropics for a large portion of each year, they link conservation efforts in the U.S. with those of the LAC region. Therefore, USAID programs that benefit NMBs in the LAC region also benefit birds in the U.S. This connection can gather support from a large and diverse U.S. constituency for the environmental programs of USAID and help demonstrate the importance of USAID programs in general.

3.1 Biological and ecological factors supporting the NMBCP

There is strong scientific evidence indicating that NMBs serve essential ecological functions in a wide variety of both pristine and managed landscapes. Recent research also suggests that improved land use management practices which incorporate the biological and ecological needs of NMBs will be essential if we are to sustain these species populations. Recent research findings include the following:

- ◆ Many neotropical migrants are experiencing population declines, either locally or over wider regions. However, despite these threats, most NMBs are not yet endangered. Many species are still abundant enough to play a critical role in both U.S. and tropical ecosystems, and the opportunity to revitalize these populations is still available. This situation enables the NMBCP to focus on preserving abundance rather than only small remnant endangered populations. In so doing, the NMBCP can preserve the role birds play in ecosystems and in local economies.
- ◆ There are more than 300 species of birds that migrate to the tropics and return to the U.S. annually. In most U.S. forests, between 50-90 percent of the breeding birds are NMBs. During migration, these bird species gather in huge numbers at migratory stopover sites throughout the U.S. Many of these migratory stopover sites have become public or privately-managed sanctuaries, including a large number of state and national wildlife refuges. During the course of the 4-5 month migratory season, tens of thousands of birdwatchers are attracted to these refuges and contribute significantly to local economies.
- ◆ Research has demonstrated that NMBs play an important role in maintaining the health of forest ecosystems by controlling foliage-eating insects. Declines

in migratory bird populations are predicted to significantly increase risks of forest diseases and degradation of important forest resources.

3.2 Programmatic factors supporting the NMBCP

In addition to these important biological and ecological factors supporting the need for a strong U.S. NMBCP, there are several important programmatic factors which warrant the need for advancing these efforts, including the following:

- ◆ No other international, federal, or state agency is funding NMB research and management responses in the tropics.
- ◆ Because NMBs are so diverse in their habitat requirements, a wide variety of projects can include NMB conservation efforts, including activities aimed at protected areas and parks, buffer zone management, sustainable forestry and agriculture, and commercialization and rural income-generating strategies.
- ◆ The spectacle of annual bird migrations elicits strong national and international interest and provides an easy avenue for public outreach and education in the U.S. and LAC region.
- ◆ The highly regarded state/federal/private coalition Partners in Flight (PiF) has no other significant funding mechanism to support research, monitoring, outreach, or education about NMBs in the neotropics.
- ◆ The NMBCP can provide an important monitoring mechanism for a wide variety of USAID and other donor programs emphasizing protected area and buffer zone management, sustainable agriculture, and land-use planning, since NMB species are especially promising indicators of ecosystem health.

3.3 Linkages with existing and proposed USAID activities and other donor programs

USAID is presently financing a significant portfolio of projects aimed at improving the protection and sustainable use of natural resources in Central America and the Caribbean. Project objectives range from the establishment and improved management of protected areas, to environmentally appropriate business development in the buffer zones adjacent to protected areas, to the application of ecologically sustainable agricultural practices in more managed landscapes. At least seven of these projects can be classified as pertaining to national or regional biodiversity conservation, while an additional three projects are more concentrated on improving sustainable land use, agricultural or forestry production in the region.

Since NMBs occur in both pristine and managed landscapes, all of these projects include the potential to support the overarching objectives of the NMBCP. They also can enhance their

own efforts and generate greater U.S. support by developing closer working ties with NMBCP-financed activities. A summary of some of the more relevant USAID activities which should be complementary to the NMBCP is included in Appendix 4.

None of these current or proposed USAID projects has identified the conservation needs of NMBs as a focus of financed activities¹. However, there are many opportunities for the NMBCP and these other USAID projects to be complementary. Specific activities which could enhance both the NMBCP and other projects could include the following:

- ◆ USAID project staff can communicate with NMBCP staff to help identify suitable candidates for sub-grants, appropriate geographic areas for projects, and relevant themes for field projects.
- ◆ USAID project staff can provide background information on the experience and limitations of sub-grantees.
- ◆ USAID project staff can help advertise and circulate information about the NMBCP.
- ◆ USAID project staff can publicize and, in some cases, apply the results from NMBCP monitoring and field work activities.
- ◆ NMBCP staff and sub-grantees can publicize and, in some cases, expand the results from USAID projects in the area.
- ◆ NMBCP projects that occur within the geographic boundaries of other USAID projects can provide important complementary field elements to projects which may otherwise have limited on-the-ground conservation activities. The DEMO project in Jamaica and REFORMA project in Costa Rica offer good examples of policy and institutional strengthening projects which have limited field activities.
- ◆ NMBCP projects can provide connections to U.S. interests and constituencies for other USAID projects that do not otherwise have overt geographic linkages to North America.

This latter factor may represent one of the more important reasons for establishing closer communication and working relationships between NMBCP staff and other USAID projects. As stated earlier, the NMBCP has a clearly defined constituency in the U.S. Many of the more than 65 million people in the U.S. who have indicated an interest in watching birds will have an interest in the fate of those species that migrate to Caribbean or Central American

¹ The Paseo Pantera Project has looked at the biological use of corridors by a number of bird species, but has not specifically identified NMBs as a target area of interest.

countries during the winter months. These same people may become more aware and more supportive of the efforts of USAID projects in the region when they can see an obvious relationship between these projects and the future of these bird species.

All of these complementary relationships can be readily facilitated by having the key administrative personnel at NFWF maintain regular communication with a USAID Mission point person or the respective USAID project manager. The appropriate format and content of this communication will be summarized in the recommendations outlined in Section 6.

4. Project Accomplishments

During the course of its three years of operation, the NMBCP has realized a variety of important project accomplishments. These outputs include both technical, management and policy changes that support the conservation needs of a wide range of NMB species. Through its funding of 23 projects involving a partnership of international and local NGOs in 6 LAC countries (see Appendix 5), the NMBCP has had a significant effect on the conservation of NMBs on the wintering grounds by supporting important research, raising public awareness and building capacity and infrastructure (Appendix 5). The evaluation team had the opportunity to visit or communicate with representatives from 12 of these projects (Table 1). Every project reviewed in site visits or interviews included a significant component of work on NMB conservation that only existed because of the NMBCP. Most of these sub-grantees initiated work on NMBs specifically because of the availability of these funds. Other projects built the infrastructure and trained students or other local personnel to enable future work on NMBs to be carried out. It is very apparent that the NMBCP represents one of the most significant and important contributions to NMB conservation efforts in the LAC region currently being undertaken. It is an important project, and worthy of the efforts necessary to continue it.

4.1 Funding allocation themes

The NMBCP has emphasized an extensive array of themes related to the conservation of NMBs. The range of accomplishments evident in this initial phase of the NMBCP include the following:

- Projects include a mixture of research carried out in proposed or existing protected areas (Projects 1, 7, 10, 12, 15²), buffer zones (Projects 5, 13), and agricultural landscapes (Projects 4 and 8).
- ◆ Some projects focus on important but poorly known geographic areas and ecosystems (Projects 1, 5, 7, 12, 14, 15).

² All Project numbers refer to the sequence of projects listed in Appendix 5.

- ◆ Some projects include substantial training in biological field techniques related to bird conservation that is not otherwise readily available (Projects 1, 3, 9, 10, 11, 18, 21).
- ◆ Many projects initiate efforts aimed at monitoring populations across habitat gradients (Projects 1, 4, 5, 7, 8, 10, 12, 13, 14, 15, 23), or at developing and teaching methods for monitoring NMBs and their habitats (Projects 3, 17, 18, 21). These data would be otherwise unavailable in most situations.
- ◆ Several projects are aimed at establishing the technical, educational, and organizational infrastructure for carrying out long-term studies of NMBs and other birds (Projects 3, 6, 11, 20, 22).
- ◆ Several projects focus on relatively small NGOs that can benefit from training in writing proposals and managing programs in research, monitoring, outreach, and education (Projects 3, 4, 13, 14, 15, 16, 23).
- ◆ Another important project focus is on training students who will then have the skills and interest to continue monitoring and management work related to NMB conservation (Projects 1, 8, 9, 13, 14, 21).
- ◆ Some projects focus exclusively on education and outreach efforts (Projects 2, 16), while others include education as part of a more comprehensive package (Projects 4, 8, 10, 11, 13, 23).
- ◆ One project has been able to use the NMBCP sub-grant as a means for leveraging additional funds (Project 14). Other sub-grants have had similar opportunities, but have not yet capitalized on them. The NMBCP, itself, has also enabled NFWF to leverage other important funds to encourage NMB conservation efforts, including a \$150,000 grant from the MacArthur Foundation to assist three sub-grants in Jamaica (Projects 13, 14, 15). As a USAID Environmental Officer indicated, all of the NMBCP sub-grants represent very viable opportunities for small NGOs to access and secure further financial support.

4.2 Outputs from Phase I of the NMBCP

Most projects financed through the first phase of the NMBCP are still in operation, and few final reports are available. However, four completed projects demonstrate the following results:

El Cielo Project, Mexico: The project appeared to meet its original objectives in providing essential data necessary to identify habitat units required for protection of NMBs and training local monitoring and management personnel. A U.S. Ph.D. student assisted the project to

Table 1. Sub-Grant Projects Reviewed by Evaluation Team

<u>Projects Reviewed</u>	<u>Phone</u>	<u>Interview</u>	<u>Report</u>	<u>Site Visit</u>
1) Wintering Migrants in El Cielo, Mexico (Appendix 5, #1)	*		*	
2) Costa Rica Training Center (#3)	*		*	
3) Costa Rica Corridor Protection (#4)		*		
4) Panama Bird Conservation (#5)			*	
5) Banana Plantation Diversity (#8)		*		*
6) Jamaica Buffer Zone (#13)		*		*
7) Jamaica Dry Forest (#14)		*		*
8) Jamaica National Parks Bird Surveys (#15)		*		*
9) Jamaica Naturalist Magazine (#16)		*	*	*
10) Migratory Bird Workshop (#19)		*		
11) Wildlife Graduate Training (#21)		*	*	*
12) NMB Documentation Center (#22)		*		*

support of a compilation and local training. Eight Mexican students have advanced their ornithological studies as a result of this sub-grant.

Pro-Iguana Verue Monitoring Workshop, Costa Rica: A booklet was produced in English and Spanish summarizing basic methods and scientific rationale for carrying out NMB monitoring programs. A second booklet is being produced which will summarize the cumulative information collected from all three workshops. This second booklet will serve as a guide for monitoring in Central America and the Caribbean. Three additional workshops are now planned to continue to empower local residents to develop their own monitoring guidelines and objectives.

ANCON Bird Conservation, Panama: The project accomplished a substantial agroforestry program that resulted in the planting of 25,000 seedlings. Buffer zone farmers received training in reforestation needs and techniques and in sustainable agricultural practices to support conservation objectives in an area adjacent to a protected reserve. However, the project provided very little information on NMBs, and it is uncertain how the work accomplished will significantly enhance local or regional efforts to promote NMB conservation (Box 3, p.26).

Hellshire Hills Dry Forest Conservation, Jamaica: Local residents and students compiled essential data about the distribution and abundance of NMBs in a poorly known region in Jamaica and strengthened efforts to have the area designated as a national park (Box 2, p.13). The final report for this project is forthcoming, and preliminary drafts contain important information on NMBs in the dry forests of Jamaica.

4.3 Public and private sector awareness of NMBs

The NMBCP has increased and enhanced local understanding of the biological and economic values of NMBs in several locations. It is already evident that the financed sub-projects represent the primary factor stimulating this enhanced local awareness. In several locations local personnel are employed as field assistants for data collection on NMBs, and a considerable number of these assistants are now using their newly acquired knowledge to work as tourist guides. Other residents obtain income by providing non-technical assistance to the field staff (food preparation, research station maintenance, etc.), and general awareness of and respect for NMB conservation needs has been established where it was previously absent. A summary of some of the more evident benefits from the NMBCP sub-grants would include the following:

- ◆ Local residents in Jamaica demonstrated an elevated awareness of NMBs (Projects 13, 14, 15, 16). Many local people are employed as part and full-time field and project assistants and show a high regard for the work of the coordinating project scientists. The project leader for the work being financed in the Millbank region of the Blue and John Crow Mountains National Park, Dr. Eric Garraway, is acknowledged as having provided very important

economic and ecological inputs into the community (Project 13). Dr. Garraway and his project staff have dramatically increased local understanding of conservation needs in and adjacent to the National Park. These impacts will bolster the efforts of the USAID-financed Protected Areas Resources Conservation (PARC) project and are extremely valuable in such a remote area that receives no television stations or newspapers, and only occasional radio transmission. Enhancing local awareness and education in this region requires a local presence (Box 1, p.11). The on-going field work of the project provided just such a presence. Similarly, Hellshire Hills Dry Forest Conservation (Project 14) demonstrated a strong relationship with local charcoal makers, who represent a major ecological threat to the region. Several of the local residents assist the project investigation efforts, and one of the researchers on the project now teaches in the local school (Box 2, p.13).

- ◆ Permanent field stations have been observed in some projects to stabilize and increase the local awareness of NMB conservation needs (Projects 11, 13, 14, 20).
- ◆ A forthcoming issue of the Jamaica Naturalist will feature approximately 10 articles on NMBs (Project 16). The Gosse Bird Club in Jamaica is also participating in regular radio interview programs which highlight NMB conservation needs.
- ◆ Many of the financed projects include the development of educational materials for local school children.
- ◆ A youth organization established by the Gosse Bird Club in Jamaica has grown directly from sub-grant efforts. This youth organization is now intensely aware of the needs of NMBs and is, by all local opinions, rapidly changing the membership face and concerns of this local NGO.
- ◆ Private sector awareness and response to NMB conservation needs was most evident in Costa Rica, where banana growers are modifying land use, planting, and harvest practices to accommodate the ecological needs of the region (Project 8). A primary emphasis has been placed on the needs of NMBs. The company involved has also indicated its intent to provide additional financial support to continue the NMB field work.

Box 1: Successful Application of the NMBCP in Jamaica

Project: Birds of The John Crow/Blue Mountain National Park Buffer Zone (Appendix 5, #13)

Organization: University of West Indies

Principal Investigator: Eric Garraway

Description: Bird monitoring efforts have been established in the buffer zone of one of Jamaica's most important, remote, and poorly known areas. A Master's student, Suzanne Davis, is doing her thesis on the effects of fragmentation and management on NMB and resident birds. She lives in a field station established by Eric Garraway for work on an endangered butterfly and uses local guides to visit sites. The local guides already know most, if not all, of the birds and would be possible candidates for continuing the censuses after the project ends. In this remote area, there are no televisions or newspapers, few radios, and little schooling. The only way to do outreach and education is to be in the field. One of Garraway's students now teaches at the local school, and the entire field crew enjoys enormous local popularity, as guides used in the project also gain local prestige, further enhancing the popularity of the park, which is generally viewed favorably.

Suzanne Davis had a job in the private sector unrelated to birds when the opportunity to work in this project lured her back into science. Garraway benefits because the two can travel together and share field expenses, which increases the number and duration of visits and provides local employment. The field station is occupied more often, a regular reminder that the park exists. The habitat mapping also included in the project benefits both bird and butterfly work and provides support for additional students.

Garraway likes working with NMBs because of their obvious importance in ecosystems and the interest they arouse in local schools. Clearly, however, he would not have studied them if it was not for the NMBCP. Like many local scientists and NGOs, he considers endangered species to be a higher priority. Integrating NMB studies into buffer zone management, however, provides an ideal opportunity for applying results of NMB work.

Garraway seemed satisfied about his communication with NFWF and stated that he felt it was his responsibility to follow the guidelines. He admitted that no one in the University was willing to wade through the huge AID procedures manual. He had minimal contact with local Missions. The (former) local liaison, Catherine Levy, made him aware of the program.

Summary: NMB research has been added to a strong local biodiversity project and greatly increased local outreach and education capability. A promising student was also lured back into conservation and her expertise with NMBs should enable her to help them throughout her career. Students like Suzanne Davis will gradually change the face of the Gosse Bird Club as well and increase its capacity to do more sophisticated conservation work.

Problems: The monitoring will not be easy to repeat in subsequent years unless local guides are trained to do so. Continuity of funding will be essential to keep a strong outreach presence in the local community. Tourism is a possibility but will take awhile to develop.

4.4 Training of professionals and para-professionals

In addition to enhancing local awareness, the sub-grants financed through the NMBCP have also contributed to training local professionals and para-professionals in ornithology and bird conservation, with particular emphasis on NMBs. Project participants are obtaining valuable skills in the design and analysis of field monitoring, land use planning, the application of Geographic Information Systems (GIS) to conservation planning, community mobilization, and education and extension programs. All of these skills have been framed in the context of NMB conservation needs. In most cases, the project participants have only limited or no other opportunities to obtain this sort of ornithological training. As a result, the local professionals and para-professionals implementing NMBCP sub-grants represent the technical resource that can establish and advance conservation efforts directly and indirectly relating to NMBs. An example of some of the promising outputs resulting from the NMBCP investments includes the following:

- ◆ Four students in Jamaica are now studying NMBs as a direct consequence of the availability of the NMBCP funds. None of these students would now be studying NMBs without the availability of the NMBCP. These students have already demonstrated a strong impact on the priorities of the one local NGO organized around bird conservation issues and have motivated the University of the West Indies to consider the possible expansion of its programs pertaining to ornithology.
- ◆ The Wildlife Management Program at the National University of Costa Rica has four new students funded through the NMBCP. Three of these four students are carrying out graduate research programs on terrestrial NMBs³.
- ◆ Local residents in the Blue and John Crow Mountains of Jamaica are being trained to census birds as part of a NMBCP sub-grant. One of these "para-professional" field researchers has since become an important leader in local community issues, and is advancing local awareness of conservation needs.
- Virtually all sub-grant recipients have acknowledged that the field work carried out through their NMBCP project has increased their professional competence and should prove valuable in improving their capacity to leverage new funds to continue the work initiated.
- Workshops financed in Mexico, Guatemala, and Costa Rica have reportedly provided training to local para-professionals, enabling them to develop valuable skills in field data collection, bird identification, and conservation.

³ The fourth student is concentrating on migratory shorebirds.

Box 2: Case History of a Small NGO Project

Project: Jamaica Dry Forest Conservation (Appendix 5, #14)

Organization: South Coast Conservation Fund

Principal Investigator: Peter Espeut

Description: The work on monitoring birds of the poorly known Hellshire Hills has been added to a successful and high-profile study of the critically endangered Jamaican Iguana. The censuses involve randomized point counts spread throughout this rugged terrain, which is one of the largest, if not the largest, chunks of remaining dry limestone forest in the Caribbean. This will be the first systematic census using modern methods in this area. The final report on this project was excellent, with extensive, accessible data, and was obviously the result of extraordinarily hard work. When the data are combined with vegetation measurement, the study will yield practical recommendations about how much disturbance NMBs can tolerate.

The two students who conducted this work, Chandra Diego and Garfield "Jimmie" Brown, are extremely promising students who had originally planned to use this study as their M.S. thesis but were unable to obtain funds for a second year. For this reason, both switched to a project on parrots that is unrelated to NMB work. Nevertheless, the NMBCP grant provided them with an opportunity to start research on birds. Students such as these will gradually change the face of existing NGOs and improve the ability of NGOs to write, manage funds, train new people, think deeply about conservation needs, incorporate NMBs into future conservation plans, and bring studies of NMBs and birds into a new era.

Additional outreach is being achieved by working with locals and keeping charcoal burning out of the area used by the iguanas and whichever birds prove to need the areas of uncut forest.

Summary: This project has added a NMB component to a strong existing project and trained two Jamaicans in NMB conservation.

Problems: The lack of continued funding prevented the two students from doing their M.S. thesis on NMBs. The censuses will be difficult to replicate on an annual basis for long-term monitoring.

5. Project Constraints and Opportunities

The NMBCP has endured its share of problems, which have constrained the project from achieving its full potential. The vast majority of these problems are administrative and managerial (Figure 1). However, none of these problems seems significant enough to prevent the project from accomplishing its objectives or reaching its full potential in the future. All of these constraints can be remedied through improved communication channels among project participants, better definition of participant roles and responsibilities, greater clarification of the general project strategy, and some modifications in the administrative procedures of the implementing organization. Taking the steps to overcome these constraints will simplify and accelerate the identification and implementation of suitable sub-grant projects. It will also enable the already valuable NMBCP to become one of the more effective and important programs available for migratory bird conservation and more broadly addressed biodiversity conservation in Central America and the greater Caribbean.

The project constraints experienced to date can be summarized as follows:

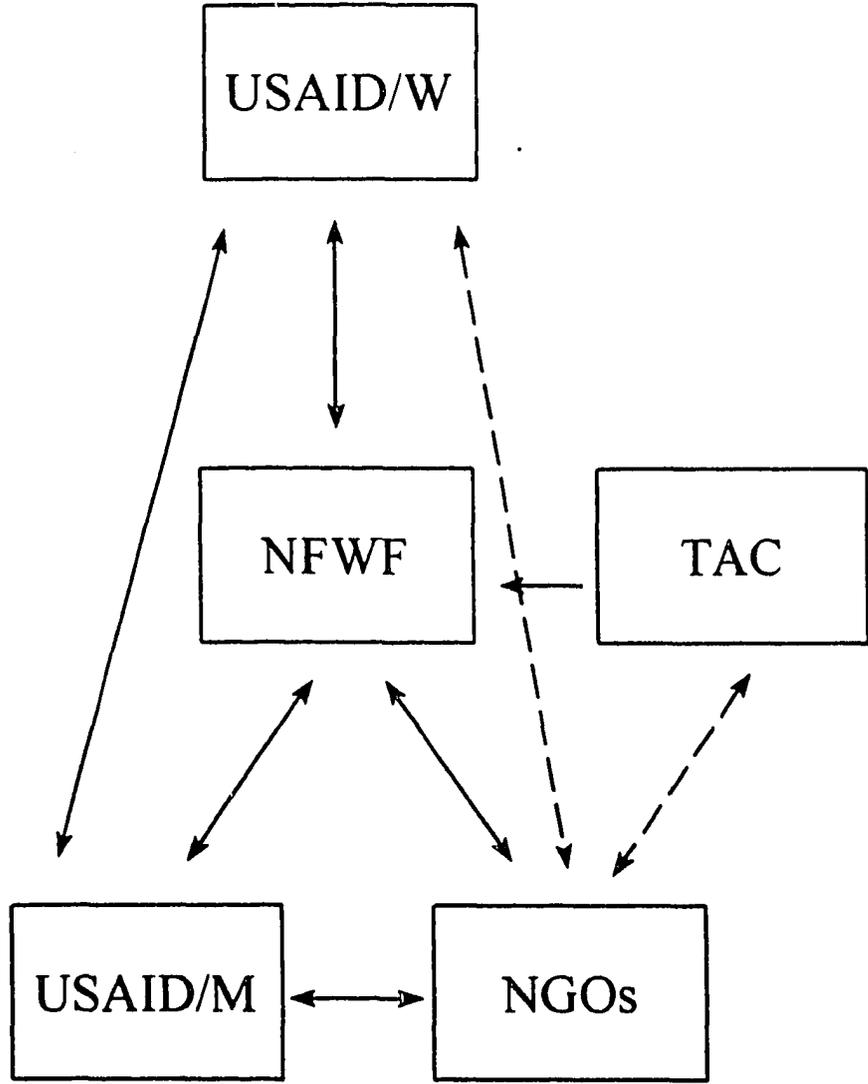
- (a) The communication of roles, responsibilities, needs, procedures, and accomplishments among project participants should continue to be improved through more effective dialogue and precise definitions.
- (b) The general strategy by which the project operates and the specific components or criteria under which this strategy is implemented need to be more clearly defined in order to maximize the effectiveness of each of the project participants.

Each of these constraints comprises a range of sub-issues which have contributed to the evolution of present conditions. However, solutions to these sub-issues and the overall project constraints can be readily implemented with only minimal new costs and time commitments required. Mostly what is needed is a concerted effort on the part of all project participants to prepare more precise definitions of roles and project strategy. Each participant must then be provided with the freedom to carry out the specific roles and strategy measures defined. A summary of the factors contributing to these respective sub-issues and potential solutions which can be applied follows below.

5.1 The communication of roles, responsibilities, needs, procedures, and accomplishments among project participants should continue to be improved through more effective dialogue and precise definitions.

There is general agreement among all project participants involved in the implementation of the NMBCP that communication among the various parties is in need of improvement. The communication problems among the participants appears to be mostly related to: a combination of the unpredictability of funding allocations to finance the project; irregular

Figure 1 Flow chart of NMBCP organization. USAID/W = USAID Washington, USAID/M= USAID/Missions. TAC = Technical Advisory Committee. Solid lines = direct and regular communication. Dashed lines = indirect or sporadic communication.



Congressional "earmarking" of existing USAID funds as opposed to a more clearly defined internal project design; a very complex organizational structure, with few participant roles explicitly defined; and a general lack of experience by some participants in host country conditions and conservation issues, as well as USAID administrative procedures.

Some of these problems have been solved during the first three years of the project. For example, there now appears to be general agreement among all participants that a program in NMB conservation is very important throughout the LAC region and that much valuable experience has been gained. However, inadequate or uncertain communication among participating project entities continues to limit the potential of the NMBCP. A fundamental cause of this poor communication among the various entities involved in the implementation of the NMBCP is the complexity of the organizational structure and the poorly defined roles of each of the players (Figure 1). It is very evident that the six principal players in the NMBCP require very precise role and responsibility definitions if the program is to respond quickly and appropriately to funding requests, project evaluation needs, and follow-up actions.

1. Sub-Issue: *Definition of participant roles and responsibilities*

Despite the obvious complexity of the relationships among these entities, it is clear that each of these organizations has an essential role and stake in the NMBCP. Therefore, what is needed is a more precise definition of each participant's role and responsibilities in the project. The following roles will continue to be required in order to carry out the project:

1. RFP Distribution
2. Proposal Writing (including assistance in proposal preparation)
3. Identification of Appropriate Sub-Grant NGOs
4. Proposal Review
5. Project Approval
6. Project Design
7. Project Implementation
8. Project Monitoring
9. Project Administration (including assistance with USAID/NFWF procedures)
10. Generating Matching Funds
11. Applying Results
12. Project Complementarity (including links with other USAID projects)
13. Project Report Distribution
14. Program Evaluation
15. Strategic Planning for the Program
16. Program Administration

Recommended Actions: Table 2 demonstrates a summary of how these responsibilities can be effectively allocated among participants. A more detailed description of these roles would include the following:

Table 2. Possible roles to be played by each player in the NMBCP.

Role	Players				
	AID/W	NFWF	TAC	AID/M	NGOs
RFP Distribution	○	●	○	○	
Proposal Writing		○	○		●
NGO Identification	○	●	○	○	
Proposal Review	○	●	●	○	
Project Approval	○	●	○	○	
Project Design		○	○		●
Project Implementation					●
Project Monitoring		●	○		●
Project Administration	○	●			●
Matching Funds		●		○	●
Applying Results	●	○	○	○	
Project Complementarity	●	○	○	○	
Project Report Distribution	○	●			○
Program Evaluation	●	●	○		
Strategic Planning	●	●	○		
Program Administration	●	●			

● = Primary Role
○ = Supporting Role

USAID/Washington: In addition to allocating funds to the project, USAID/Washington (USAID/W) should play an important role by assisting NFWF in interpreting and meeting the complex and changing agency administrative guidelines. This is often a formidable task, and will require more than simply providing guideline documentation. The USAID/W project officer should meet with NFWF staff as needed to help them prepare written descriptions of administrative procedures for sub-grant Requests for Proposals (RFP), as well as to help facilitate NFWF's own administrative responsibilities to USAID. As NFWF continues to gain experience through the project, this USAID/W role should diminish. USAID/W can also help evaluate proposals through its participation on the Technical Advisory Committee (TAC), thus ensuring that proposals meet USAID requirements without adding any time-consuming review steps. USAID can also play a valuable role in ensuring complementarity with LAC regional projects by facilitating communications with Mission offices and by identifying and communicating the opportunities for collaboration between projects to NFWF. The USAID/W project officer for the NMBCP should also ensure that NFWF staff are invited to participate in any discussions, workshops, or seminars which pertain to regional projects with complementary interests.

National Fish and Wildlife Foundation (NFWF): NFWF has the ultimate responsibility for soliciting project proposals, selecting the projects to be funded, developing a general program strategy, providing funds to sub-grantees, ensuring that sub-grantees comply with federal regulations, and monitoring project outputs. NFWF can also assist in some instances to help NGOs raise matching funds where needed or appropriate. They also have a responsibility to help sub-grantees interpret and apply USAID regulations. NFWF is responsible for facilitating and coordinating outside proposal reviews, documenting and applying outside recommendations for improving project operations, and compiling sub-grant project results. The results from financed projects should also be communicated to USAID/W and USAID Mission offices to enable the agency to incorporate recommendations in other existing or proposed projects. NFWF should maintain one point person who assumes responsibility for all project-related communications and ensures that any inquiries are given an immediate response.

Technical Advisory Committee (TAC): As their title suggests, the recently established TAC should be responsible for advising NFWF on the technical suitability of submitted proposals. The TAC should incorporate the comments from outside reviewers, whenever requested, and provide recommendations to NFWF as to how to enhance any approved projects. In some cases, it may be valuable for the TAC members to identify opportunities to link NMBCP sub-grants to other regional USAID or other donor projects. A secondary, but important, role for the TAC should be to participate in strategic planning for the NMBCP, specifically in terms of refining RFP technical guidelines and in defining appropriate program outputs. The USAID/W representative(s) on the TAC should also be responsible for ensuring that submitted

proposals meet USAID requirements. The TAC should be coordinated by the NFWF project officer and should report recommendations and problems to this representative.

USAID Missions (USAID/M): There is a strong need for NFWF staff to maintain regular communication with USAID/M through project updates delivered via newsletter, electronic mail or similar media. USAID/M can play a crucial role in helping NFWF to identify qualified or promising local NGOs. Missions provide approval for proposed projects to ensure that projects are complementary to, and not duplicative of, other USAID projects. Missions can also help NGOs identify, and in some cases obtain, matching funds. NFWF should provide the USAID/M with summaries of each sub-grant final report appropriate to the Mission's jurisdiction. USAID/W should help identify one person from each regional Mission who can serve as the NMBCP point person and contact for NFWF and other project participants. Wherever possible, the NFWF staff should request copies of newsletters or other reports from the Mission Environmental Officer (MEO) or specific project officers which will enable the NFWF staff to better coordinate sub-grants and other USAID projects. It is particularly important for NFWF to communicate with USAID/M personnel to learn of grants which will be given to local NGOs that might be complementary to the NMBCP goals and objectives.

Sub-Grantees: The sub-grantees should continue to maintain responsibility for designing the project, writing the proposal, implementing, administering the project at the field level, and reporting final project outputs. NFWF should facilitate less experienced NGOs in obtaining assistance in any of these steps as appropriate.

Communication among these various players could be greatly strengthened by restoring the position of Field Liaison for sub-grants. The project previously employed three Field Liaisons based in Jamaica, Costa Rica, and Mexico. These Field Liaisons were responsible for assisting NFWF in identifying appropriate NGOs to propose projects, assisting NGOs in preparation of proposals and administration of allocated grants, and in monitoring and communicating project results. The Liaisons were recently discontinued due to the uncertainty of new funds being allocated through USAID. It is recommended that at least one Field Liaison be re-established and based in a regional location that will enable regular communication with sub-grantees. The Liaison should be fluent in Spanish and English and should concentrate on the following communication links:

- (a) interpretation of RFP requirements and NFWF guidelines for NGO applicants;
- (b) project updates for USAID Mission personnel; and
- (c) coordinating communication between USAID Missions and sub-grantees.

The Liaison should be expected to accomplish the following:

- ◆ meet with local NGOs to assess institutional capacities and needs;

- assist potential applicants and grant recipients in interpreting USAID and NFWF administrative and management procedures;
- ◆ make regular site visits to financed sub-projects;
- monitor the extent to which sub-grantees are successfully implementing their proposals; and
- participate in workshops and other training events sponsored by sub-grantee projects.

The Liaison can also help avoid duplication of effort among sub-projects and other USAID projects. Hiring someone with ornithological expertise would also enable the Liaison to assist sub-grantees with project design, training in field data collection techniques, and analysis of results. This can increase the efficiency of research programs.

2. Sub-Issue: NFWF staff experience in LAC host country conservation issues

The present NFWF staff responsible for program management and administration has only limited experience working with conservation NGOs and issues in the LAC region. The staff also has only limited experience with USAID/W and USAID Missions, virtually all of which is the result of the interactions with USAID accumulated during the first phase of the NMBCP. This has resulted in some confusion over the interpretation of USAID procedures and has increased time lags and caused other difficulties in project monitoring.

Recommended Actions: To some degree, this sub-issue is gradually being resolved through the course of NFWF's increasing experience with USAID procedures. There is no doubt that NFWF has extensive experience managing U.S.-based small grants programs. NFWF project implementation officers will continue to increase their own exposure to country and organizational conditions in LAC participant countries during the continuing course of the NMBCP. This should help in effectively translating NFWF's U.S. small grant experience to LAC situations. Establishing a schedule for periodic field visits to funded sub-grants would also greatly improve the organization's ability to identify and support a full array of important conservation initiatives. At the same time, USAID/W project staff have provided inadequate assistance to NFWF to enable them to carry out contract obligations in a timely and appropriate manner. Greater input from USAID/W staff to assist NFWF personnel in interpreting USAID guidelines and requirements *before* problems emerge should enable the project to function much more effectively. Finally, the proposed Field Liaison should solve many current communication problems between NFWF, USAID, and sub-grantees. It is likely that this Field Liaison could provide an essential link that is currently missing in NFWF's institutional capacity.

3. Sub-Issue: The timing and distribution of RFPs

Concerns have been raised that the RFP for sub-grants has not been circulated widely enough to encourage a broad enough spectrum of potential NGOs to apply for project funding. Additionally, concerns have been raised that the lag time between delivery of the RFP and

closing date for application responses has been too brief. Potential applicants have had inadequate time to prepare proposals that meet the technical and administrative requirements of the program.

Recommended Actions: The diverse array of proposals received from many NGOs outside the funding mainstream suggests that NFWF has reached a wide array of NGOs. This suggests that NFWF has improved its distribution of RFPs, as well as its capacity to identify strong candidate NGOs and potential projects. At the same time, there do appear to be some geographic and institutional gaps in the list of projects funded, and it is highly likely that the list of candidate projects would be greater with a more widespread RFP distribution. NFWF should continue to use rapid communication channels to distribute the application information throughout the region. Whenever possible, information should be distributed through electronic mail systems, facsimiles, direct telephone communication, and through Field Liaison contact with USAID Missions. Use of these more rapid communication methods is especially essential given the uncertainty of annual funding allocations for the NMBCP.

4. Sub-Issue: *Sub-project Technical Advisory Committee representation*

Some of the research and monitoring projects visited would have benefitted from additional technical review to improve the design or management approaches proposed. Although there are many research Ph.Ds on the TAC, few of these individuals are presently involved with active research programs or have current direct experience with education and field outreach programs in the LAC target regions. This limits the advice and guidance that the committee can offer to either NFWF or sub-grantees.

Recommended Actions: It would be impractical and unnecessary to expand the present TAC to include new members, particularly given the strengths the committee already has in terms of a diverse professional assemblage. A more feasible solution would be for the TAC to assist NFWF in the distribution of proposals for outside review. The TAC should identify appropriate reviewers with experience and expertise in wildlife conservation in managed landscapes, protected area management, sustainable agricultural links with biodiversity conservation, and field monitoring of avian populations. Wherever possible, outside reviewers should have some experience with NMB conservation. These outside reviews should then be incorporated into the final TAC recommendations for each proposal. In all cases, it will be essential to establish firm deadlines for receipt of comments from outside reviewers in order to avoid delays in proposal evaluations. Written comments from the outside reviewers and the TAC should then be delivered to the sub-grant applicants to enable them to modify project designs as needed. It will also be important for the USAID representatives on the TAC to provide critical review of proposals to ensure that they meet USAID financing requirements and to identify links and lessons learned from other USAID projects.

5. Sub-Issue: Procedures for monitoring project results

Monitoring and evaluation of funded sub-grants has been largely done through a review of final reports provided by the sub-grantees and from visits to on-going or completed projects by some project partners. As a result, the procedures being applied for review and evaluation of projects appear to be largely ad hoc and dependent on information provided directly from the sub-grantee.

Recommended Actions: The lack of formal procedures for monitoring results needs the full attention of NFWF and the TAC. While the NMBCP is not structured to allow for detailed evaluations of individual sub-grants, it would be valuable to carry out some on-site reviews and observations. This information can help guide planning and decision-making as the program continues to evolve. The original Liaisons responded to some of these needs, and the proposed new Field Liaison can fulfill most of these requirements through site visits. However, there may also be value in having the TAC establish project-specific sub-committees to evaluate final reports. While sub-project final reports need not be of publishable quality, the data must be accessible. Providing technical assistance to sub-grantees to enable them to structure final reports in a standard scientific format, including defined objectives, detailed methods description, and quantified final results, might be appropriate, where feasible. NFWF should also continue to withhold final payment for any sub-grantees who have not adequately met original project objectives.

5.2 The general strategy by which the project operates and the specific components or criteria under which this strategy is implemented need to be more clearly defined in order to maximize the effectiveness of each of the project participants.

The general strategy of the NMBCP is to give out small grants to host country NGOs to enable these groups to implement projects that will address and include the conservation needs of NMBs. The emphasis is on supporting smaller NGOs that are generally outside of the funding mainstream, although the project is not specifically limited to these groups. Many of the funded sub-grantees have little or no experience in avian research, although many have strong experience in other wildlife or conservation research, education, and outreach initiatives. In emphasizing projects which include or concentrate on NMB research needs, the NMBCP seeks to incorporate NMB conservation into existing biodiversity programs. These existing programs may include local or endemic bird conservation needs but have little emphasis on NMBs. Through the NMBCP sub-grants, these programs are being expanded to include and, in many cases, concentrate on NMB issues.

In strengthening small NGOs, the NMBCP can both benefit local biodiversity conservation projects and add the conservation needs of NMBs to local planning efforts. Local NGOs also benefit from the general public's appreciation of bird migration, which has been a very evident factor in the success of local education and outreach activities. These newly strengthened NGOs can then become more important players in national or regional

conservation planning. This can greatly increase the potential for NMBs to be included in national or regional conservation programs. By creating a new generation of students and para-professionals with experience in NMB field and management techniques, the NMBCP is guaranteeing that the conservation needs of NMBs will be considered in future host country or regional conservation plans. Box 1 (p.11) provides an obvious case study from Jamaica demonstrating the potentials of this human resource development.

The emphasis on smaller NGOs can enable the project to work with groups that have fewer unrelated projects and can thus concentrate on NMB needs (Box 2, p.13). This approach, however, requires a great deal of additional work from NFWF to enable these smaller NGOs to accomplish the steps needed to design, implement, manage, and evaluate small projects.

However, the general strategy by which the project operates is complicated by a variety of sub-issues. These sub-issues cloud the interpretation and implementation of the strategy by the various project participants. Unfortunately, many of these sub-issues are critical to how the general philosophy of the project is defined or implementation procedures are established. It is apparent that no consensus has yet been achieved among the project participants as to how to resolve these sub-issues. However, clarification and solutions to these sub-issues are essential if the NMBCP general strategy is to be effectively implemented. The following summaries may provide some direction towards these solutions.

1. Sub-Issue: *Sub-project designs which emphasize habitat-based research vs. long-term monitoring*

Because most projects are financed for only a one-year period, the NMBCP is unable to fund long-term NMB monitoring directly. As a result, most NMBCP monitoring efforts emphasize carefully controlled and randomized annual sampling of multiple habitats that differ in forest type, elevation, disturbance, successional age, and other relevant factors. These efforts are essential if the project is to contribute to identifying priority habitats for conservation initiatives and assessing management impacts. However, such complex monitoring efforts are very difficult to replicate over a longer-term study, both physically and financially.

Recommended Actions: We recommend the TAC encourage the establishment of long-term monitoring efforts in the project study areas to evaluate the effect of conservation efforts (e.g., restoration). Where possible, citizen monitoring efforts could be established. A subset of census points could be chosen based on the relative ease of access to facilitate long-term monitoring. The RFP criteria should also be amended to instruct applicants to demonstrate how proposed monitoring efforts will be designed to ensure that enough work can be maintained over the long-term to produce meaningful data results.

2. Sub-Issue: *Focus on NMB species vs. more general local biodiversity conservation needs*

USAID is presently funding many projects in the LAC region which specifically or indirectly include measures designed to promote conservation of biodiversity. Concern has been raised that some NMBCP funded sub-grants are duplicating other efforts by attempting to incorporate broad-scale biodiversity conservation goals into what should ostensibly be NMB conservation projects. There is concern that the small NMBCP grants will be unable to have the impact of the other more extensively funded USAID projects and that the NMBCP should concentrate instead on activities that will be directly beneficial to NMB species.

Recommended Actions: The review of projects financed to date through the NMBCP demonstrates that the current emphasis on including NMB work in existing local biodiversity conservation projects is a viable and productive strategy. NMBs should not be perceived as competing with other local biodiversity issues. Rather, the conservation needs of NMBs typically complements and supports other conservation needs in the geographic area. Additionally, NMBs are of considerable interest to all scientists and local residents contacted. Everyone interviewed felt that including NMBs in the sub-project enabled them to attract greater interest to broader biodiversity conservation needs. There is no indication that sub-grantees addressing broader biodiversity issues neglected NMB needs. All of the projects reviewed, including those with broad biodiversity conservation agendas, were devoting the bulk of project resources to NMB issues and were using NMBs to expand the project impacts. NMBCP solicitations should continue to encourage projects which are NMB-specific or which apply NMB conservation towards broader goals.

3. Sub-Issue: *Sub-project emphasis on specific themes vs. broader, more generalized themes*

There have been some suggestions that the NMBCP would produce greater impacts if the project emphasized sub-grants in specific technical or management themes. For example, the project could require applicants to only assess population characteristics of terrestrial NMBs in managed landscapes as one specific technical theme. The concern is that present funding for sub-grants is too small to enable NGOs to effectively implement projects which include a multitude of themes (research, monitoring, education, outreach, and management practices). More specific themes would be predicted to concentrate NMBCP impacts and produce more significant long-term results, as opposed to the broader-based inclusive approach now being employed.

Recommended Actions: The review of projects in progress demonstrated that most NGOs were fully capable of accomplishing both broad-based and specific objectives. However, it appears important for most projects to have a priority emphasis, with other themes being supplemental to, and supportive of this priority. For example, projects focused on research and monitoring agendas often generated valuable outreach because of the conspicuous presence of scientists living in the field in local communities (Boxes 1-4). Box 1 illustrates a situation where the only feasible mechanism for local outreach and education was the regular presence of the NMBCP-

financed researchers. However, proposals which attempt to integrate research, monitoring, education, outreach, and management needs have the potential to overextend themselves (Box 3, p.26).

4. Sub-Issue: *Sub-project emphasis on activities in pristine areas vs. work in more managed landscapes*

Some concern has been raised that more NMB conservation initiatives should concentrate on the research, education, or management needs inherent in managed agricultural landscapes, because a large percentage of NMB species occur there, and the vast majority of habitats in the LAC region would be classified as managed areas.

Recommended Actions: NMBs occur in both undisturbed and managed landscapes, and it is not possible to distinguish the suitability of either habitat on either a species or broader basis. As a result, it is most practical for the NMBCP to continue to solicit proposals from organizations willing to address NMB needs in both habitat types. The cause of NMB conservation will not be aided by requesting projects to concentrate in only one or the other of these landscapes. This fact has already been recognized by the NMBCP; 50 percent of the projects reviewed included managed landscapes as an area of project emphasis. Box 4 (p.28) is a case history of one highly successful project in a heavily managed landscape.

5. Sub-Issue: *Linkage between NMBCP sub-projects and other USAID regional projects*

There are a considerable number of other USAID projects in the region that should be able to incorporate NMB conservation needs into their overall objectives (Appendix 4). In many cases, the NMBCP outputs could provide important technical information or new opportunities for these other USAID projects to pursue. The NMBCP needs to develop formal or informal links among USAID/W, USAID/M, and the NMBCP that will enable these projects to take advantage of the data or other outputs resulting from the funded sub-grants.

Recommended Actions: The measures proposed in Section 5.1 to improve communication among the NMBCP participants should respond directly to this sub-issue. The principal factor constraining better linkage between NMBCP sub-projects and other USAID regional projects is the limited communication which has occurred between USAID Missions and other USAID project personnel and the NFWF, as well as between USAID/W and Mission and project staff. NFWF project staff should provide summaries of existing and proposed sub-grant projects to the project manager

Box 3: Case History Study of a Project Done by a Large NGO

Project Title: Migratory bird conservation project in the Darién Province of Panama: A model for habitat restoration (Appendix 5, #5)

Organization: ANCON, Panama

Description: This project included a habitat restoration of a small (64-ha) section of a buffer zone around Darién National Park, local outreach, and a census of birds in the restoration area and around the buffer zone. We did not visit the project, and so were unable to interview the students and see where the work was done. From reading the report, however, we can conclude that three field trips were made during which birds were censused using several methods and many local residents were hired to gather seeds and plant trees. The objectives and methods used fall within the purview of the RFP and the work was done by qualified personnel.

Problems: The final report presents little in the way of useful data. Most of the data were apparently entered into ANCON's Conservation Data Center (CDC), where access to people outside of ANCON is uncertain. The final report lists the very few (61 individuals plus an unspecified number of Bay-breasted Warblers on trip #2) NMBs recorded on the field trips without providing information on habitat associations, relative abundances, or management needs. No information was provided on the abundance of residents in the various habitats either. Presumably, these data will be analyzed, but it is not clear how AID and NFWF will gain access now that the final report had been submitted.

Conclusions: This appears to represent a case history of a study of NMBs that was "lost" in a larger project. There is no guarantee that the needs of NMBs will be considered in future actions of the project. The NMBCP funds were given to a worthy project, but it is not clear that they will result in enough changes in the project to justify the expenditure of funds earmarked for NMBs.

for USAID-financed projects in this region which USAID/W identifies as having appropriate linkages with the NMBCP. NFWF should update this summary on at least an annual basis. In turn, the USAID/W or USAID/M project officer should identify specific opportunities for the NFWF projects to directly or indirectly assist other USAID projects. These written or verbal responses from the USAID project officers should then be distributed to proposal applicants or sub-grantees in order to enable them to incorporate the recommendations in their project design and to initiate dialogue with the appropriate other USAID project(s). However, no NMBCP funds should be diverted to support other USAID project efforts, nor should NMBCP sub-grants be forced to adhere to other project structures. The NMBCP should remain independent of these other USAID projects to enable it to achieve its own strategy objectives.

6. Sub-Issue: *Avian ecology experience of participating NGOs*

The lack of experience and training in avian research and management issues on the part of many financed NGO sub-grantees can result in project outputs which do not meet the standards and needs of verifiable, publishable scientific information. Some of the projects reviewed showed evidence of design flaws and would have benefitted from more extensive guidance in the design and implementation of field monitoring efforts. Projects which did receive input from experienced avian ecologists, such as the El Cielo project in Mexico, demonstrate results which are more scientifically rigorous and more likely to support applied management initiatives.

Recommended Actions: The U.S. Fish and Wildlife Service (USFWS) has been assigned \$75,000 from the total of \$750,000 allocated to the NMBCP for Fiscal Year 1995. As an initial response to this sub-issue, a portion of this USFWS funds should be used to contract technical expertise for field visits to help applicants prepare scientifically sound project designs. Wherever possible, this technical expertise should be contracted from local sources. Expatriate expertise should only be consulted in situations where there is no evidence of suitable local specialists. A more effective, long-term solution to this sub-issue will be to contract the services of a Field Liaison with demonstrated research and project design skills. This option is discussed more fully in Section 6.2.

7. Sub-Issue: *Local and regional relevance of NMBCP sub-projects*

Research projects have historically formed the basis of conservation efforts and will continue to be essential to define the educational and management responses needed in the future. Verifiable and properly designed data collection efforts are essential to identify problems and often generate the publicity necessary to attract attention to a particular geographic area or problem. The long-term presence of field researchers in an area provides the foundation for

Box 4: Case History of a Project in a Heavily Managed Landscape

Project Title: Banana Plantation Diversity, Costa Rica (Appendix 5, #8)

Organization: Rainforest Alliance

Description: Bananas are one of Costa Rica's most important crops, but they have many potentially negative environmental effects. The ECO-OK program seeks to minimize these effects through a combination of replanting buffer strips along roads, leaving forest fragments, recycling waste, and improving worker health. This project involves many Costa Rican conservationists, one (and potentially more) Master's student, and the active cooperation of Chiquita Bananas, a private corporation. Relations between the conservationists and private industry appear to be excellent, and the company seemed very eager to show us around their facilities.

NMB work on this project was done by a Master's student (José-Luis Angel) at Universidad Nacional and an employee of the Rainforest Alliance (Lenin Corrales). Research involved intensive mist-net studies of birds in four of the many remnant forest patches. Both researchers were fully aware of the potential limitations of mist-net sampling and had reasonably good rationale for their use. Samples were being done monthly and all relevant measurements were being made. During our visits, it was very clear that the forest patches were being heavily used by birds, many of which were nonforest species, but some of which were usually associated with large forest tracts. Data presented by José-Luis Angel clearly demonstrated heavy use by NMBs as well.

Conclusions: This project could be a model of work done in agricultural landscapes that will benefit NMBs directly. Plans to expand and connect fragments should help keep forest species in the fragments, and the buffer strips should also provide excellent habitat for more generalist migrants. Application of these techniques across many plantations could provide significant wintering habitat for NMBs and may provide more habitat for local species than we might have expected. Preliminary contacts with cattle ranchers in Costa Rica could expand these conservation measures in the much more extensive cattle pastures. A promising Mexican M.S. student is also being trained in NMB conservation, and new M.S. students may join the project. Future matching funds might be raised from private banana companies.

Problems: The intensive sampling of four woodlots may provide little statistical power. Halving the effort in each woodlot would double the number of woodlots that could be censused and would increase statistical power for some kinds of analysis. Doing observational studies and song censuses (in the second year after their songs have been learned) would increase the effectiveness of quantifying use by canopy birds. Perhaps the second M.S. student could undertake a more extensive sampling effort.

local outreach and education efforts and helps remind local residents of the existence and value of parks and buffer zones. Researchers working in the field also represent the best source of training for local students and guides.

However, the focus of research can sometimes be too narrowly defined or constrained by the publication requirements of peer-reviewed journals. Similarly, research efforts that are poorly designed may yield data, but the value of the data for applied purposes could be severely constrained by the design. The results of such research may only be indirectly relevant to conservation needs. While most of the projects reviewed did appear to be on the way to producing meaningful information that should further local or regional conservation efforts, there are a few projects financed through the NMBCP which will or have produced data that appears to be of only limited value. It will be essential for the NMBCP funds to be carefully allocated only to projects with sound data collection and analysis designs that respond to the overall project strategy.

Recommended Actions: The NMBCP should most certainly continue to fund projects that emphasize or incorporate field data collection components. However, all project proposals should continue to be evaluated to ensure that the proposed research will have an explicitly applied focus that can contribute to local habitat conservation. Grants allocated to less experienced NGOs should encourage linkage with a more experienced national or international NGO. These sorts of partnerships, especially when involving U.S. researchers, should ensure that local protected area personnel, guides, and particularly students obtain practical training in research methods through the process. The involvement of experienced research scientists in sub-grants should also include short field courses at local universities, presentations to interested groups, and written summaries of the field methods being applied published in local periodicals.

8. Sub-Issue: *Project duration and continuity*

Short-term projects often fail to provide the continuity necessary to accomplish far-reaching conservation goals. The implementation time frame for many projects also constrains the achievement of significant conservation goals, given the logistical constraints of many LAC locations. Monitoring is intrinsically a long-term process. Most local NGOs lack the experience and, more commonly, the finances necessary to design and sustain long-term monitoring efforts. Unless the NMBCP can help identify mechanisms to sustain funded sub-projects over a longer term, the outputs from the projects may have minimal long term significance for conservation needs.

Recommended Actions: The most effective means of promoting sustainability among sub-grantees would be to internalize USAID funding for the NMBCP and establish the project as a long-term USAID initiative with financial commitments set for a multi-year period (see Section 6.1). This could ensure that funds for sub-grantees are available at reliable intervals and that more promising projects could be financed for

repeat cycles. Repeat funding could prove to be highly important for projects designed to emphasize long-term monitoring. It is often also essential in situations where graduate students represent the key field link. At least one NMBCP sub-grant lost its participating graduate students to another project when follow-on funds were not available. It will also be important for NMBCP staff to assist sub-grantees in obtaining the organizational skills needed to solicit and obtain matching or supplemental funds to continue projects initiated. NGO staff often need to develop or enhance skills in identifying potential funding sources and proposal preparation.

9. Sub-Issue: NGOs field research experience

Some of the NGOs which have applied and obtained funding through the NMBCP have little or no demonstrated previous experience monitoring avian populations, carrying out field research programs, or designing bird conservation field programs. There is some risk that NGOs may be enticed to solicit sub-grant funds to support other agendas, while providing incomplete coverage of the NMB conservation needs.

Recommended Actions: Although this risk is inherent in the nature of the program, it does not appear to have resulted in the selection or implementation of any weak or inappropriate projects to date. Every project reviewed through field visits or other interview mechanisms demonstrated clear project objectives that are directly pertinent to NMB conservation needs. While many of these projects could have been improved through more rigorous monitoring designs, they are all actively engaged in monitoring and education work that will yield meaningful results. Most sub-grantees contacted expressed enthusiasm about the excellent public relations generated by work with NMBs and were able to easily mix NMB conservation needs with other broader biodiversity conservation objectives without constraining either concern. Of the 23 sub-grants allocated to date, only three appear to have had questionable contributions to the immediate needs of NMB conservation (Appendix 5, Projects 5, 6, and 20). These projects reflect designs that either proved ineffective (Project 5), or were only indirectly related to NMB needs. More rigorous review of proposals, including the use of outside reviewers, could eliminate these sorts of projects in the future. It may also be appropriate to provide extra attention to proposals submitted by large NGOs whose technical focus may be too wide to provide the attention needed for NMB conservation (see Box 3, p.26).

10. Sub-Issue: Dissemination of sub-project results

Because only a few sub-grant projects have been completed, it is difficult to evaluate dissemination of results. Several of the projects were developed in the vicinity of other USAID natural resource management or conservation projects, though none of these other projects have demonstrated any awareness or application of the NMBCP outputs. Few individuals outside of NFWF and the TAC expressed familiarity with the activities of current or completed NMBCP projects. The proceedings of the censusing and monitoring workshop

carried out in Costa Rica (Appendix 5, Project 3) were published and widely distributed, and several presentations at the 1995 meeting of the Society for Caribbean Ornithology reported on findings from NMBCP sub-grants. Results from other projects have been far less well disseminated.

Recommended Actions: NFWF has carried out its responsibility for assisting sub-grantees to prepare final reports which are structured to meet the interests and needs of other national or regional conservation projects. However, both NFWF staff and the USAID/W project officer should share responsibilities for reproducing and distributing these final reports to USAID Project Officers in the Washington, D.C. or Mission offices, as well as to other select NGOs, government agencies, or universities in the region. The proposed Field Liaison should help identify the appropriate institutions to receive copies of specific final reports. Additionally, final reports should include a concise list of management recommendations supported by the project's findings. These recommendations can then be incorporated into a larger regional strategy promoted through the PiF program.

6. Recommendations for Project Strengthening

The review of sub-issues affecting the NMBCP in Section 5 identifies many opportunities for improving project implementation and administration. These recommendations can be integrated and prioritized as follows:

First Priority Recommendations:

6.1 Internalize USAID funding for the NMBCP and establish the project as a long-term USAID initiative with financial commitments set for a multi-year period.

The NMBCP has clearly demonstrated beneficial outputs in terms of improved conservation data, education, and localized project actions aimed at enhancing populations for NMB species. However, the potentials for this project appear to be even greater than is possible within the boundaries of the presently available funding. There is considerable interest among the smaller NGOs within the region to incorporate avian conservation efforts within their agendas, and these responses could be easily modified to include NMB concerns. The NMBCP generates positive publicity for biodiversity conservation in general, and USAID responses specifically, because it directly links international environmental projects with very prominent U.S. environmental concerns. Internalizing the NMBCP budget to establish the program as a long-term, multi-year USAID project would accomplish the following:

- ◆ provide more lead time for NFWF to solicit RFPs, review proposals, and carry out the procedures necessary to transfer funds;

- ◆ provide much-needed continuity in projects that require more than one year to achieve implementation objectives. This can also help ensure that project staff do not abandon the project after one year for other job prospects;
- ◆ enable NFWF and USAID to stabilize their relationship and continue to improve communication capabilities;
- ◆ enable the NMBCP to expand to additional LAC countries without limiting the investments already made in existing participant countries;
- ◆ enable the NMBCP to consider expansion to Andean countries where many critically threatened NMBs winter, particularly Ecuador and Peru; and
- ◆ increase expectations of research output quality as NGOs gain more experience through longer term funding commitments.

6.2 Hire a bilingual full-time Field Liaison based in the LAC region to improve communication among NFWF staff, USAID Missions, and sub-grantees.

Identifying and supporting small NGOs to develop practical NMB conservation initiatives requires a great deal of time and diverse professional expertise. Specifically, the NMBCP would benefit from having at least one person on staff who has a mix of capabilities in the design and implementation of small monitoring, education, outreach, or management projects aimed at promoting bird conservation in rural areas of Latin America and the Caribbean. NFWF should identify suitable funds to maintain at least one Field Liaison on a part-time basis in an appropriate regional location. This person should have access to funds for travel and consultation with sub-grant applicants or recipients in the region. The responsibilities of this Liaison should include the following:

- ◆ facilitate communication between NFWF and sub-grantees by assisting applicants in identifying and meeting matching fund requirements, designing practical projects, implementing and administering field activities, and meeting both NFWF and USAID requirements;
- ◆ facilitating communication between USAID Missions and sub-grantees by consulting with Missions to help identify appropriate NGOs and selecting projects that can complement existing USAID projects;
- ◆ facilitate communication between NFWF and Missions by ensuring that Mission staff are informed of the NMBCP projects being proposed or in operation. The liaison should also provide copies of project results to the Mission contact person as available; and

- ◆ monitor the progress of project implementation to ensure that projects are in compliance with USAID regulations, NMBs are being appropriately addressed, project objectives are being fulfilled, allocated funds are being properly managed, and appropriate field methods are being employed.

The Liaison should have the following qualifications: (1) fluency in Spanish and English; (2) field experience in the LAC region; (3) training in research design and analysis; (4) some experience working with rural conservation field projects; and (5) some experience with USAID-financed initiatives. Experience, knowledge, or interest in bird conservation will also be an important qualification.

6.3 Maintain flexibility of funding for sub-projects to include a wide variety of potential projects.

The technical and management needs of NMBs to ensure their long-term survival remain diverse. As a result, it is not recommended that the NMBCP concentrate funds in narrowly defined themes or geographic areas. Instead, the project should continue to solicit proposals for a wide variety of projects, including those which involve the following:

- applied research in NMB population ecology, habitat suitability, or responses to outside impacts;
- ◆ research, habitat conservation, education, outreach, or land management work in disturbed landscapes;
- ◆ research, habitat conservation, education, outreach, or land management work in pristine landscapes;
- ◆ specialized project focus (e.g., regional or national education and outreach programs, site-specific monitoring, etc.);
- ◆ comprehensive project focus (e.g., integrating monitoring, education, outreach, and management guidelines); and
- ◆ workshops and training.

6.4 Encourage sub-projects which reflect a partnership between established national or international NGOs and lesser developed local NGOs.

Some of the problems inherent in working with smaller, less developed NGOs have been previously identified, including limited experience designing and managing field projects pertaining to avian conservation. NFWF has attempted to encourage partnerships between more advanced national or international NGOs, including U.S. organizations, and these smaller local NGOs. This practice should continue. The smaller NGO should be

encouraged to serve as the lead organization whenever possible, with the more established group providing technical support to the project. The proposed Field Liaison, USAID Mission staff, and NFWF staff can work with small NGO applicants to identify suitable partners as needed. Partnership identification can be based on the technical, administrative, or management limitations of the applicant NGO. This can help develop NGO skills and capabilities, while ensuring the technical and management responsiveness of the sub-project.

6.5 Expand the project geographic coverage to include LAC countries not presently represented.

NFWF staff have already indicated their intention to broaden the distribution of RFPs to include LAC target geographic countries which have not participated in the NMBCP in the past. These countries would include Honduras, El Salvador, Nicaragua, Haiti, and the Dominican Republic. All of these countries are actively involved in USAID-financed projects which directly pertain to sustainable land use, natural resource management, or biodiversity conservation. Each country also represents an important site for NMBs. Greater communication with USAID project officers in each of these locations and a more widespread distribution of RFPs should ensure that proposals are developed for a wider regional coverage.

6.6 Encourage sub-projects which emphasize complementarity with other USAID projects in the region and with those of other donors.

The conservation needs of NMBs are rarely distinct from those of broader-based biodiversity conservation concerns. As a result, the activities funded through the NMBCP should be supportive of, rather than distinct from, other conservation initiatives being financed in the LAC region by USAID or other donors. Improved communication links between the NMBCP and USAID Missions as outlined in Sections 5.1, 5.2 (15), and 6.2 should ensure that USAID project managers and USAID Mission personnel are more acutely aware of the outputs and opportunities inherent in the NMBCP sub-projects.

6.7 Develop and implement a work plan for each project participant that clearly specifies roles and responsibilities.

Section 5.1 describes the factors that have contributed to communication problems among the NMBCP participants. Table 2 outlines a general summary of a possible division of responsibilities among these participants. It will be essential for the various participants to reach consensus on precise interpretations of each role and responsibility in the project, and to refer to these interpretations as needed throughout the life of the project.

Secondary Priority Recommendations:

The following recommendations could help strengthen the overall project effort, and should be implemented to the degree to which finances and opportunities permit.

6.8 Establish opportunities for professionals or technicians to obtain training and education in ornithology, field biology, and monitoring.

Education and training opportunities in ornithology, particularly with reference to NMBs, is rare to non-existent in much of the LAC target region. The University of the West Indies in Jamaica does not offer any programs in ornithology, nor does it provide students with specific information on NMBs. Courses available in Costa Rica, Honduras, Mexico and elsewhere mostly emphasize endemic or regional resident bird species. Several NGOs contacted indicated a need for training in basic ornithology, conservation biology, and field monitoring techniques. It is recommended that the U.S. Fish and Wildlife Service (USFWS) take the lead in organizing and facilitating a short course of 2-4 weeks in duration in Jamaica to respond to these needs. If interest and need can be demonstrated, a second course conducted in Spanish could be offered in an appropriate Central American location. These short-courses could be financed using some of the funds provided to USFWS through the 1995 NMBCP allocation. Where appropriate, USFWS should contract outside expertise, preferably including local or regional avian ecologists, to provide instruction for an audience that will include representatives from funded sub-grants who will be responsible for carrying out project field work.

6.9 Rather than financing a large number of new projects for the August 1995 funding cycle, the TAC and NFWF may want to consider an additional year of funding for existing projects.

NFWF is currently soliciting proposals for an August 1995 funding cycle. However, funding a large number of new projects at this time may be inappropriate, since the project appears to be attempting to revise some past approaches and respond to the sub-issues identified in this evaluation. At this juncture, it may be more valuable for the TAC and NFWF to review current projects and identify those which could most benefit from supplemental funds to continue promising work beyond the usual one year deadline. A more concerted effort at soliciting proposals, particularly from a wider geographic area, should then be targeted for the December 1995 RFP. This would allow more expanded funding to be in place for the 1996-97 field season without undue pressure to rush proposal reviews and project implementation. Existing projects could continue work through the 1995-96 field season with some additional funding, since project personnel are already in place and project designs are completed.

6.10 Incorporate long-term monitoring into the plans of all financed sub-projects that include research components.

Very few data exist to document the geographic preferences, movement routes, population dynamics, or disturbance impacts to NMBs in the LAC region. Any information which can be generated through NMBCP activities to strengthen these understandings will represent a significant contribution to NMB conservation in the region. All sub-projects should be encouraged to include at least some field monitoring wherever appropriate and practical. Funds should also be set aside to cover travel requirements for repeat censusing. Emphasis should be given to designing monitoring projects which are easy to replicate and which are highly representative of the range of local habitats and land use practices. Monitoring activities should also always include training of local professionals and para-professionals whenever possible. Monitoring efforts should also be structured to enable outside reviewers to apply the results to measure the impacts of local land-use management practices on NMBs. Monitoring outputs should also be used to attract attention to, and motivate interest in, areas important for NMB conservation.

6.11 Prepare a source book for potential applicants which identifies opportunities for matching funds, and which outlines acceptable in-kind contributions.

Most participating NGOs have limited experience identifying appropriate in-kind contributions to match the NMBCP grant. These NGOs may also have limited experience identifying sources for supplemental funds which can be used to match or extend the finances allocated through the NMBCP. Both of these constraints can slow down the actual implementation of the sub-grant and limit its long-term impact. It is recommended that NFWF prepare a concise source book which describes the types of in-kind contributions NGOs can use to meet NMBCP grant requirements and explains how to document these contributions in proposals and project administration records. NFWF staff have already indicated that one very thorough list of potential donors is already available and could be used to accomplish this task. Matching fund sources should include the name of the alternative fund, a brief description of the target interests of the fund, and a contact address. NFWF staff, particularly the recommended Field Liaison, should be prepared to assist sub-grantees in interpreting the information included in this source book.

6.12 Provide training opportunities to enable key NFWF implementation staff to obtain conversational Spanish language capabilities.

The proposed Field Liaison must have strong conversational abilities in both Spanish and English in order to be of meaningful assistance to sub-grantees. However, it may also be valuable for the NFWF personnel in Washington, D.C. administering the NMBCP to obtain at least some conversational skills in Spanish. While not essential to the project's success, these skills will enable these individuals to provide more significant inputs to sub-grantees in the large majority of participant countries and to gain more from field visits to project sites.

Appendix 1

Scope of Work for NMBCP Evaluation

Purpose. To carry out a mid-term evaluation of the USAID/NFWF Neotropical Migratory Bird Conservation Program (NMBCP). The general purpose of the evaluation is to assess progress towards achievement of the program's goal and objectives; identify relative strengths and weaknesses of the program's organization, implementation and administration; and to provide constructive feedback to guide future implementation of the program. The findings and recommendations of this evaluation will be applied directly toward the next cycle of grant awards which is scheduled to begin in August 1995.

Background. Long-term surveys indicate that populations of many species of Neotropical migratory birds are declining. Declines have been linked to loss and deterioration of habitat on the North American breeding grounds and the Neotropical wintering grounds. In 1990, in response to these population declines, the National Fish and Wildlife Foundation (NFWF) launched the Partners in Flight Program to promote increased coordination, communication, funding, and strategic planning to benefit conservation of Neotropical migratory birds and their habitats. The program brings together all groups with an interest in conservation of Neotropical migratory birds and their habitats and encourages partnerships to address pressing conservation issues. To date, 15 federal agencies (including USAID), over 60 state and provincial agencies, 35 non-governmental organizations (NGOs), 15 companies and organizations representing the forest products industry, and a host of universities are participants in the program.

In 1991, in response to a Foreign Assistance Appropriations earmark, USAID awarded NFWF \$500,000 for a two-year Neotropical Migratory Bird Conservation Program (NMBCP). This program is an attempt to address the observed population declines in Neotropical migrants by supporting conservation activities and public education activities for migrants on the wintering grounds. The FY 1993 Foreign Assistance Appropriation earmarked an additional \$750,000 for the NMBCP. Through a competitive matching grants program, the NMBCP provides grants to NGOs, host country governments, and individual researchers to carry out activities (e.g., monitoring, research, conservation, education and training) in support of the Partners in Flight program. The International Working Group of Partners in Flight helped to identify programmatic priorities for the USAID/NFWF NMBCP.

Terms of Reference. Consultant will carry out the specific activities described as follows:

1. The evaluation team, consisting of an environmental expert with extensive knowledge of USAID environmental programs, activities and procedures in the LAC region and a ornithologist with expertise in Neotropical migratory birds, will interview LAC/RSD/E and NFWF personnel, and review NTMB files in the G/ENV/ENR office to familiarize themselves with the project components, activities, and deliverables.

2. The evaluation team will also interview members of the Partners in Flight International Working Group, in Washington and by telephone, to gather information about the current status of the Partners in Flight program and how the NMBCP fits in as a component of Partners in Flight.

3. In collaboration with NFWF and G ENV/ENR, the evaluation team will develop a schedule for site visits to NMBCP-funded projects in up to two LAC countries (preferably one Caribbean country and one in Central America or Mexico). The site visits will entail interviews with project staff, relevant host country officials and USAID mission officers to discuss project results, impacts, follow-on activities, and fit with host country conservation initiatives and priorities.

4. Using the file information, information from the cooperative agreement and amendments, and information from interviews and field site visits, the evaluation team will assess the project's overall performance against the project's purpose and output levels. The evaluation will focus equally on evaluating the effectiveness of project management and project impact.

The evaluation will answer the following issues, present lessons learned, and make recommendations.

Have RFPs been adequately distributed to effectively solicit quality proposals from a variety of institutions?

Is the proposal cycle well-designed, such that it allows adequate time for the preparation of quality proposals and careful proposal review?

Has USAID provided adequate guidance/backstopping to NFWF?

What level of coordination have projects had with Missions? How do projects fit in with Mission activities? How should they? What level of coordination with Missions is desirable?

Does NFWF have sufficient capacity to effectively manage the grants program?

What level/type of support does NFWF provide to grantees?

What level/type of support is needed? What type of relationship does NFWF maintain with grantees?

Have matching funds by NFWF contributed to the project as outlined in the Cooperative Agreement? Matching funds contributed by grantees?

Does the project promote activities that will be supported beyond the duration of USAID funding?

How are gender issues incorporated into project implementation? Other participation issues?

Are findings of the project being disseminated? Are they being used?

Is financial management of the cooperative agreement funds by the grantee (NFWF) and subgrantees adequate? Do regulations to insure adequate financial control impose an unreasonable burden on either the grantee or subgrantees?

Are the reports provided by grantees to NFWF in a useful format for NFWF and USAID? To whom are these reports disseminated? Are reports used to identify technical assistance needs of projects? Are they useful for project monitoring and evaluation?

Has the project leveraged assistance from other funding sources?

By what process and under what rationale were decisions of scale and scope made? Could larger areas and more sectors have been addressed, or did the project overreach?

Appendix 2 List of Contacts

<u>Name</u>	<u>Role</u>	<u>Method</u>	<u>Contact</u>
Dr. John Faaborg	Sub-Grantee	Phone	University of Missouri
Dr. Gonzalo Castro	TAC	Interview	World Wildlife Fund
Alex Echols	Assistant Director	Interview	National Fish and Wildlife Found.
Cynthia Gill	Project Officer	Interview	USAID/G/ENV
Michael Philley	Project Officer	Interview	USAID/G/ENV
Karen Menczer	Project Officer	Interview	USAID/LAC/ENV
Dr. Jeff Brokaw	Project Officer	Interview	USAID/LAC/ENV
Dr. Russ Greenberg	TAC	Interview	Smithsonian Migratory Bird Prog.
Dr. Herb Raffaele	TAC	Interview	US Fish and Wildlife Service
Dr. Roberto Roca	TAC	Interview	The Nature Conservancy
Dr. Peter Stangel	Project Manager	Interview	National Fish and Wildlife Found.
Andrew Romero	Project Assistant	Interview	National Fish and Wildlife Found.
Dr. Meg Symington	TAC	Interview	Biodiversity Support Program
Dr. Dan Petit	--	Interview	US Fish and Wildlife Service
Dr. Lisa Petit	--	Interview	Smithsonian Migratory Bird Prog.
Dr. Marcia Mundle	Sub-Grantee	Interview	Gosse Bird Club/Jamaica
Suzanne Davis	Sub-Grantee	Interview	University of West Indies/Jamaica
Dr. Eric Garroway	Sub-Grantee	Interview	University of West Indies/Jamaica
Dr. Peter Vogel	Sub-Grantee	Interview	University of West Indies/Jamaica
Harvey Webb	Sub-Grantee	Interview	South Coast Conservation Found.
Jimmie Brown	Sub-Grantee	Interview	Gosse Bird Club/Jamaica
Chandra Diego	Sub-Grantee	Interview	Gosse Bird Club/Jamaica
Ernie Duffus	Local Field Assist.	Interview	South Coast Conservation Found.
Catherine Levy	Liaison (former)	Interview	Gosse Bird Club/Jamaica
Leo Douglas	--	Interview	University of West Indies/Jamaica
Steve Reeve	Envir. Specialist	Interview	USAID/Jamaica
Carlos Vega	--	Interview	Chiquita Banana Corp.
Chris Wille	Sub-Grantee	Interview	Rainforest Alliance
Lenin Corrales	Sub-Grantee	Interview	Rainforest Alliance
Olmon Varela	Sub-Grantee	Interview	Monteverde Conservation League
Carlos Guindon	Sub-Grantee	Interview	Monteverde Conservation League
Claudette Mo	Sub-Grantee	Interview	Universidad Nacional/Costa Rica
Daniel Hernandez	--	Interview	Universidad Nacional/Costa Rica
Grace Wong	Liaison (former)	Interview	Universidad Nacional/Costa Rica
Mario Dimore	Sub-Grantee	Interview	Universidad Nacional/Costa Rica
José-Luis Angel	Sub-Grantee	Interview	Universidad Nacional/Costa Rica
Jesu Moran	Sub-Grantee	Interview	Universidad Nacional/Costa Rica
Jorge Gonzalez	Sub-Grantee	Interview	Universidad Nacional/Costa Rica

Appendix 3 NMBCP Field Visit Itinerary

Saturday, 7/22

8:00 a.m.

Eric Garraway (University of West Indies) met party at Liguanea, Jamaica
Traveled to Port Antonio via the Junction Road (app. 2 hour drive)
Visited Millbank project site with Garraway and Suzanne Davis
Spent night at Port Antonio

Sunday, 7/23

5:30 a.m.

6:00-12:00
afternoon

Marcia Mundle (Gosse Bird Club) met party at Bonne View Hotel
Visited bird monitoring site with Marcia Mundle
Returned to Kingston via Hardwar Gap Road (app. 3 hour drive)

Monday, 7/24

4:00 a.m.

Departed with South Coast Conservation Staff Members to Portland Ridge
(app. 1 1/2 hour drive); Harvey Webb, Jimmy Brown, and Peter Vogel accompanied

5:30-9:30

Arrived at Portland Ridge dry forest area
Hiked trails for short bird walk and iguana "hunt"
Discussed dry forest issues

10:00-12:00

Returned to Kingston

12:00-3:00

Lunch (free), Open time

3:00-6:00

Met with Catherine Levy

evening

Dinner with Catherine Levy and various students at University of West Indies

Tuesday, 7/25

6:00-9:00

Tour of Blue Mountains with Catherine Levy

11:00-12:00

Met with AID mission staff and Stephen Reeve

12:00-1:00

Lunch

1:00

Departed for airport

3:00

Departed for Costa Rica

7:30

Arrived in Costa Rica

Wednesday, 7/26

10:00-12:00

After breakfast, departed San José for banana plantations in Sarapiquí region

12:00

Lunch

1:00-3:00

Visited certified Chiquita banana plantation

3:00

Headed to La Selva Biological Station, Organization for Tropical Studies

4:00

OTS presentation and tour

evening

Dinner at La Selva, evening bird walk; Regional Wildlife Management Program (PRMVS) student presentation

Thursday, 7/27

6:00 a.m. After breakfast, short bird walk
8:00 Visited bird monitoring site of José-Luis Angel, research assistant for Rainforest Alliance, at nearby forest island in bananalands.
12:00 Returned to San José (app. 2 hour drive)
2:00-3:00 Visited Rainforest Alliance office, viewed CAMRIS system
3:00-5:00 Returned to hotel, free time
6:00-8:00 Met with NGOs at the Rainforest Alliance ECO-OK in San Jose
Presentations by representatives of Tropical Science Center, Monteverde Conservation League, COMBOS, and TUVA Foundation. Other organizations present as well.
8:00 Dinner

Friday, 7/28

9:00 a.m.-12:00 Met with Claudette Mo at Universidad Nacional in Heredia
Regional Wildlife Management Program (PRMVS)
Met at least two PRMVS graduate students
Toured BIODOC Center
12:00-1:00 Lunch
2:00-5:00 Prepared report
evening Free

Appendix 4

AID LAC Regional Projects with Thematic Links to the NMBCP

Development of Environmental Organizations/Protected Area Resources Conservation (DEMO/PARC) (USAID/Jamaica) - The DEMO Project is designed to provide institutional strengthening to the Jamaica Natural Resources Conservation Authority and selected national and regional NGOs. The project also finances model sustainable resource use and buffer zone conservation planning efforts in selected sites on the island. The PARC project is providing NGO institutional strengthening, infrastructure, and technical assistance to enable the Jamaican government and NGO community to establish and expand a protected area system. Project Contact: Steve Reeve, USAID/Jamaica

Natural Resources Management Project (NARMAP) (USAID/Belize) - The NARMAP Project provides technical assistance, training, and infrastructure to the government of Belize and selected national and local NGOs in an effort to strengthen conservation planning, improve data for planning and decision-making, enhance institutional management and administrative capacities, and implement conservation actions in protected areas and adjacent buffer zones. Project Contact: George Like, USAID/Belize

Parks in Peril (PiP) (LAC/Regional) - The PiP project is identifying and responding to the management and conservation needs of protected areas throughout the LAC region. Project Contact: Karen Menczer, USAID/W

Projecto Ambiental Regional de Centro America (PROARCA) (Central America Regional) - The forthcoming PROARCA project will carry out institutional strengthening, education, and management actions in selected protected areas and their buffer zones throughout Central America. Project Contact: Alex Dickie, ONARM, USAID/Guatemala

MAYAFOR (Central America Regional) - The MAYAFOR project is concentrating on the development of small scale commercialization schemes, particularly forest management, in the buffer zones of protected areas in the Belize and Guatemala lowlands. Project Contact: Keith Kline, USAID/Guatemala

MAYAREMA (Central America Regional) - MAYAREMA is concentrating on improved protected area management requirements in the same geographical areas as the MAYAFOR project in Belize and Guatemala. Project Contact: Keith Kline, USAID/Guatemala

Natural Resources Management Project (USAID/Nicaragua) - The project is addressing a variety of institutional strengthening, public awareness, and management needs of selected protected areas and their buffer zones throughout Nicaragua. Project Contact: Jurij Homziak, USAID/Nicaragua

PROMESA (USAID/El Salvador) - The PROMESA project is promoting sustainable agricultural practices throughout the rural areas of El Salvador. The project also includes measures to improve the management of protected areas and their buffer zones. Project Contact: Anne Lewandowski, USAID/El Salvador

Fundacion VIDA (USAID/Honduras) - The VIDA foundation was established by USAID and other donors to provide small grants for Honduran NGOs working in partnership with international NGOs to respond to environmental and conservation needs throughout Honduras. The project has financed a wide variety of buffer zone and protected area management sub-grants. Project Contact: Margaret Harritt, USAID/Honduras

PLUS (USAID/Haiti) - The PLUS project is designed to promote sustainable agriculture, improved buffer zone and protected area management in the rural areas of Haiti. Project Contact: Lionel Poitevien, USAID/Haiti

In addition to these on-going, or forthcoming projects, USAID also participates in several Conservation Funds in the LAC region. These Funds provide finances to local, national, or international NGOs working in collaboration to respond to environmental or biodiversity conservation needs. At present, national Funds have been established in the following locations:

Mexico (Project Contact: Frank Zadroga, USAID/Mexico)

Jamaica (Project Contact: Steve Reeve, USAID/Jamaica)

Colombia (Project Contact: Ernesto Barriga, USAID/Colombia)

Appendix 5 NMBCP Sub-Grant Project Summaries

- 1) **Wintering Migrants in El Cielo, Mexico** *Grant Amount:* \$75,000
University of Missouri *NFWF Share:* \$30,000
Contact: Dr. John Faaborg, 314-882-7541 *Board Approval Date:* 11/06 92
Provide technical support and training to Mexican biologists and initiate long-term studies and research to assist with management of El Cielo Biosphere Reserve in Mexico.
- 2) **Mexico City Bird Poster** *Grant Amount:* \$14,140
Iowa State University *NFWF Share:* \$7,070
Contact: Lisa Fontaine, 515-294-3652 *Board Approval Date:* 03/03/93
Produce 10,000 copies of a full-color 60x90 cm poster on the birds of Mexico City to be distributed free to children throughout the Mexico City school system in hopes of increasing their appreciation of the variety of birds found in the city.
- 3) **Costa Rica Training Center** *Grant Amount:* \$295,000
Fundación Pro-Iguana Verde *NFWF Share:* \$125,000
Contact: Dr. Dagmar Werner, 506-240-6712 *Board Approval Date:* 07/30/93
Support for conducting a series of workshops to develop standardized bird monitoring protocols in Central America and Caribbean, and for improving permanent field station for training in natural resource management, bird monitoring, and data storage.
- 4) **Costa Rica Corridor Protection** *Grant Amount:* \$275,000
Monteverde Conservation League *NFWF Share:* \$125,000
Contact: Dr. George V.N. Powell, 215-735-3510 *Board Approval Date:* 07/30 93
Support for a pilot project in Costa Rica to plan and implement restoration of habitat corridors connecting protected areas at high altitudes with those at lower elevations.
- 5) **Panama Bird Conservation** *Grant Amount:* \$200,000
ANCON *NFWF Share:* \$100,000
Contact: Luis Carles & Graciela Palacios, 507-63-7950 *Board Approval Date:* 07/03/93
Restore a buffer zone surrounding the Darién National Park in Panama, with research on benefits to Neotropical migratory birds.
- 6) **Skutch Farm, Costa Rica, Acquisition** *Grant Amount:* \$70,000
Tropical Science Center *NFWF Share:* \$22,000
Contact: Maria Ileana Mora, 506-253-3267 *Board Approval Date:* 07/27/93
Acquire landholdings in the San Isidro de El General valley in Costa Rica, once belonging to noted ornithologist Alexander Skutch, to be used for research and education programs.

- 7) **West Mexico Connection** **Grant Amount:** \$97,000
Denver Audobon Society **NFWF Share:** \$39,500
 Contact: Leo M. Eisel, 303-696-0877 **Board Approval Date:** 03/03/93
 Publish a management manual and implement bird surveys in the Sierra de Manantlan Biosphere Reserve in Mexico.
- 8) **Banana Plantation Biodiversity** **Grant Amount:** \$55,960
Rainforest Alliance **NFWF Share:** \$27,980
 Contact: Lenin Corrales, 506-36-3073 **Board Approval Date:** 03/02/93
 Compare levels of biological diversity, including Neotropical migratory birds, on banana plantations in Costa Rica with and without environmental regulations recommended by the Rainforest Alliance.
- 9) **Conservation Planning for Birds in Mexico** **Grant Amount:** \$100,000
CIPA-Mex **NFWF Share:** \$50,000
 Contact: Dr. Patricia Escalante, 525-622-5702 **Board Approval Date:** 03/02/94
 Provide scholarships to two Mexican biologists to receive advanced training in practical conservation applications of remote sensing, GIS, and radio tracking of Neotropical migratory birds.
- 10) **Guatemala Neotropical Bird Conservation** **Grant Amount:** \$95,059
Peregrine Fund, Inc. **NFWF Share:** \$47,530
 Contact: Dr. David Whitacre, 208-362-3716 **Board Approval Date:** 03/02/94
 Train and educate local resource professionals in research, monitoring, and management techniques to benefit Neotropical migratory birds in the Maya Biosphere Reserve.
- 11) **Guatemala Research Training Center** **Grant Amount:** \$141,758
Fundación para el Ecodesarrollo y la Conservación **NFWF Share:** \$57,408
 Contact: Marco Vinicio Cerezo, 502-272-4268 **Board Approval Date:** 03/02/94
 Construct a dormitory and office facilities for use by biologists and park guards at the Cerro San Gil protected area and for research, training, and education activities benefitting Neotropical migratory birds.
- 12) **Guatemala Tres Volcanes Conservation** **Grant Amount:** \$114,586
Fundación Interamericana de Investigación Tropical **NFWF Share:** \$43,797
 Contact: Nidia Rizzo, 502-233-3555 **Board Approval Date:** 03/02/94
 Conduct a biological assessment required by the Guatemalan government before this area, which is an important wintering site for Neotropical migratory birds, can be designated as a formally protected park.
- 13) **Jamaica Buffer Zone Management** **Grant Amount:** \$81,710
University of West Indies, Jamaica **NFWF Share:** \$30,000
 Contact: Eric Garraway, 809-927-1202 **Board Approval Date:** 03/02/94
 Develop management plans for the buffer zone surrounding the Blue and John

Crow Mountains National Park in Jamaica. Challenge funds provided by the MacArthur Foundation.

- 14) Jamaica Dry Forest Conservation** *Grant Amount:* \$128,882
South Coast Conservation Foundation *NFWF Share:* \$30,000
Contact: Peter Espeut, 809-978-4047 *Board Approval Date:* 03/02/94
Conduct biological surveys of the dry forest habitat used by many species of Neotropical migratory birds, and develop management plans for areas of critical importance.
- 15) Jamaica National Park Bird Surveys** *Grant Amount:* \$105,210
Gosse Bird Club *NFWF Share:* \$30,000
Contact: Marcia Mundle, 809-927-8444 *Board Approval Date:* 03/02/94
Implement a comprehensive inventory on the abundance and distribution of migratory and nonmigratory birds within the Blue and John Crow Mountains National Park, Jamaica.
- 16) Jamaica Naturalist Magazine Support** *Grant Amount:* \$29,570
Magazine Committee, Natural History Society of Jamaica *NFWF Share:* \$14,170
Contact: Catherine Levy, 809-927-8444 *Board Approval Date:* 03/02/94
Publish two additional issues of the recently launched Jamaica Naturalist magazine, with focus stories on Neotropical migratory birds.
- 17) Latin America Conservation Mapping** *Grant Amount:* \$180,000
RARE Center for Tropical Conservation *NFWF Share:* \$60,000
Contact: Dr. George Powell, 215-735-3510 *Board Approval Date:* 03/02/94
Distribute an interactive computer mapping procedure to promote sound conservation policies and land-use planning in Latin American countries.
- 18) Mexico Monitoring Workshop** *Grant Amount:* \$86,265
Point Reyes Bird Observatory *NFWF Share:* \$34,496
Contact: Dr. Daniel Evans, 415-868-1221 *Board Approval Date:* 03/02/94
Support for two workshops to train 30 Mexican biologists in bird monitoring and field biology techniques.
- 19) Migratory Shorebird Workshop** *Grant Amount:* \$124,484
Wetlands for the Americas *NFWF Share:* \$50,000
Contact: Dr. Gonzalo Castro, 508-224-6521 *Board Approval Date:* 03/02/94
Contribute to a workshop involving 30 Latin America biologists, to assess the progress of shorebird conservation programs in the tropics and outline plans for future research and management projects across the Americas.
- 20) Rio Bravo Training Program** *Grant Amount:* \$220,338
Programme for Belize *NFWF Share:* \$75,000
Contact: A. Joy Grant, 501-275-616 *Board Approval Date:* 03/02/94
Construct a dormitory, library, and laboratory facilities at the Rio Bravo

Conservation and Management Area in Belize for use by scientists and students involved with conservation of Neotropical migratory birds.

21) Latin American Wildlife Training Program *Grant Amount: \$165,000*
Universidad Nacional, Costa Rica *NFWF Share: \$55,000*
Contact: Claudette Mo. 506-237-7039 *Board Approval Date: 03 05 '94*
Provide support for four graduate students to complete masters degrees in wildlife management, with projects focused on Neotropical migratory birds. Students will be selected from throughout Central America and the Caribbean.

22) Neotropical Mig. Bird Documentation Center *Grant Amount: \$24,000*
Universidad Nacional, Costa Rica *NFWF Share: \$12,000*
Contact: Enrique Quesada. 506-237-7039 *Board Approval Date: 03 05/94*
Establish a library of books, journals, and unpublished literature on Neotropical migrants, for use by scientists, managers, and students in Central America and Caribbean. Materials will be stored at the National University, Costa Rica.

23) Raptor and Wading Bird Monitoring Project *Grant Amount: \$60,000*
Pronatura Veracruz *NFWF Share: \$30,000*
Contact: Ernesto Ruelas Inzunza, 522-176-1381 *Board Approval Date: 03 05/94*
Provide support to highlight importance of Veracruz, Mexico region for millions of migrating raptors. Efforts will include expanding education programs to encompass children and farmers, intensive monitoring, and expanding ecotourism the area.

Total Projects: 23	Total Grant Amount:	\$2,738,962
	Total NFWF Share:	\$1,095,951

Appendix 6

NMBCP Request for Proposals and Grant Guidelines



1125 CONNECTICUT AVENUE, NW
SUITE 900
WASHINGTON, D.C. 20036
202-857-0166 FAX 202-857-0162

REQUEST FOR PROPOSALS

*National Fish and Wildlife Foundation
U.S. Agency for International Development
Neotropical Migratory Bird Conservation Grant Program*

The National Fish and Wildlife Foundation (NFWF) requests proposals for conservation, research, and education projects in Central America, Mexico, and the Caribbean that promote conservation of Neotropical migratory birds and their habitats. Proposals from the following countries will be considered: Haiti, Dominican Republic, Jamaica, Mexico, Costa Rica, Belize, Guatemala, El Salvador, Honduras, Nicaragua, Panama, and Colombia. Limited funds have been made available to NFWF through a cooperative agreement with the U.S. Agency for International Development (USAID), and will be awarded through a competitive Challenge Grants program. Priority will be given to projects that demonstrate integration with ongoing USAID biodiversity projects, and all projects MUST provide at least a one-to-one match of cash and/or in-kind contributions, be based on a duration of not more than one year, and address the priority objectives listed below:

- * conservation of Neotropical migratory birds and their habitats, particularly as related to local biodiversity and ecosystem conservation needs, through integrated natural resource management, monitoring, and/or applied research that addresses specific management and conservation needs.

- * promotion of public awareness of Neotropical migratory birds in Latin America, the Caribbean, and United States, as it relates to local needs and goals, through education and communications projects and partnership-building programs.

Priority will be given to proposals that derive all or most matching funds from local sources; direct a minimum of 75% of award funding to in-country personnel and resources; and demonstrate coordination with conservation programs of other organizations and integration with ongoing USAID biodiversity projects.

Deadlines for receiving completed proposals are August 15 and December 15, 1995, and April 15, 1996; successful applicants shall be notified 12 weeks after deadline. For a complete copy of the Grant Guidelines and Application, contact: Peter Stangel or Andy Romero at NFWF, 1125 Connecticut Ave., NW, Suite 900, Washington, DC 20036 (phone 202-857-0166, fax 202-857-0162, Internet: stangel@nfwf.org)



National Fish and Wildlife Foundation
 U.S. Agency for International Development
Neotropical Migratory Bird Conservation Initiative
GRANT APPLICATION

APPLICANT INFORMATION *(Note: Incomplete applications WILL be returned to applicant.)*

Organization (to be named as Grantee): _____

 Mailing Address: _____

 Physical Street Address _____

Project Contacts

Project Officer: _____	Financial Officer: _____
Telephone: _____	Telephone: _____
Fax: _____	Fax: _____
Internet Address: _____	Internet Address _____

Organization's Tax Status: _____ Tax Identification Number _____
 Fiscal Year Dates: _____ to _____

PROJECT INFORMATION

Project Name _____

Project Location(s): _____
 Town/Village: _____
 Country: _____

(Estimated) Project Start Date: _____ Project End Date: _____

Brief (two-sentence) project description: _____



Appendix 1: List of Migrants for Consideration under *Partners in Flight/Aves de Las Americas* Neotropical Migratory Bird Conservation Program



Proposals submitted for NFWF/AID funding must address the conservation needs of migratory bird species in the following four lists. These species are the primary focus of the *Partners in Flight/Aves de Las Americas* Neotropical Migratory Bird Conservation Program, which was launched to complement other, existing programs for shorebirds, waterfowl, and wetlands habitats

List "A" contains those species that breed in North America and spend their nonbreeding period primarily south of the United States, species that are generally recognized as being "neotropical" migrants. List "B" is made up of those species that breed and winter extensively in North America, but some populations winter south of the United States. List "C" contains those species whose breeding range is primarily south of the border and enter the United States where the Mexican Highlands extend into the United States and along the Rio Grande Valley. These populations largely vacate the United States during the winter months. List "D" contains those tropical species whose breeding range is restricted to the Florida Peninsula within the United States, and who withdraw from Florida during the nonbreeding season.

LIST "A"

American Swallow-tailed Kite	Calliope Hummingbird	No. Rough-winged Swallow	Nashville Warbler
Mississippi Kite	Broad-tailed Hummingbird	Bank Swallow	Virginia's Warbler
Broad-winged Hawk	Rufous Hummingbird	Cliff Swallow	Northern Parula
Swainson's Hawk	Allen's Hummingbird	Barn Swallow	Yellow Warbler
Merlin	Olive-sided Flycatcher	House Wren	Chestnut-sided Warbler
Peregrine Falcon	Western Wood-Pewee	Blue-gray Gnatcatcher	Magnolia Warbler
Mountain Plover	Eastern Wood-Pewee	Veery	Cape May Warbler
Upland Sandpiper	Yellow-bellied Flycatcher	Gray-cheeked Thrush	Black-throated Blue Warbler
Long-billed Curlew	Acadian Flycatcher	Swainson's Thrush	Black-throated Gray Warbler
Band-tailed Pigeon	Alder Flycatcher	Wood Thrush	Townsend's Warbler
Black-billed Cuckoo	Willow Flycatcher	Gray Catbird	Hermit Warbler
Yellow-billed Cuckoo	Least Flycatcher	Phainopepla	Black-throated Green Warbler
Flammulated Owl	Hammond's Flycatcher	White-eyed Vireo	Golden-cheeked Warbler
Burrowing Owl	Dusky Flycatcher	Bell's Vireo	Blackburnian Warbler
Lesser Nighthawk	Gray Flycatcher	Black-capped Vireo	Yellow-throated Warbler
Common Nighthawk	Pacific-slope Flycatcher	Gray Vireo	Grace's Warbler
Chuck-will's-widow	Cordilleran Flycatcher	Solitary Vireo	Kirtland's Warbler
Whip-poor-will	Vermilion Flycatcher	Yellow-throated Vireo	Prairie Warbler
Black Swift	Ash-throated Flycatcher	Warbling Vireo	Palm Warbler
Chimney Swift	Great Crested Flycatcher	Philadelphia Vireo	Bay-breasted Warbler
Vaux's Swift	Western Kingbird	Red-eyed Vireo	Blackpoll Warbler
White-throated Swift	Eastern Kingbird	Bachman's Warbler	Cerulean Warbler
Ruby-throated Hummingbird	Cassin's Kingbird	Blue-winged Warbler	Black-and-white Warbler
Black-chinned Hummingbird	Scissor-tailed Flycatcher	Golden-winged Warbler	American Redstart
Costa's Hummingbird	Purple Martin	Tennessee Warbler	Prothonotary Warbler
	Violet-green Swallow	Orange-crowned Warbler	Worm-eating Warbler

- demonstrate coordination with conservation programs of other organizations.
- direct a minimum of 75% of award funding to in-country personnel and resources;
- derive all or most of cash/in-kind matches from local sources.
- request \$20,000-\$100,000 in funding.

Proposal Guidelines

All proposals must be *in English* and must address each of the following points in separate sections of the proposal

I. Conservation Objectives--specific objectives that address conservation of Neotropical migratory birds and their habitats in particular, and local biological diversity in general;

II. Methodology--specific methodology/design by which objectives will be achieved. If bird monitoring is a component of the project, describe how methodology relates to guidelines established by Latin American Monitoring Workshop (Appendix 3);

III. Evaluation--specific measures or benchmarks by which project success will be evaluated, including time-line for completion.

IV. Coordination--describe how project will be integrated with USAID biodiversity and natural resource management programs; also describe how work will be coordinated with local institutions responsible for the natural resource management addressed in the proposal; this should define clearly the role of local collaborators in your project;

V. Training and Outreach--detailed description of training and public outreach activities and goals, if any (e.g. number of people to be trained, number and location of training programs, materials published, number of people to be reached, etc.);

VI. Final Products--describe products that result from proposed project (e.g. number of acres with improved management, number of people trained, guidelines written, documents published, etc.);

VII. Budget and Justification--provide budget on attached form, describe how at least 75% of monetary award will be spent in-country on local personnel and resources. Justify any in-kind contributions and explain how their values are to be derived.

Application Process

No application will be considered without the following materials:

- Complete application form,
- Complete proposal, as described in guidelines above;
- Letters of endorsement for *specific* project from appropriate in-country government and non-governmental organizations;
- Letter of endorsement for *specific* project from appropriate USAID mission (see Appendix 2 for AID contact persons).
- Qualifications of project staff (curriculum vitae)

Pre-Award Certification

Applicants must demonstrate that they are able to comply with all conditions placed on U S federal matching funds. Specifically, applicants must demonstrate their organizations have systems and controls that establish the following: acceptable time-keeping and labor-charging practices supported by written policies and procedures for time to be charged to federal funds; a mechanism for accounting for all receipts and disbursements of funds, including property and equipment; and establish acceptable purchasing methods for goods and services ("Buy America" policies are applicable).

NFWF does not fund political advocacy or litigation of any kind, general administrative overhead (overhead specific to the project is allowable), or basic research.

Questions about the NFWF/AID grants program or the application process should be directed to Dr. Peter Stangel or Andy Romero at NFWF (phone 202-857-0166/fax 202-857-0162/internet: stangel@nfwf.org). Prospective applicants are encouraged to submit a pre-proposal abstract that outlines their project, goals, and methodology.



Appendix 2: U.S. Agency for International Development Contact Persons for Neotropical Migratory Bird Conservation Projects



Although many Neotropical migratory bird species spend their nonbreeding seasons deep in the heart of South America, the greatest abundance and diversity are in the isthmus of Central America, Colombia, the Caribbean and Mexico. Based on this distribution, the NFWF/USAID Neotropical Migratory Bird Conservation Program focuses initially on bird and habitat conservation in these areas. Contact the USAID representative in your country for more information about integrating your conservation project with other USAID natural resources programs.

Mission Offices

Dominican Republic:	Odales Perez USAID/Santo Domingo phone: 809-221-1100 fax: 809-221-0444	Colombia:	Ernesto Barriga USAID/Bogota phone: 571-285-9921 fax: 571-287-9397
Haiti:	Pierre Cam Millort USAID/Port-au-Prince phone: 509-22-500 fax: 509-23-9603	El Salvador:	Anne Lewandowski USAID/San Salvador phone: 503-298-1666 fax: 503-298-0885
Jamaica:	Steve Reeve USAID/Kingston phone: 809-926-3645 fax: 809-929-3750	Guatemala:	Keith Kline USAID/Guatemala City phone: 502-232-0202 fax: 502-231-1151
Nicaragua:	Jurij Homziak USAID/Managua phone: 505-267-0502 fax: 505-278-3828	Honduras:	Margaret Harritt USAID/Tegucigalpa phone: 504-369-320 fax: 504-367-776
Panama:	Robert Hellyer USAID/Panama City phone: 507-63-011 fax: 507-64-0104	Mexico:	Frank Zadroga USAID/Mexico City phone: 525-211-0042 fax: 525-207-7558

Regional Offices

Latin America / Caribbean Regional Programs:	Karen Menczer (USAID/W/LAC) phone: 202-647-8048; fax: 202-647-8151
Central America Regional Office:	Wayne Williams (USAID/G-CAP) phone: 502-232-0202; fax: 502-231-1505

*National Fish and Wildlife Foundation / 1120 Connecticut Avenue, NW / Suite 900 / Washington, D.C. / 20036 / U.S.A.
Phone 202-857-0166 / Fax 202-857-0162 / Internet: projects@nfwf.org*

Swainson's Warbler
Ovenbird
Northern Waterthrush
Louisiana Waterthrush
Kentucky Warbler
Connecticut Warbler
Mourning Warbler
MacGillivray's Warbler
Common Yellowthroat
Hooded Warbler
Wilson's Warbler
Canada Warbler
Yellow-breasted Chat
Hepatic Tanager
Summer Tanager
Scarlet Tanager
Western Tanager
Rose-breasted Grosbeak
Black-headed Grosbeak
Blue Grosbeak
Lazuli Bunting
Indigo Bunting
Painted Bunting
Dickcissel
Green-tailed Towhee
Chipping Sparrow
Clay-colored Sparrow
Brewer's Sparrow
Black-chinned Sparrow
Lark Sparrow
Lark Bunting
Baird's Sparrow
Grasshopper Sparrow
Lincoln's Sparrow
Bobolink
Yellow-headed Blackbird
Orchard Oriole
Hooded Oriole
Northern Oriole
Scott's Oriole

LIST "B"

Turkey Vulture
Northern Harrier
Sharp-shinned Hawk
Cooper's Hawk
Northern Goshawk
Red-shouldered Hawk
Red-tailed Hawk
Ferruginous Hawk
Golden Eagle
American Kestrel
Prairie Falcon
Killdeer
Mourning Dove
Long-eared Owl
Short-eared Owl

Common Nighthawk
Anna's Hummingbird
Belted Kingfisher
Lewis's Woodpecker
Red-naped Sapsucker
Yellow-bellied Sapsucker
Red-breasted Sapsucker
Williamson's Sapsucker
Northern Flicker
Eastern Phoebe
Say's Phoebe
Horned Lark
Tree Swallow
Brown Creeper
Rock Wren
Sedge Wren
Marsh Wren
Ruby-crowned Kinglet
Eastern Bluebird
Western Bluebird
Mountain Bluebird
Townsend's Solitaire
Hermit Thrush
American Robin
Northern Mockingbird
Sage Thrasher
Bendire's Thrasher
American Pipit
Sprague's Pipit
Cedar Waxwing
Loggerhead Shrike
Yellow-rumped Warbler
Rufous-sided Towhee
Cassin's Sparrow
Vesper Sparrow
Black-throated Sparrow
Sage Sparrow
Savannah Sparrow
Fox Sparrow
Song Sparrow
Swamp Sparrow
White-throated Sparrow
White-crowned Sparrow
Dark-eyed Junco
McCown's Longspur
Chestnut-collared Longspur
Red-winged Blackbird
Eastern Meadowlark
Western Meadowlark
Brewer's Blackbird
Brown-headed Cowbird
Purple Finch
Cassin's Finch
Pine Siskin
Lesser Goldfinch
Lawrence's Goldfinch
American Goldfinch

LIST "C"

Common Black-Hawk
Gray Hawk
Zone-tailed Hawk
White-winged Dove
Groove-billed Ani
Elf Owl
Buff-collared Nighthawk
Broad-billed Hummingbird
Buff-bellied Hummingbird
Violet-crowned Hummingbird
Blue-throated Hummingbird
Magnificent Hummingbird
Lucifer Hummingbird
Elegant Trogon
Green Kingfisher
Northern Beardless Tyrannulet
Greater Pewee
Buff-breasted Flycatcher
Dusky-capped Flycatcher
Brown-crested Flycatcher
Sulphur-bellied Flycatcher
Tropical Kingbird
Couch's Kingbird
Thick-billed Kingbird
Rose-throated Becard
Cave Swallow
Colima Warbler
Lucy's Warbler
Red-faced Warbler
Painted Redstart
Olive Warbler
Varied Bunting
Botteri's Sparrow
Bronzed Cowbird

LIST "D"

White-crowned Pigeon
Mangrove Cuckoo
Antillean Nighthawk
Gray Kingbird
Black-whiskered Vireo
Shiny Cowbird

PROPOSAL NARRATIVE

Submit TWO page-numbered copies of the proposal narrative. ALL PROPOSALS MUST BE SUBMITTED IN ENGLISH, and supporting documentation should be submitted in English as well, if possible. To make photocopying easier, PLEASE DO NOT BIND PROPOSALS. Narrative should be no more than ten pages of single-spaced, typed text, and MUST address each of the following in separate sections of the proposal.

I. Conservation Objectives--specific objectives that address conservation of Neotropical migratory birds and their habitats in particular, and local biological diversity in general;

II. Methodology--specific methodology/design by which objectives will be achieved. If bird monitoring is a component of the project, describe how methodology relates to guidelines established by Latin American Monitoring Workshop (Appendix 3); details of your methodology should be presented as an appendix.

III. Evaluation--specific measures or benchmarks by which project success will be evaluated, including time-line for completion.

IV. Coordination--describe how project will be integrated with USAID biodiversity and natural resource management programs; also describe how work will be coordinated with local institutions responsible for the natural resource management addressed in the proposal; this should define clearly the role of local collaborators in your project;

V. Training and Outreach--detailed description of training and public outreach activities and goals, if any (e.g. number of people to be trained, number and location of training programs, materials published, number of people to be reached, etc.);

VI. Final Products--describe products that result from proposed project (e.g. number of acres with improved management, number of people trained, guidelines written, documents published, etc.).

VII. Budget and Justification--provide budget on attached form; describe how at least 75% of monetary award will be spent in-country on local personnel and resources; justify any in-kind contributions and explain how their values are to be derived.

ADDITIONAL INFORMATION -- Attach only ONE copy of the following:

VIII. Staff Qualifications -- Summaries of project staff and their qualifications (curriculum vitae or resumes):

IX. Organization

- A. Mission and goals;
- B. List of Board of Directors or Trustees (if applicable);
- C. Annual Report (if available);
- D. Statement of any pending or anticipated legal actions related to the applicant's conservation activities

X. Financial

- A. IRS Form 990 (if available);
- B. Tax-exempt or non-profit certification letter (in U.S., IRS determination letter);
- C. Proof of previous federal awards (if applicable);
- D. An A-133 audit for recipients of federal grants (if applicable); and
- E. Most recent GAAP audit.

Name of Executive Director or Project Officer

Signature

Organization

Date Application Submitted

IMPORTANT INFORMATION ABOUT NFWF/AID CHALLENGE GRANTS

Funds that are awarded under this grant program have been appropriated by the U.S. Federal Government, and such carry special restrictions and obligations for spending and reporting. Private funds and donations raised in response to this Grant also carry certain restrictions, as outlined below. Knowing these requirements now may help applicants plan their project budgets.

Challenge Fund Requirements

Challenge Funds are those funds raised in response to a NFWF Challenge Grant, to "match" NFWF federal funds. Under NFWF/AID Challenge Grants, two types of Challenge Funds are eligible to be considered: (1) cash challenge Funds and (2) in-kind Challenge Funds and contributed goods/services

(1) Cash Challenge Funds must be received by NFWF, directly from the donor, and will be forwarded to the Grantee upon receipt of a signed invoice submitted by the Grantee. Cash contributions may not be provided directly by the Grantee. Consult with a NFWF representative for further information

(2) In-kind Challenge Funds may consist of goods and/or services provided by the Grantee or others, and are eligible to be considered by NFWF as part of the Matching requirement of the Grant. In general, in-kind contributions must meet the following criteria, as set forth by AID

- Are verifiable from the Grantee's records;
- Are not included as contributions for any other federally-assisted project or program;
- Are necessary and reasonable for proper and efficient accomplishment of project or program objectives;
- Are allowable under applicable federal cost principles;
- Are not paid by the U.S. Federal government under another award except where authorized by Federal statute;
- And are provided for in the approved project budget.

In-kind contributions made by Grantee and by third-party sources must be documented to NFWF; such documentation must include (i) description of each item/service donated and how it relates to project goals; (ii) a value for each good/service, and (iii) an explanation of how the value for that good/service was derived. In addition, goods and/or services that have been contributed by a *third party* (i.e. not the Grantee organization) must also be documented directly to NFWF by the donor, on the donating organization's letterhead