

PD-ABP-187

EVALUATING
THE FIRST
EIGHT YEARS

1988-1996

BIODIVERSITY SUPPORT PROGRAM

March 1997

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The Biodiversity Support Program is a consortium of World Wildlife Fund, The Nature Conservancy, and World Resources Institute funded by the United States Agency for International Development (USAID).

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Photo credits (upper left to lower right):

Woman surveying her family's herd of goats in the Damaraland of Namibia (Kate Newman)

Basaseachic Box Canyon in Chihuahua, Mexico, looking down the Rio Mayo Gorge to the southwest (Sonoran Institute)

Community members in the Akash Kamani watershed of Garhwal, Uttar Pradesh, India (Nick Salafsky)



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Preface

When BSP set out to conduct a program evaluation in early 1996, we decided not to take the usual route of hiring a team of outside consultants who would interview various participants and stakeholders and then come back with a report. BSP is, as this report will show, many things -- an innovation, a funding mechanism, a set of programs-- but most of all it is a partnership. This partnership comprises literally hundreds of individuals and many of the institutions involved in the search to find ways to conserve the world's biological diversity. To evaluate the workings and the results of such a partnership requires the active involvement of the partners.

We chose, therefore, to conduct a *participatory* evaluation -- a process that, true to BSP's own principles, provides for active involvement of those with a stake in the program. The US Agency for International Development, which promotes participation in all aspects of its development work, provided guidance on the conduct of a participatory evaluation.

Unlike the traditional evaluation focused on donor conditions, accountability, formal methods, and the use of outsiders as evaluators, the participatory evaluation is characterized by flexible design, the use of rapid appraisal methods to gather empirical data, a focus on learning, the participation of a broad range of stakeholders, and the use of outsiders as facilitators. The participatory evaluation has some disadvantages: it may be viewed as less objective because program staff, customers, and other stakeholders with possible vested interest in a positive outcome participate; it may not be useful

in addressing highly technical aspects; it requires considerable time and resources; and there is a risk that some stakeholders may attempt to dominate and use the process to further their own interests. However, these disadvantages are balanced by data showing that participatory evaluations improve program performance. Program participants who have played a role in designing the evaluation, framing the questions, and gathering data are more likely to use the information than those who receive it from outsiders. Involvement of key players in the evaluation design assures that relevant issues will be examined. Most important, participants get to learn from the process.

Our own experience with this participatory evaluation bore out most of the principles and many of the caveats expressed at the beginning. We learned a great deal. We struggled to compile and condense the rich and diverse individual interviews into composite data. Each time we reviewed the results to date, we discovered new ways of looking at the original issues. Occasionally we were surprised at the different interpretations of interview questions in Washington and in the field.

Although we have done our best to make this report concise and readable, we have tried not to lose too much of the diversity and richness of the evaluation experience. Finding that much of the evidence of BSP's conservation impact is anecdotal or still in progress, we have included a considerable number of stories and quotes from the text of interviews and documents reviewed, to give a more complete picture of how conservation

impact is achieved. We have tried to include examples of lessons we have learned from activities that were less successful as well as highlights from the more successful examples.

An external midterm assessment of one of BSP's largest projects, the Biodiversity Conservation Network (BCN), was already underway when we began this evaluation. We have incorporated findings from the BCN assessment instead of re-visiting BCN sites or grantees. Except where noted, the financial data and figures include BCN activities. The findings and recommendations from the BCN evaluation were taken into account as we worked out our conclusions on the BSP program as a whole.

As we analyzed the findings and arrived at conclusions and recommendations, we made every effort to keep the process as unbiased as possible, although we acknowledge that an internal evaluation is inherently subjective. We actively solicited suggestions for areas where BSP could

improve, and encouraged those with criticisms to make them "for the record" and to help us consider how to address them.

Ultimately, these findings and conclusions will be applied in three ways. First, the findings have provided input to the strategic assessment process in which the consortium partners are deciding what kind of structure and function for BSP should be outlined in a renewal proposal to USAID for five more years of funding. Second, they will influence USAID's decisions on how to invest its biodiversity conservation funding over the coming years. Third, BSP program staff are already applying the lessons from this evaluation to make BSP more effective over the two years remaining in the present cooperative agreement with USAID.

Kathryn A. Saterson
Executive Director
Biodiversity Support Program

Acknowledgments

Many people have contributed to the evaluation process and to the preparation of this report. First of all, we owe thanks to USAID, as our partner in the implementation of the BSP program. Particular thanks go to Jerry Bisson, the BSP Project Officer, and AAAS Fellow Doug Mason for contributing time and energy as part of working groups, for gathering data, and for providing detailed comments on preliminary drafts.

Our gratitude extends also to the 105 BSP grantees, implementors, collaborators, advisors, consortium members, USAID staff, and other colleagues in the conservation community who contributed their time and insights during interviews that often lasted several hours. We also thank the USAID and consortium member organization staff who carried out interviews to supplement those done by BSP staff.

We are especially grateful that Ruth Norris agreed to work with us as a consultant for three months. She contributed her considerable talents as an evaluator and her good cheer to compiling data, facilitating workshops and drafting documents.

A number of BSP staff deserve special acknowledgment for their contributions: Norah Heckman for generating figures, Kate Shoup for compiling project data and surveys and generating maps and figures, and Jill Cheek for the logistics of participatory meetings and disseminating drafts for comment.

Finally, we would like to acknowledge the contributions of Molly Kux who passed away on October 10, 1996. Molly was the USAID environmental officer who created BSP, and fostered many of our specific programs in the Asia/Pacific region, envisioning how critical conservation issues would become in USAID's agenda long before anyone else. Molly was a dear friend, mentor, and colleague to all of us in BSP. One of the last things she did was to comment on the scope of work for this evaluation, encouraging us to ask hard questions on how BSP can be more helpful to USAID and to local communities worldwide. We shall miss Molly's sound advice and guidance, while always remembering her spirit.

Acronyms

A&P	BSP's Asia & Pacific Program
ACTS	African Center for Technology Studies
AF	BSP's Africa Program
AWF	African Wildlife Foundation
BAA	Biodiversity Analysis for Africa Project of BSP
BCN	Biodiversity Conservation Network for Asia and Pacific Project of BSP
BCPP	Biodiversity Conservation Prioritization Project for India
BIOME	Biodiversity Monitoring and Evaluation Project of BSP
BOSCOSA	The Program for Forest Management and Conservation on the Osa Peninsula, Costa Rica
BSO/AF	Africa and Madagascar Program of BSP
BSP	Biodiversity Support Program
BU	Ban Udyam Project (Forest Enterprise) of BSP
CARPE	Central African Regional Program for the Environment Project of USAID
CBD	Conservation of Biological Diversity Project of USAID
CMO	Consortium Member Organization
CNA	Conservation Needs Assessment for Papua New Guinea
DG/PHPA	Indonesia's Director General of Forest Protection and Nature Conservation
EFEA	USAID/Nepal's Environmental Forestry Enterprise Activities
FTE	Full Time Equivalent (for staffing positions)
GCC	Global Climate Change
GEF	Global Environment Facility
G/ENV/ENR	Global Bureau, Environment Center, Office of Environment and Natural Resources of USAID
GoF	Government of Fiji
ICDP	Integrated Conservation and Development Project
IUCN	International Union for Conservation of Nature and Natural Resources
KEMALA	Kelompok Masyarakat Pengelola Sumberdaya Alam (Community Natural Resource Managers' Program of BSP)
LAC	BSP's Latin America and Caribbean Program
M&E	Monitoring and Evaluation
MEP	Mexico Ecodevelopment Program of BSP
NGO	Non-governmental organization
NGOs & SCA	Staff of US NGOs, scientists, key consultants and advisors
NRMII	USAID/Indonesia's Natural Resource Management Project II

NRMS	Natural Resources Management Strategy
NTFP	Non-timber forest products
OYB	Operating year budget
P&F	Peoples & Forests Program of BSP
PARCS	Protected Area Conservation Strategy Project of BSP
PVO	Private Voluntary Organization
PVO-NGO/NRMS	Private Voluntary Organizations and Non-Governmental Organizations in Natural Resources Management Support Project (USAID funded project)
RFP	Request for proposals
S&T/FENR	Science and Technology/Forestry, Environment and Natural Resources Office of USAID
SCB	Society for Conservation Biology
SUBIR	Sustainable Use of Biological Resources Project of USAID/Ecuador
TNC	The Nature Conservancy
UNDP	United Nations Development Programme
USAEP	US-Asia Environmental Partnership
USAID	US Agency for International Development
WCS	Wildlife Conservation Society
WID	Women in Development
WRI	World Resources Institute
WWF	World Wildlife Fund-US

Executive Summary

This report presents the findings and recommendations from an internal, participatory evaluation of the Biodiversity Support Program (BSP) carried out from February to December 1996. The scope of work for the evaluation was the product of extensive consultations among staff from BSP, the U.S. Agency for International Development (USAID), and the three BSP consortium institutions [(World Wildlife Fund (WWF), The Nature Conservancy (TNC), and the World Resources Institute (WRI)].

Data were gathered from a mail survey of all BSP funding recipients and a series of more than 100 interviews (in person and via telephone) with stakeholders including staff of consortium member organizations, implementing and collaborating organizations, USAID, and BSP itself, as well as members of the scientific community. Additional input for this evaluation came from BSP grantee reports, feedback provided to BSP and USAID staff during implementation of specific projects, and the March 1996 external evaluation of one of BSP's largest projects, the Biodiversity Conservation Network for Asia and the Pacific (BCN). The data were interpreted, and findings and conclusions developed, through a series of consultations and workshops involving both BSP staff and other stakeholders.

BSP contracted consultants to provide assistance at several key points, including development of questionnaires, compilation of data, and preparation of draft documents. The findings, conclusions, and recommendations are the collective product of the consultations

mentioned above combined with BSP's senior staff's assessments. The BSP senior staff who drafted the final document made every effort to interpret data as objectively as possible while at the same time drawing on their own experience as program managers.

The end product, while drawing on the insights of all stakeholders, is an internal evaluation that has had broad participation and consultation. This evaluation presents BSP's most objective analysis of the program's achievements to date, its strengths and weaknesses, and actions that can and should be taken to improve performance for the remaining two years of the current BSP program. The conclusions and recommendations will provide useful input to a proposal to extend the program beyond 1998.

Background

BSP is a consortium of World Wildlife Fund, The Nature Conservancy, and World Resources Institute. BSP is funded through a cooperative agreement between WWF (the lead consortium institution) and USAID. BSP is governed by an Executive Committee comprised of representatives of the three consortium partners, and managed by a professional staff unit within WWF. BSP's mission is to promote conservation of the world's biological diversity, believing that a healthy and secure living resource base is essential to meet the needs and aspirations of future generations. BSP carries out its mission by supporting projects that combine conservation with social and economic development, research and analysis of conservation

approaches, and information exchange and outreach.

BSP receives core funding from USAID's Bureau for Global Programs, Research, and Field Support, Center for the Environment, Office of Environment and Natural Resources for core components and general management. Most program activities are supported by fund transfers to the cooperative agreement from USAID Missions and Regional Bureaus interested in participating in the program. BSP has a second cooperative agreement with USAID through the US-Asia Environmental Partnership to implement the Biodiversity Conservation Network for Asia and the Pacific (BCN). All comments in this evaluation refer to BSP activities under both cooperative agreements, unless noted otherwise.

BSP's programs are organized and managed by four regional programs -- Africa/Madagascar, Latin America/Caribbean (LAC), Asia/Pacific (A&P), and BCN for Asia and the Pacific. BSP has also supported programs in Bulgaria and the Ukraine. Each program has a characteristic focus and approach, generally reflecting the focus and priorities of the corresponding USAID Bureau and/or Missions. The Africa and Madagascar Program manages a current portfolio of eleven projects, operating both in and outside protected areas, and focused primarily on analyzing and disseminating information on various aspects of the relationship between biodiversity conservation and improved human livelihoods. The LAC Program has focused to a large extent on supporting USAID as a technical resource for facilitating participatory processes aimed at identification of conservation priorities, and for implementation of

integrated conservation and development projects (ICDPs). This has involved significant investments in institutional development. Projects in the A&P Program have focused on supporting a scientific basis for conservation decision making and on legitimizing the role of local communities in biodiversity conservation. The BCN is dedicated to supporting site-specific community-based conservation and evaluating the effectiveness of enterprise-oriented conservation activities at 20 sites across the Asia and Pacific region.

All four regional programs place emphasis on the importance of monitoring and analyzing the results of projects and grants and then disseminating lessons learned about conservation approaches to USAID and the broader conservation community worldwide. To assist regional programs with both analysis and communication BSP also has two cross-cutting programs for Analysis and Communications. BSP also manages a global program of support for developing country researchers and research institutions (the Conservation Impact Grants Program).

Conclusions about the effectiveness of BSP programs

In reviewing BSP program activity the evaluation participants sought evidence of "on-the-ground" conservation impact as well as information about the effectiveness of BSP's approach and management in helping to establish the conditions that can lead to successful conservation. The task was complicated by several factors:

- BSP's approach to its conservation mission has evolved over the years,

reflecting changes in the needs and priorities of the conservation community and USAID.

- BSP's administration and management have also adapted over time, while still meeting the administrative requirements of USAID.
- The development of processes and indicators for monitoring and evaluating conservation impact has also evolved over time. It is often difficult to attribute on-the-ground conservation, a long-term result, to the generally short-term or catalytic interventions typical of BSP.

The evaluation assessed BSP's effectiveness in four "functional roles" as: (1) a **partner with, and technical resource to, USAID**, including acting as a grants manager and administrator; (2) a **facilitator of processes involving multiple stakeholders** and a **catalyst for new partnerships** and projects; (3) an **analyst and communicator** on biodiversity issues, strategies, and lessons; and (4) a **supporter of individual and institutional capacity strengthening**.

The evaluation concluded that BSP's approach to conservation through these four roles has been effective. As a partner with USAID, BSP has efficiently programmed funds through its flexible approach and administrative practices that strive to minimize burdens on grantees. BSP's emphasis on monitoring projects in order to analyze lessons that can be shared with USAID and the broader conservation community is seen as valuable. Most BSP projects are contributing to capacity-building of local NGOs, people's organizations, and government agencies. The evaluation concluded that the two areas in which BSP should strive for the greatest

improvement are in communication of the results of its programs, and in engaging the three consortium institutions more in BSP programs.

Examples of conservation impacts in BSP supported projects

- In Mexico, BSP support for sustainable development in wildland areas (ICDPs) has resulted in improved knowledge of conditions under which ICDPs can be successful, mobilization of additional financial resources and evidence of reduced deforestation.
- A BSP-led effort to develop a geographic priority setting framework for Latin America and the Caribbean has resulted in adoption of the priorities by USAID and a methodology that is being applied by a number of conservation organizations to define their investment priorities in the region.
- BSP's analyses of global climate change in Central Africa, and initiative in creating new partnerships has led to the CARPE regional program for Central Africa that involves a partnership of five NGOs and four U.S. government agencies to address deforestation in the second largest tropical rainforest in the world.
- Improved protection of four million hectares of tropical forest has resulted from community based mapping and land use planning in Indonesia, Philippines and Bolivia.
- Twenty community-based projects in Asia and the Pacific are generating widely applicable lessons about the conditions under which enterprises

can create incentives to conserve biodiversity. New legislation regarding the recycling of some portion of tourism tax revenues collected in Nepal has been adopted as a result of one of the grants.

- BSP has supported the development of sustainable financing mechanisms through the establishment of the KEHATI foundation in Indonesia (with \$16.5 million endowment), strengthening of Fundacion Vida in Honduras, and planning for trust funds in the Philippines and Papua New Guinea.

Recommendations

Most of the recommendations resulting from the evaluation are for the Biodiversity Support Program overall. In addition, a limited number of recommendations unique to a specific regional program or project were also made. The evaluation recommendations include actions that can and should be taken to improve the conservation impact of BSP for the remaining two years of the program and in any future program renewal.

The recommendations regarding the overall Biodiversity Support Program are summarized below. Recommendations limited to specific regional programs can be found in Section III.

Approach and Administration

1. BSP should continue to function as a “good foundation” with professional staff who provide informed technical guidance to grantees and monitor grantee’s projects. BSP should budget sufficient funds in projects to support site visits to grantees by BSP technical staff who can offer assistance.

2. BSP should maintain its neutral status among NGOs, and continue to perform the important role of neutral facilitator and convenor.

3. BSP should improve the efficiency and effectiveness of obtaining financial and technical data from grantees without placing undue burden on grantees.

4. BSP should work with grantees to develop close-out or transitional financial plans for current projects extending into 1998.

Analysis

1. Ensure that all new projects contribute lessons for BSP’s analytical initiatives. Continue to regularly assess new analytical issues as they emerge, particularly those related to implementation of the Convention on Biological Diversity.

2. Continue to place special emphasis on development and promotion of monitoring and evaluation methods that are financially and operationally feasible for adoption by grantees. Integrate USAID’s new impact indicators into all projects, and modify them as USAID’s indicators evolve.

3. Continue to involve host country nationals as well as international experts in advisory groups and analysis of projects and new approaches to conservation.

Capacity-Building

1. Continue capacity-building programs, particularly those that enhance abilities of communities and local NGOs to strengthen their own programs to meet conservation objectives. This includes supporting local capacity to articulate a

local conservation agenda and influence decisions taken at provincial and national levels.

2. Continue the unique Conservation Impact Grants Program to support researchers in developing countries.

Communication and Outreach

1. Complete a BSP-wide outreach and communications strategy, and add specific strategies for each regional program and individual projects.

2. Develop a wider variety of written publications and improve means for ensuring they reach their target audiences.

3. Develop improved means for communicating conservation lessons and project progress information to USAID and the broader conservation community.

4. Expand support for dialogue among various stakeholders at the national and international levels, including the private sector.

Partnership with USAID

1. Continue to provide high-quality, timely and flexible technical assistance to USAID missions and bureaus.

2. Provide USAID missions with better information about projects in their

countries through improved annual reports, meetings and visits.

3. Explore opportunities to assist both USAID and other U.S. Government agencies with conservation in non-USAID presence countries. At the same time, maintain existing good relations with USAID missions and bureaus.

4. Develop regular mechanisms for facilitating input of ideas, lessons and information from the conservation community back to USAID.

Partnership with Consortium Member Organizations

1. Develop strategies for improving consortium member organization (CMO) engagement with BSP projects.

2. Hold regular meetings with relevant CMO staff to share information on project activities, particularly at the design stage.

3. Organize regular roundtables for CMOs on key topics in each region, using the opportunity to identify key areas of interest for all three organizations.

4. BSP's CMOs should help facilitate policy dialogue with government institutions and others on issues being addressed by BSP- and CMO-supported projects.

I. Introduction: Purpose, Background and Methodology

Purpose and Objectives of the Evaluation

The evaluation is intended to provide a focused assessment of BSP programs over the first eight years of program activity. The **purpose** is to evaluate the breadth, effectiveness and impact of current and past activities of BSP; to recommend ways to strengthen the program for the two years remaining in the current cooperative agreement; and to provide recommendations for a renewal proposal to USAID if the consortium elects to prepare one.

The evaluation's **objectives** are to assess the impact and accomplishments of BSP projects and of the overall program and make recommendations for the future. They include:

1. Identify the significant accomplishments of BSP programs and activities;
2. Identify ways in which the structure and function of BSP as a consortium have contributed to the achievement of conservation goals, and determine whether BSP has achieved impacts different from what the consortium members might have achieved by acting alone;
3. Determine whether, and in what ways, BSP has enhanced USAID and each consortium members' effectiveness in achieving conservation goals; and
4. Provide recommendations on the most appropriate focus for BSP in the future.

This evaluation was undertaken not only to assess the conservation impact of specific projects, but also to learn about the effectiveness of BSP's approaches to those projects - as a consortium and as a USAID partner. In order to both illustrate and assess the impacts of the ways BSP works, the primary approach to each BSP project was characterized as reflecting a specific role or function that BSP fulfills.

While there are many ways to describe the variety of roles BSP has played in supporting conservation projects, the following four roles present the simplest characterization for purposes of this evaluation. BSP supports the conservation of biological diversity by functioning as a:

1. **Partner with**, and technical resource to, **USAID**. (This includes acting as a grants manager and administrator.)
2. **Facilitator** of processes involving multiple stakeholders **and catalyst** for new partnerships and projects.
3. **Analyst and communicator** on biodiversity issues, strategies, and lessons. (This includes policy analysis and dissemination of results to achieve policy change.)
4. **Supporter** of institutional and individual **capacity strengthening**.

About the Evaluation Report

The evaluation report is divided into four sections. Section I describes the purposes and objectives of the evaluation, presents background information on BSP's regional and global projects, and presents the methodology for the evaluation. The compiled results of the interviews and surveys appear in Section II. Section III presents descriptions of, and findings about, regional and cross-cutting program activities, drawing on the information gathered in interviews and surveys. The recommendations on each regional program in Section III are the result of each of the BSP regional teams' analyses of the survey results and their own knowledge gained during implementation. Section IV presents discussion, conclusions and recommendations for the BSP program as a whole, rather than for individual regional or thematic programs.

Background on the Biodiversity Support Program

BSP's Mission, Development and Activities: An Overview

At a global level, biological diversity— the rich variety of plants and animals, habitats and ecosystems that form the web of life of planet Earth— is threatened by massive losses of livelihoods species and habitats. Government agencies and non-governmental organizations (NGOs) have mobilized to confront the crisis, mounting public awareness campaigns, scientific efforts to identify especially rich and threatened ecosystems, conservation programs for creating and managing protected areas, and ecologically-oriented development programs to assure that local peoples' can be sustained even as biological resources are protected.

Mission Statement of the Biodiversity Support Program

The Biodiversity Support Program's mission is to promote conservation of the world's biological diversity. We believe that a healthy and secure living resource base is essential to meet the needs and aspirations of present and future generations.

To accomplish our mission, we support local communities, non-governmental organizations, and governments to establish:

- clear conservation priorities, goals, and objectives;
- democratic social processes, dialogue, and partnerships which lead to conservation;
- ethical valuation of nature;
- favorable policies which promote conservation of biodiversity; and
- enhanced awareness and knowledge about conservation.

BSP's approach focuses on the integration of conservation with social and economic development, research and analysis of conservation and development approaches, and information exchange and outreach.

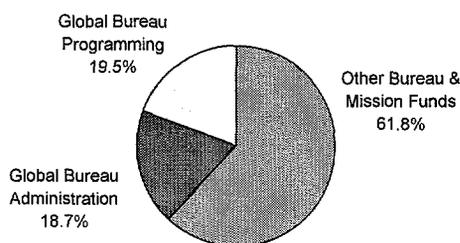
Historical Development

Since the late 1970s, the US Congress has worked with the US Agency for International Development (USAID), the nation's primary foreign-assistance agency, to increase US support of efforts to conserve endangered species, tropical forests, and biological diversity in developing countries. Through the 1980s, the number of environmental projects supported by USAID increased dramatically. In 1986, Congress began "earmarking" appropriations for USAID specifically for biodiversity conservation. In 1988, the five-year, \$20 million, global Conservation of Biological Diversity (CBD) Project was approved with the Biodiversity Support Program as its major component. BSP is a consortium of World Wildlife Fund (WWF), The Nature Conservancy (TNC), and World Resources Institute (WRI), funded under a cooperative agreement between WWF, as the lead agency of the consortium, and USAID.

BSP receives core funding from USAID's Bureau for Global Programs, Research, and Field Support, Center for the Environment, Office of Environment and Natural Resources (G/ENV/ENR) for general management costs and selected core components (technical assistance, Conservation Impact Grants, analysis and information outreach). However most program activities are supported by "buy-ins," that is, fund transfers to the cooperative agreement from USAID Missions and Regional Bureaus interested in participating in the program. The initial cooperative agreement (1988, hereafter referred to as the CBD Agreement) established BSP as a five-year program with a funding ceiling of approximately \$12.8 million.

However, interest from USAID Missions and Bureaus and resultant project activity quickly exceeded expectations. BSP assistance has been requested in three-quarters of the countries where USAID has programs (Figure 1, p. 10). Indeed, for every dollar obligated to BSP by the Global Bureau more than \$2 has been received from Regional Bureaus and Missions (Figure 2).

Percent Contribution to BSP*
Global Bureau vs. Other USAID Sources
Cumulative 1988-1996



*Percentages are non-inclusive of BCN funding

January 1997

Figure 2. Support to BSP from the Global Bureau for administration and programming is exceeded each year by the support provided by other USAID Bureaus and Missions.

Over the years, the BSP funding ceiling was raised several times, and in 1994, the cooperative agreement was amended to extend BSP through 1998 (Phase II). In September 1996, BSP received a ten-year ceiling increase to \$61.1 million, of which \$42.9 million has been awarded to BSP to date, to accommodate continued expressions of interest and participation.

BSP also has a second cooperative agreement funded by the Asia Bureau of USAID (through the US-Asia Environmental Partnership) to implement the Biodiversity Conservation Network for Asia and the Pacific (BCN). To date, \$15.4 million has been obligated to BCN (against its \$20 million authorization).

Thus the total obligations to BSP, including BCN, are \$58.3 million, and the combined ceiling of the two agreements is \$81.1 million.

Figure 3 shows the regional breakdown of obligations received to date under both the CBD agreement and the BCN agreement. Bureau and mission "buy-in" to the CBD agreement has been somewhat higher for Africa (\$10.8 million) than Latin America (\$9.1 million) and Asia (\$7.6 million).

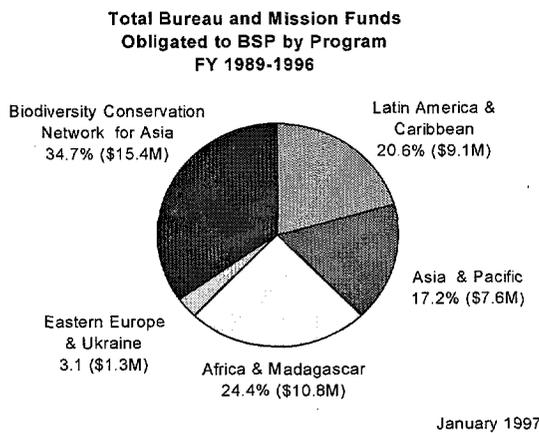


Figure 3. This figure does not include any core obligations from the Global Bureau for general management, research, analysis and global programs.

Figure 4 presents annual total obligations to BSP under the CBD and BCN agreements.

BSP's core cooperative agreement under USAID's CBD project expires on September 30, 1998. This evaluation, in combination with a strategic assessment being carried out as a follow-on exercise, will lay the groundwork for deciding whether to close out the BSP program after existing projects are completed or to prepare a renewal proposal to USAID to continue new program activities for another five-year period.

BSP Approach to Conservation

BSP's approach to its conservation mission has evolved over the years, reflecting changes in the needs and priorities of the conservation community in general as well as the consortium member organizations and USAID in particular. From the beginning, the partnership between three organizations dedicated to conservation and USAID, a development agency, led to a focus on the interrelationship of conservation and development, and placed BSP in the

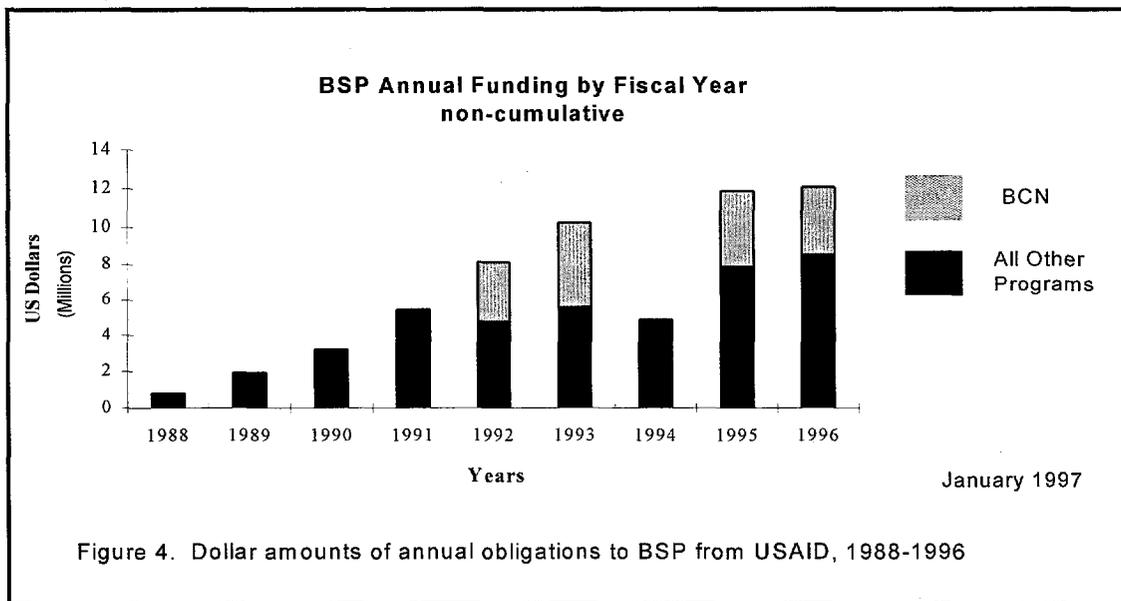


Figure 4. Dollar amounts of annual obligations to BSP from USAID, 1988-1996

middle of the spectrum of resource-management philosophies that ranges from preservation to maximum use. The partnership structure also affected program development: BSP is funded by and programmatically responsive to USAID. It is governed by three major conservation organizations and managed by a professional staff unit within WWF, the lead organization in the consortium. This structure gave BSP a balance of autonomy and accountability to USAID and the three consortium member organizations.

In the early years, the consortium was comfortable with an emphasis on assisting USAID. The first two years' activities focused primarily on passing funds through to other NGOs and establishing a track record for being responsive to USAID. By the end of the first year, it was clear that the designers had significantly underestimated the level of USAID Mission and Bureau interest in biodiversity work. Fund transfers from Missions and Bureaus that were added to the core BSP cooperative agreement with the Global Bureau in that first year reached \$1.5 million, three times higher than initially projected.

Projects initiated in the first year included a mix of pilot projects, training and technical assistance. BSP supported the new Wildlife Conservation Division in the Government of Belize with a start-up grant and technical assistance provided through WWF. An international conference highlighted the biodiversity of Lake Tanganyika and led to the development of a multi-national Global Environmental Facility (GEF) project. WRI received funding to survey donor support for biodiversity conservation in developing countries. Work began on a long-term project in

Thailand that, despite stops and starts resulting from political changes, would include study tours and distribution of books and research publications to Thai scientists, a botanical diversity assessment, national conservation conferences, a national small grants program, and a three-year project supporting the role of the Karen people in managing biodiversity in a World Heritage Site. The Nature Conservancy received support to start a regional conservation database in the South Pacific. The Wildlife Conservation Society conducted ecological assessments and training in Ecuador's threatened cloud forests. In all, sixteen projects were under way by the end of 1989.

From 1989 to 1996, BSP has provided over \$20.1 million in USAID funding (CBD agreement only) to over 250 organizations and individuals to implement over 340 project activities in 59 countries worldwide. At least 150 other organizations and individuals are involved in project implementation and collaboration but not identified as the project's leading implementors. Of the 250 organizations and individuals, more than 90 received at least \$50,000 to implement projects. Fifty-four recipients received \$100,000 or more. Figure 5 shows the distribution of BSP grants by funding level.

Most projects focused on terrestrial biodiversity and supported NGOs as breakdown of funding by types of implementors. Figure 6 shows the implementors. Common themes included: the search for effective strategies to meet conservation objectives while also supporting the interests of local communities; an emphasis on the role of economic incentives in influencing the behavior of local resource managers and

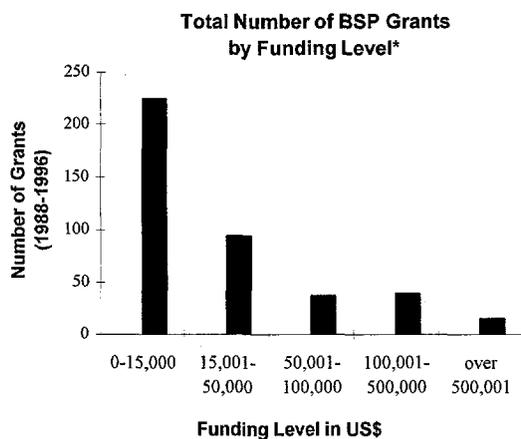


Figure 5. The great majority of grants administered by BSP are for amounts less than \$50,000. Of the 224 grants of \$15,000 or less, 152 are research grants (the Conservation Impact Grants, formerly called Small Research Grants).

*Expenditures are non-inclusive of BCN

national-level decision makers; and support for NGOs as advocates for and implementors of community-based conservation.

With time, and as both BSP and the consortium member organizations gained experience in working with USAID, BSP established a clearer mission and objectives. BSP's mission and objectives are consistent with, although independent of, the program objectives of the member organizations, and reflect the goals of the cooperative agreement with USAID. In the early years, BSP's grant portfolio included very few grants larger than \$200,000. In later years, BSP supported larger, longer-term community-based conservation initiatives. Almost from the beginning, the tremendous demand for BSP assistance outstripped the consortium member organizations' ability to staff the program by "loaning" or "seconding" their own professional staff, and so BSP hired a professional staff to manage its regional programs, as well as relying on consultants and consortium member staff when available.

As a science-based program BSP has focused not only on supporting direct conservation initiatives but also on efforts to understand the conditions under which various types of biodiversity conservation efforts can be successful. In recent years, BSP has focused on how to measure the progress and achievements of biodiversity conservation projects. By the fourth year, BSP's portfolio had sufficient experience across a range of conservation situations to develop a formal program for monitoring project impacts, and to identify and promote additional lessons of value to the consortium community. The BSP analysis program was funded and implemented beginning late in 1994. The analysis program includes a conservation analyst who works with BSP regional program staff and consultants to

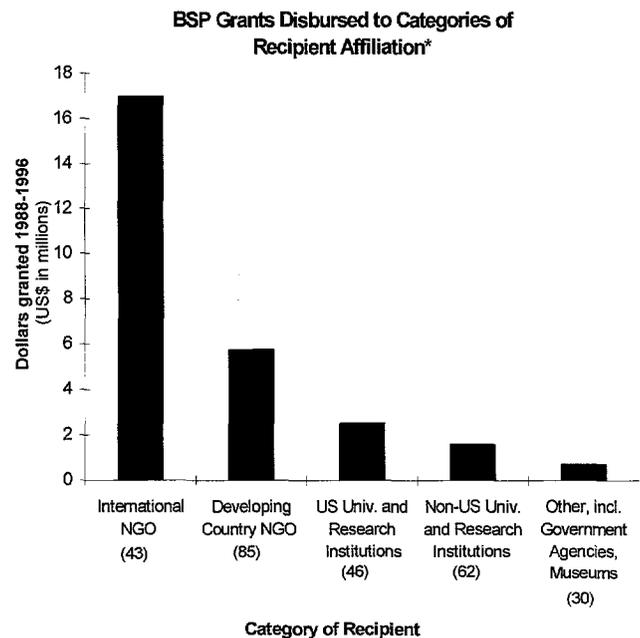


Figure 6. Although international NGOs are the direct recipients of two-thirds of BSP funding, the percentage that is destined for developing country institutions is actually higher because the international NGOs often make sub-grants to those institutions. The number of different institutions receiving funds is indicated in parentheses below each category.

*Expenditures are non-inclusive of BCN

monitor and analyze results from BSP projects, and collaborate with other conservation initiatives to develop conclusions about the conditions leading to successful conservation.

As a partner with and technical resource to USAID, BSP has focused its energies on incorporating biodiversity concerns into country and regional strategies, and the conceptualization and design of projects. BSP is a vital link enabling USAID to reach and assist local scientists and universities, and community-based agencies and organizations, promoting sustainable resource management throughout the world. BSP has provided USAID with a convenient, "user friendly" window for financing project activities. BSP has an extensive network of partners, including access to a wide range of expertise and contacts with local implementing organizations.

As a consortium-implemented program, BSP found that its "neutral" character suited it to the role of facilitator and catalyst, bringing together groups of diverse stakeholders to develop consensus approaches to such issues as geographical priority setting. Although consensus processes are often slow, they have provided valuable forums for issues and debate, and have often set the stage for the formation of local and regional partnerships and conservation projects that are important to USAID but are perhaps not receiving sufficient attention from a single NGO.

BSP's project portfolio has been particularly rich in capacity-building activities such as public awareness, institutional support and training. Most of BSP's support to conservation activities has included some level of capacity-building, helping individuals and

institutions develop the skills, knowledge or networks necessary to succeed in biodiversity conservation activities. BSP has supported training and sharing of information through workshops, seminars, publications and other media.

Staffing

BSP began operations in January 1989 with two professional staff and a half-time administrative assistant. Staff numbers have increased, commensurate with the work load, with the concurrence of both USAID and the Executive Committee. Director positions were added to provide point of contact by region -- Africa and Latin America, and then Asia. Many staff were added to fully implement specific buy-ins or projects, and their salaries were primarily covered by those projects. Later, as BSP's mandate grew for analysis and expanded information and outreach, additional positions were added for analysis and communications. The organizational chart in Figure 7 shows forty-one positions currently in the BSP program; the Global Bureau is supporting 18 full-time equivalent positions (FTEs) and the remaining 23 FTEs are supported by particular USAID missions and other bureaus.

The gradual increase in staff reflects the changing nature of BSP's portfolio, the increasingly "hands-on" nature of project management, monitoring and analysis and the increasing focus on outreach and communication. Over the years there has also been a tremendous increase in the variety of skills required. BSP staff currently have Ph.D. degrees in biology, ethnobotany, conservation biology/sustainable development, anthropology and epidemiology, and Masters degrees in business, public policy,

Figure 7. BSP Organizational Chart

January 1997

Executive Director Kathryn Saterson						
Research Assistant Kate Shoup			Sr. Administrative Assistant Jill Check			
OPERATIONS AND PLANNING	COMMUNICATIONS	ANALYSIS	LATIN AMERICA AND THE CARIBBEAN	AFRICA/MADAGASCAR	ASIA AND THE PACIFIC	BIODIVERSITY CONSERVATION NETWORK (BCN) *
Director Bruce Leighty	Sr. Program Officer Norma Adams	Sr. Program Officer Richard Margoluis	Director Meg Symington	Director Kate Newman	Director Janis Alcorn	Director Hank Cauley
Sr. Program Officer Tatiana Zaharchenko	Program Officer Vacant	Program Officer Vacant Vacant	Program Officer Ilana Locker	Sr. Program Officers John Magistro Robert Solem • Laurent Somé	Team Leader Vacant (Indonesia) •	Regional Representative Ganesan Balachander •
Program Administrator Norah Heckman			Project Coordinator Hilary Barbour	Research Assistant Kate Shoup	Sr. Program Officer Nonette Royo • Rodney Taylor Arief Wicaksono •	Sr. Program Officers Bernd Cordes • Diane Russell • Nick Salafsky
Project Coordinator Karen Horsley		Sr. Administrative Asst. Jill Check		Project Coordinator Julia Brown	Finance Officer Vacant (Indonesia) •	Program Officers Flora Leocadio • Seema Bhatt (Advisor) •
Sr. Administrative Asst. Marc Wolfe			Sr. Administrative Asst. Saide Bonilla	Sr. Administrative Asst. Rose-Marie Gay	Desk Officer Richard Richina	Project Coordinators Chato Capili • Jennifer Jordan Bek May •
					Project Coordinator Luciana Barliantari •	Sr. Administrative Assts. Connie Carrol Reynie Gayoso •
					Sr. Administrative Asst. James-Christopher Miller Sri Parantauan •	

• Denotes field-based personnel

* BSP is primarily funded under a Cooperative Agreement between World Wildlife Fund and the U.S. Agency for International Development (USAID) funded by the Global Bureau/Environment and Natural Resources Office. BCN is funded under a separate cooperative agreement funded by USAID/Asia Bureau.

public administration, engineering, law, public health, botany and forestry. BSP has also moved to decentralize staff where appropriate for the nature of the program. BCN staff are largely based in a Manila regional office with individuals in Washington, Indonesia and India. New grant programs in Indonesia and Central Africa will have field based staff.

Administration and Management

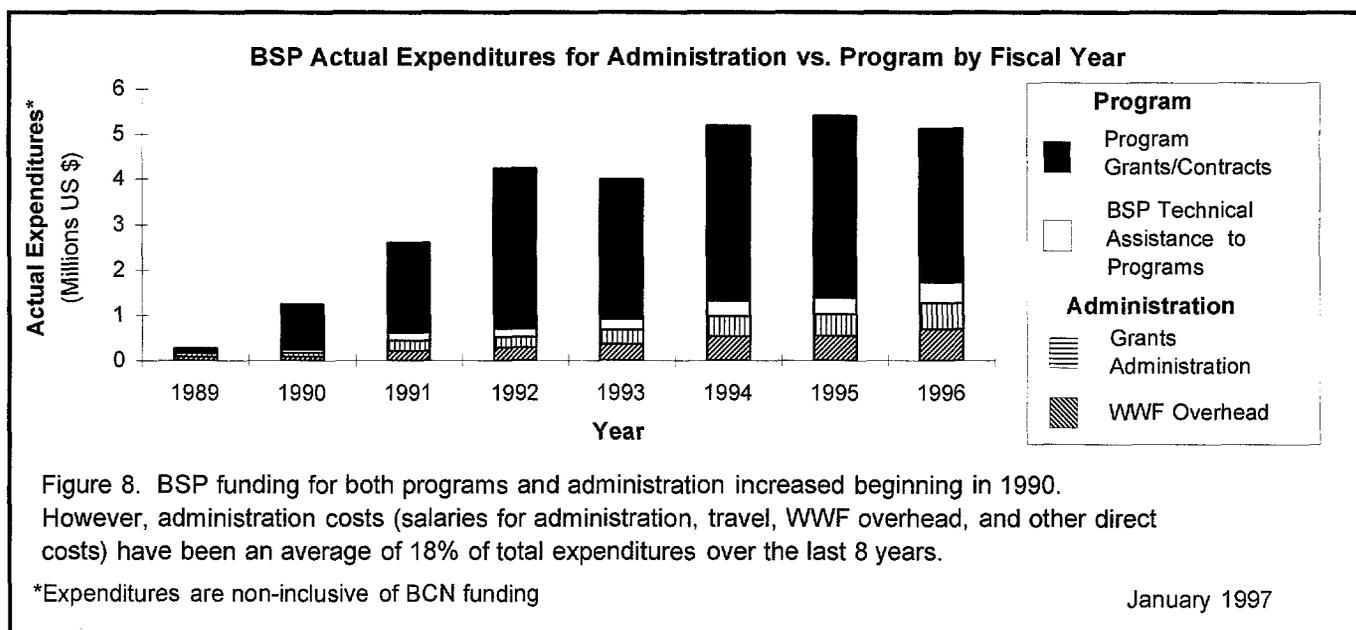
The administration and management of BSP has also adapted over time. BSP developed administrative and management systems necessary to work in close partnership with USAID within the context of WWF's administrative systems. BSP created the first contracting templates at WWF for technical consultants and was the first program to develop and utilize administrative specialists within the regional programs. These program administrator and coordinator positions were later adopted by WWF in other programs.

BSP's management structure was designed to parallel and be responsive to USAID. Experience with USAID has

always been a consideration in hiring professional staff. Unlike the administration and management of a typical consortium -- developed in response to a bidding document, and managed by "dividing up the pie" -- BSP manages processes and responds to programming needs that are not established beforehand. BSP has the style of a consulting firm -- relatively rapid response and programming flexibility -- with the dedication to mission of an NGO, and the potential to involve consortium members and the conservation community in activities that continue beyond the life of the BSP project.

Despite the increasing percentage of projects that require intensive, hands-on management, as well as the recent increased emphasis on monitoring and impact assessment, BSP has kept the eight-year average ratio of administration to programming costs at about 18 % (see Figure 8).

BSP has regularly examined its activities and its portfolio of projects, and made adjustments to reflect lessons



learned in those analyses -- including a comprehensive external evaluation in 1991, development of a mission and strategy statement in 1992, a portfolio analysis and interviews focused on developing an analytical agenda in 1994 and an evaluation of its Conservation Impact Grants program in 1995. Several of the larger projects in the portfolio, including the Mexico Ecodevelopment Program and the Biodiversity Conservation Network, have also had external evaluations.

Regional Programs

Africa and Madagascar

The Africa and Madagascar Program manages a current portfolio of eleven projects focused on analyzing and disseminating information on various aspects of the relationship between biodiversity conservation and improved human livelihoods through projects that operate both in and outside protected areas. The Africa/Madagascar portfolio has focused on involving local people and their knowledge in conservation initiatives, developing monitoring and evaluation methodologies, assessing economic and non-economic values of biodiversity, understanding how global climate change may affect Africa (and how Africa contributes to global climate change) and developing methods for understanding and influencing human behavior toward the environment.

Appendix 1, which details BSP projects region by region, includes a list of projects in the Africa region. The project tables show countries in which each of the projects is implemented, and include funding amounts (total and broken down by country).

The major projects since 1989, whose conservation impacts are discussed in Section III, include PARCS (Protected Area Conservation Strategy), (BAA) Biodiversity Analysis for Africa, the Africa Global Climate Change Project, BIOME (Biodiversity Monitoring and Evaluation), and others. In addition, the following projects have recently been added to BSP's Africa/Madagascar portfolio (and are not discussed in Section III because it is still too early to assess their impact).

- The Central Africa Regional Program for the Environment (CARPE), a five-year, \$15 million effort (of which \$6.25 million is financed through BSP), will involve many local and international institutions in developing a better understanding of the forest's functions, threats to its integrity, and opportunities for sustainable use. BSP will provide \$3 million in grants in five countries: Central African Republic, Congo, Gabon, Equatorial Guinea and Cameroon. Other implementors, including WWF and WCS, with longer term implementation projects on the ground, are receiving direct support from USAID. BSP manages a CARPE regional office in Gabon.
- In the Trade in Wildlife Medicinal in East/Southern Africa Project, BSP support to TRAFFIC of East/Southern Africa (the IUCN/WWF trade monitoring group; \$160,000) is expected to produce, during 1997, a study of the trade in medicinal products of plant and animal origin in east and southern Africa and Madagascar. The study will identify priority species of conservation concern, in addition to providing information on markets and trade

dynamics. A regional dissemination workshop will follow.

- The ACTS Project, more formally titled Environmental Governance in Eastern and Southern Africa: Concept Development and Research Agenda, (\$152,000) supports the African Centre for Technology Studies (ACTS) in research intended to generate options for policy reform in support of sustainable management of natural resources in the region. A first phase (five studies and an international conference) has been completed. Publications are in process.

Latin America and Caribbean Program

The LAC Program has focused to a large extent on participatory processes for identifying conservation priorities, and implementation and evaluation of Integrated Conservation and Development Projects (ICDPs). The LAC Program has also made significant investments in institutional development.

The region's largest project, totaling more than \$4.5 million, is the Mexico Ecodevelopment Program (MEP). The LAC Program has also managed pilot projects for USAID's LAC Bureau and in Brazil under the Global Climate Change program (\$1.5 million); provided training and technical assistance to NGOs in the region; and assisted USAID missions and bureaus with project design and evaluation. These projects are detailed in Appendix 2 and their impact discussed in Section III. Recent additions to the LAC portfolio include:

- Monitoring and evaluation for PROARCA (\$250,000). BSP is helping to develop regional and site-specific M&E systems for the USAID

PROARCA project in Central America, implemented by a consortium led by TNC and including WWF.

- Assistance to USAID/Ecuador in developing selection criteria for project activities leading to achievement of strategic objectives for natural resource management and sustainable use.

Asia and Pacific Regional Program

Since 1989, the BSP portfolio in the Asia and Pacific region has included projects totaling more than \$24 million. (Figure 3). BSP's Asia and Pacific projects are funded through both the Conservation of Biological Diversity (CBD) Agreement (funded by the Global Bureau) and the US-Asia Environmental Partnership (USAEP) Agreement (funded by Asia Bureau) that began funding the Biodiversity Conservation Network to support enterprise-based conservation in 1993.

The A&P Program funded under the CBD Agreement manages a portfolio of projects that have provided assistance to USAID, governments, NGOs, community-based groups, and research institutions in fourteen countries. An over-arching strategy of all Asia & Pacific projects has been to support a scientific basis for conservation decision making and to legitimize the role of local communities in biodiversity conservation.

The major projects, discussed in Section III include: assistance to natural resource agencies and USAID in India, Thailand, Indonesia, the Philippines, and Papua New Guinea; design and establishment of national environmental trust funds in Indonesia and the Philippines, and background studies for

such a fund in Papua New Guinea; Conservation Needs Assessments in Papua New Guinea; conservation priority setting in India; and the Peoples and Forests Program, which supports capacity-building and networking in support of improved tenure rights and resource management by indigenous peoples.

Under USAID/Nepal's Environmental Forestry Enterprise Activities and USAID/Indonesia's Natural Resources Management II projects, BSP is now initiating support for community-based resource management. In Indonesia, BSP is developing the \$10 million KEMALA program (the Indonesian acronym for "community natural resource managers' program"). KEMALA will strengthen Indonesia's institutional capacity for community-based conservation. BSP will work with partner non-government and peoples organizations to foster local resource management initiatives and the development of supportive policy frameworks. In Nepal, BSP is partnering with the Nepali firm New Era to provide technical assistance in identifying profitable forest products from the Rapti Mid-Western Hills area, and assisting Community Forest Users Groups (CFUGs) and Community Conservation Committees (CCCs) to develop sustainable forest management.

The Biodiversity Conservation Network for Asia and the Pacific (BCN), funded under the USAEP Agreement. BCN was created by BSP staff and USAID colleagues in response to three observations: (1) many integrated conservation and development projects (ICDPs) were unlikely to succeed because they lacked a link between the economic activities proposed and the biodiversity to be conserved; (2) increased interest in consumer markets for "rainforest

products"; and (3) it was unclear what the long term biological, social, or economic impacts were of such ICDPs. BCN is a 6 1/2 year, \$20 million project dedicated to (1) supporting site-specific community-based conservation and (2) evaluating the effectiveness of enterprise-oriented conservation activities.

Eastern Europe Programs

BSP does not have a permanent Eastern European program equivalent to Africa, Asia, or Latin America, but has accepted USAID program funds for work in the region when the activities are relevant to BSP's programmatic objectives. The first of these activities was an \$800,000 project to support: environmental assessment work in Poland and Hungary; a small grants program in the Czech Republic and Slovakia; and development of a national biodiversity conservation strategy in Bulgaria. The second was a USAID/Ukraine project to develop a conservation needs assessment in Crimea, the southern region of Ukraine, and administer a small grants program to build capacity among scientific and environmental NGOs throughout Ukraine.

Cross-cutting Programs

Analysis Program

BSP's Analysis Program has two primary objectives:

- 1) to work with regional program staff and consultants to conduct analyses that will increase understanding of the conditions that can lead to successful conservation (these analyses can derive lessons from BSP projects as well as projects implemented by other institutions), and
- 2) to work with BSP partner organizations to develop monitoring and

evaluation methods that can be used by BSP and its partners to more systematically assess project impacts and improve accountability.

Late in 1994 BSP received funding to hire two staff fully dedicated to working with BSP to fulfill both objectives of the analysis program. BSP has devoted significant effort over the past two years to developing a systematic approach to analysis and to monitoring and evaluation.

Analysis

It is clear from the regional program descriptions above that BSP has been undertaking analytical studies for many years and has been working to learn from all the projects it implements. BSP is well positioned to synthesize information and lessons from conservation projects. Its global nature, its ability to draw from the knowledge and portfolios of member organizations as well as its own, its growing experience with community-level, participatory methodologies, and its status as a program rather than an institution, combine to give BSP a comparative advantage in carrying out certain types of analysis and research, particularly research focused on the relationship between conservation and development.

In March 1996, BSP completed an Analytical Agenda Action Plan. This action plan is the result of almost two years of extensive consultation and reflects the priorities of USAID, the three consortium member institutions, and other conservation organizations. The analytical agenda outlines key questions about the conditions that lead to successful conservation:

- Under what conditions are biodiversity conservation and social, economic, and political development objectives compatible across a landscape of diverse uses of biological resources?
- What are the most effective strategies and tools for achieving these conditions?

The agenda identifies five key conditions -- and a need for integration among them -- and prioritizes questions for analysis in each area. It also identifies programs supported by BSP and others as potential sources of data. Appendix 7 contains a summary of the five conditions and the selected research topics.

At the end of 1996, research was just beginning on the topics selected for BSP focus over the next two years. The selected topics include: adaptive management to support biodiversity conservation; approaches to setting biodiversity conservation priorities; decentralization and devolution for biodiversity management; institutional arrangements - the role of NGOs; and the role of sustainable agriculture in biodiversity conservation. The specific topics were selected after extensive BSP staff consultation with USAID and consortium institutions. Potential research topics were ranked according to their utility and significance, feasibility, potential for synergy with other analyses, congruence with BSP experience and expertise, and potential for financial leverage.

Monitoring and Evaluation

Conservation projects in recent years have come under increasing pressure to demonstrate impacts in clear, measurable

formats that can be compared across projects, regions, and countries. Donors and NGOs alike have invested considerable time and resources in the development of monitoring systems and results frameworks.

With this effort has come a realization that measuring impact is a truly difficult task. For the past two years, BSP has worked to develop practical approaches and its own capacity to measure impacts, and collaborated with project implementors to incorporate monitoring and impact assessment into project design and management. The Analysis Program provides technical assistance to develop appropriate M&E programs at project sites, and is developing standard approaches, tools, and methods to help local project managers fully integrate M&E in their project design and implementation.

Conservation Impact Grants Program

BSP supports applied field-based research and analysis on topics relevant to biodiversity conservation and management through a competitive small grants (maximum \$15,000) program for individuals and institutions in developing countries. The purpose of the Conservation Impact Grants Program is to produce knowledge that will offer solutions to conservation and development challenges, and to strengthen the capacity of developing country scientists to undertake research. Prior to 1995 the program was called the "small research grants program". To date, 152 research projects have been funded in 43 countries. Figure 9 shows the breakdown of funds received by region.

Research supported by the program may be ecological, economic, anthropological, sociopolitical, or

**Research/Conservation Impact Grants
Awarded by Region, 1991-1996**
Total: 152 Grants; \$2,079,519

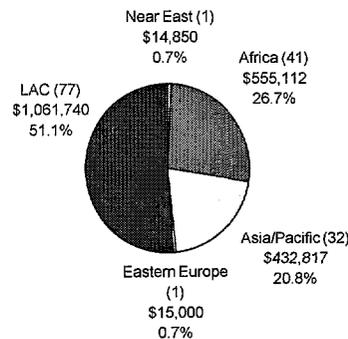


Figure 9. The pie is divided according to the amount of funding awarded in each region. The percentage of grants awarded to each region also reflects the percentages of proposals received from the region.

interdisciplinary. Priority topics are selected each year and listed in requests for proposals. Research projects are evaluated by an independent peer review committee and are selected based on scientific merit, potential conservation and/or policy impact, and potential to improve developing country capacity to carry out biodiversity conservation research. Researchers submit interim and final technical reports. BSP has also organized symposia at international conservation biology meetings for grantees to present their results.

Communications and Outreach

BSP's work has produced a wealth of data on options for integrating biodiversity conservation with social and economic development. BSP established outreach and communication as an important cross-cutting focal area in 1991. The communications program was established to increase the biodiversity conservation community's awareness of BSP's lessons from the field, and to communicate with the wider public. The program not only publishes BSP's own

results and studies, but seeks to leverage opportunities to “get the message out” through other organizations and the communications media. In January 1996, BSP hired a full time program officer for outreach and communications; her first task was to produce a communications strategy for BSP.

Publications

BSP’s General Series and Regional Series of publications are summarized in Appendix 8. The general series of publications has addressed cross-cutting issues of conservation and development through publications that include *Designing Integrated Conservation and Development Projects* by M. Brown and B. Wyckoff-Baird, *Sustainable Harvest of Non-Timber Forest Products* by C. Peters, and *Biodiversity in the Balance: Approaches to Setting Geographic Conservation Priorities* by Nels Johnson. The Regional Series includes technical reports, conservation needs assessments, training needs assessments, and national biodiversity conservation assessments, as well as newsletters and other specialized publications focused on specific projects.

In addition to producing its own publications, BSP has supported the production of many publications by others. In 1992, BSP purchased and disseminated more than 150 copies of E.O. Wilson’s book *Biodiversity* to grantees, developing country government officials and NGOs and USAID Missions. In 1994, BSP purchased and distributed 1,000 copies of the Center for Marine Conservation’s publication *Marine Biodiversity* to USAID and NGOs. Small research grant recipients receive a current publication at the end of each annual symposium. Among the many publications by others supported by BSP are: WRI’s surveys of US financing

(public and private sectors) of biodiversity research and conservation efforts in developing countries (1989 and 1991); the Royal Forest Department’s three-volume *Flora of Thailand*; WRI’s *Why Swap Debt for Nature?*; Conservation International’s *African People, African Parks*, the PVO-NGO NRMS Project’s *Buffer Zone Management in Africa*; IUCN’s Antelope Specialist Group “Gnusletter”; a volume of research papers on the Montes Azules Biosphere Reserve (Mexico); a special commemorative edition of the Bulletin of Brazil’s Museo Goeldi; and USAID’s *Ex situ Conservation: Present Status and Future Priorities*. BSP has also provided financial support for key individuals to receive textbooks, reference books and subscriptions to biodiversity-related journals.

In 1996 BSP published a brochure, “Biodiversity: Facts on the Foundation of Life,” which has generated enormous demand. Since its original publication in April 1996, an average of 1,000 copies have been disseminated each month; the document was reprinted in November 1996 to meet ongoing demand, particularly among consortium partners and environmental education institutions.

Workshops and Seminars

BSP has organized and led workshops, provided financial support to workshops sponsored by others, and provided travel grants to enable key individuals to participate in international meetings, seminars, and conferences. BSP has also relied on workshops, seminars and participation by staff and grantees in conferences, lectures and exhibits to share information across projects and countries.

BSP has sponsored or convened more than 100 workshops and seminars in

developing countries over the life of the project. In April 1995, BSP organized and hosted an international forum on the role of biodiversity conservation in development assistance. The forum was attended by 45 leading scientists and conservationists and USAID staff. It informed USAID of current conservation community thinking on a range of topics, and provided direct input to the Agency's evolving biodiversity strategy.

BSP has also used core funds for a number of small projects aimed at bringing the best technical information available on a new topic to the attention of the conservation community and USAID. BSP supported the 1992 Smithsonian conference "Can Nuts Save the Rainforest?" which provided a critical analysis of the role of non-timber forest products in providing economic incentives for conservation. The 1994 Selby Botanical Gardens conference on "Rainforest Canopies: Ecology and Conservation" was able to include developing country researchers because of BSP support and BSP staff provided technical input to the conference design.

BSP Washington-based staff each year make more than 30 site visits to project sites and USAID Missions; participate in an average of eight scientific and academic meetings; give eight to ten seminars and briefings at consortium member organizations and 10 to 20 briefings at other sites; and participate in an average of four conferences related to international treaties, and five conferences or meetings sponsored by international donors other than USAID.

Training

The initial CBD cooperative agreement included training as one of the five core

components. Training was not included in the 1994 renewal of BSP as a separate component, although some training activities were carried over.

The initial approach to training was to work within the consortium to develop training materials for NGOs. The focus was on development of materials rather than implementation of training workshops, as a more effective way to leverage the limited core funds provided under the training component. BSP worked with WWF's organizational development program to develop manuals and workshop materials focused on proposal development, financial resources management and human resources management. The materials were tested in workshops in the LAC region in 1992/93. The hope was that the materials, once developed with BSP support, would then be taken by WWF's regional programs and used in training workshops globally. While to date, WWF has continued offering workshops to local NGOs only in the LAC region, the materials have been used by a variety of NGOs and by the Peace Corps.

BSP has also continued to support training within specific regional program project objectives. For example, BCN grantees attended monitoring training workshops to help them achieve the project objectives and BIOME grantees have attended training workshops on analysis and assessment of conditions leading to conservation success. The India Biodiversity Conservation Prioritization Project includes training for local NGOs in methods to carry out local priority setting exercises.

Methodology

This evaluation was conducted in a participatory fashion to allow for the active involvement of those with a stake in the program, and to encourage greater learning on the part of stakeholders. Stakeholders in this evaluation include BSP staff, staff of the three consortium member organizations, USAID project managers in Washington and in overseas Missions, BSP grantees and collaborators, leaders in the scientific and conservation communities and other interested parties.

The evaluation was built around three central methods: 1) generation of new data through a mail survey and interviews with stakeholders; 2) generation of new information from portfolio reviews of projects and their impacts at the regional program level; and 3) workshops and internal discussion of this new data and information together with data from existing program and project evaluations, semi-annual reports and other background documents.

To generate new data, an initial mail survey was designed by BSP's Analysis Program to seek answers to a set of broad, general questions from all BSP grantees. The answers to those questions (Section II, Part B) were then used as input for creating the more specific questions for the interviews with key stakeholder groups and individuals. A consultant was hired to develop sets of interview questions for each of the major stakeholder groups.

The questionnaires were used to conduct 114 interviews. Interviews were primarily carried out by BSP senior staff, with a few additional interviews conducted by consortium member staff and USAID staff. In deciding whom to

interview, BSP did not attempt to assess all the projects BSP has supported over the last eight years. Interviewees were selected in an attempt to gather information and feedback on: BSP's major projects in terms of dollars and time invested; a breadth of project funding amounts; projects that reflect the various approaches BSP takes to conservation; and a representative sample of projects from each geographic region. Appendix 6 lists all the individuals interviewed.

A second consultant summarized results and patterns in the interview data (Section II, Part A), facilitated workshop discussions of the data and drafted early versions of the evaluation report.

To generate new information about the conservation impact from the overall BSP program, BSP regional program directors reviewed the impacts of their portfolio of projects from 1989-1996. They also analyzed the mail survey and interview responses from their respective regions for insights and recommendations. The BSP senior staff who drafted the final document made every effort to interpret data as objectively as possible while at the same time drawing on their own experience as program managers. In seeking to address each of the major issues raised by stakeholders/participants, BSP staff had to exercise their collective judgment to determine: (a) which issues were, in fact, currently relevant to BSP at a program level, and which were "outliers," reflective of only individual points of view or historical situations; (b) which issues related to BSP's program performance, and which reflected gaps in information and communication; and (c) which issues could feasibly be resolved by program adjustments.

Discussion and participation by stakeholders was the hallmark of this evaluation process. Throughout the process, BSP convened a series of internal workshops and consultative workshops with key stakeholders. The series of workshops was initiated with a BSP self-assessment in the form of a three-day staff retreat in March 1996. The purposes of the retreat were: to clarify BSP staff's vision of BSP's niche in the conservation community; to identify the evaluation questions of interest to staff; and to map the conservation approaches used by regional programs in order to reach consensus on the overall approaches used across all BSP programs.

BSP's next step was to convene an Evaluation Working Group (WG), including representatives of the consortium member organizations, USAID and BSP. The WG used the input from the BSP retreat and the interests of their own stakeholder group to develop a scope of work that defined the key questions of the evaluation (Appendix 1

contains the complete scope of work). Because this evaluation was to be used as input to a strategic assessment being carried out by the consortium member organizations, the WG also met with the Strategic Assessment Steering Committee to solicit their input into the evaluation scope of work.

After the data from the surveys were analyzed by the consultant, BSP senior staff met numerous times to discuss the analysis and the BSP regional program directors' own reviews of the data. The WG also provided guidance to BSP's internal discussions as the final document was written by a committee of BSP senior staff. The first draft was sent out for comment to over fifty individuals who had participated in the evaluation as either an interviewer, interviewee or participant in evaluation workshops. Major revisions were made in response to comments received and a second draft (this draft) was circulated to twenty five individuals at USAID and the consortium member institutions.

EVALUATION PRODUCTION SCHEDULE	
Time Frame	Activity
February 1996	Survey of grantees by mail
March 1996	BSP full staff retreat to define BSP niche and evaluation questions
June 1996	Scope of Work developed
July 11, 1996	Evaluation and Strategic Assessment Planning Meeting
August 1, 1996	Strategic Assessment Steering Committee Meeting
August-November 1996	Interviews of grantees, USAID staff, consortium member organization staff, NGO and scientific community
October 8, 1996	Strategic Assessment Steering Committee Meeting
November 8 and 12, 1996	Participatory Workshops on Findings and Conclusions
November 20-26, 1996	Evaluation Working Group reviews preliminary draft report
December 6, 1996	Draft evaluation report circulated for comments
December 11, 1996	Strategic Assessment Steering Committee Meeting
December 17-January 20, 1997	Strategic Assessment Conducted
January 6, 1997	Deadline for comments on draft evaluation report
January 27, 1997	Final draft evaluation report issued
March 1997	Final evaluation report issued

II. Survey Results

Below are presented the results of the Evaluation interviews conducted from August through October 1996. Following this section is a summary of the results of the February 1996 mail survey.

Evaluation Interviews: Composite Results

Five different versions of the BSP survey questionnaire were prepared for interviews of the five stakeholder groups. The five groups, and the number of respondents in each group are:

- USAID staff in Washington (8)
- USAID staff overseas (22)
- staff of the consortium member organizations - "CMOs" (14)
- representatives of organizations receiving BSP funds - "grantees" (35)
- staff of US NGOs, scientists, key consultants and advisors - "NGOs & SCA" (17)

In addition, BSP senior staff (9) also completed the same questionnaire used for the CMOs. The total number of respondents from all groups was 114.

The questions in all five interview questionnaires were grouped in three categories to be explored: (1) effectiveness of BSP as a consortium, and as a manager of programs; (2) evidence of conservation impact of BSP-supported projects, and (3) recommendations for the future.

This section discusses the responses to all questions. After each question, the groups who responded to the question

are named in parenthesis. A complete list of respondents, identifying their organizational affiliation and country, is included in Appendix 6. Respondents offered multiple responses to many questions, and many respondents preferred to skip questions they did not want to discuss, so the total number of responses to each question varies.

The responses are presented as a "composite of composites" compiled from more detailed summaries of the responses of each group. The detailed summaries by group include comments received as well as numerical tallies of answers. Those interested in a more detailed reading may request copies of these summaries from BSP.

In drawing findings and conclusions from survey data, it was helpful to keep in mind what kind of support respondents had received from BSP. For example, more of the respondents were recipients of resource management-oriented training and technical assistance than of enterprise-oriented conservation grants.

The importance attached to priority setting, while significant, is also in part a reflection of the rather high percentage of respondents who had experience with priority setting processes, in comparison with those who had been involved in other types of activities.

These survey results were only one of the sources of information used to develop the evaluation's findings, conclusions, and recommendations (see Methodology section in previous chapter).

Effectiveness of BSP Approach and Administration

Questions:

What are the benefits and disadvantages of such a consortium existing?

Respondents: USAID, CMOs, and NGOs & SCA

BENEFITS

Responses	Number Of Responses/Group				
	USAID	CMO	BSP	NGOs & SCA	Total
Collaboration among the 3 organizations, combining expertise, access to all 3 through BSP	4	9	9	4	26
BSP's extensive network, access to expertise, ability to disseminate	3	1	0	1	5
Independence from the constraints affecting individual member organizations			7	5	12
Special relationship with USAID (insider, ability to influence, access, etc.; also includes advantages to USAID of BSP as service provider, efficient mechanism)	1	7	2	1	11
Role as a neutral broker, convenor		1	1	1	3
Increased credibility/clout or fundraising potential from combination of 3 organizations	1	2	2	1	6
Other	1	2	2	1	6
TOTAL	10	22	23	14	69

Many respondents noted the advantage of combining the expertise of the three member organizations. This includes all responses that mentioned collaboration among the three, ease of access to staff of the individual organizations, etc. About a third of these qualified that this was a theoretical benefit, not actually or fully achieved.

DISADVANTAGES

Frequency	Response
6	Potential conflicts/competition between BSP and members.
5	Potential for conflict by exclusion of non-member groups.
3	Unwieldiness/difficulty of bringing three organizations to the table, arriving at consensus on issues/projects.
2	Existence of BSP creates an alternate channel for projects, therefore not incorporated in mainstream programs of member organizations.
2	Being USAID-driven.
1	Extra layer of staff or bureaucracy; management costs.

DISADVANTAGES (continued)

1	Meeting the expectations of three bosses.
1	EC structure is inadequate, doesn't assure representation.
1	Location at WWF favors WWF in terms of program engagement.
1	"Carrying some of the baggage" of all three organizations.
1	Compromise of individual organizations goals and objectives.
1	Identity crisis, lack of distinction between BSP and WWF.

Several respondents (5) made rather detailed arguments that BSP is not really a consortium at all.

How has the existence of BSP contributed to conservation in ways that are different from WRI, WWF, and/or TNC acting alone?

Respondents: USAID, CMOs, and NGOs & SCA

Is BSP unique compared to other organizations supporting conservation?

Respondents: Grantees and NGOs & SCA

Grantees by and large were unable to respond to the question, mostly because they didn't know enough about BSP or the member organizations to compare. However, those who could answer felt that BSP is unique. The answers are quite varied but cluster in the following ways:

Frequency	Response
35	BSP does things or takes approaches that are different from what members do (whether the members theoretically could do them or not). Several of these (6) specifically mentioned the Conservation Impact Grants program.
17	BSP can play a role as a neutral convenor for activities requiring cooperation of many organizations, or simply to facilitate needed dialogue. (Several specific mentions of priority setting).
6	BSP integrates the skills or clout of the member organizations, the whole being greater than the parts.
8	BSP has been able to have a special relationship with USAID, increasing its funding, accessibility to NGOs, attention to biodiversity, and/or competence in biodiversity.

What aspects of consortium function and interaction should be improved or enhanced?

Respondent: USAID

Are there ways to better share expertise and lessons across the consortium partners and BSP?

Respondent: CMOs

Response	Number of times/group			
	USAID	CMO	BSP	Total
Work harder to facilitate collaboration among member organizations; more interaction & knowledge of member organizations; facilitate information sharing among member organizations, integrate priorities; develop collaboration around issues, etc.	2	12	2	16
More outreach by BSP to member organizations	0	2	0	2
Invite additional organizations to join (CI and/or WCS)	2	1	1	4
More emphasis on outreach & communications with broader conservation community including USAID	2	1	1	4
Other		2	3	5
Total	6	18	7	31

How have you or your organization helped or contributed to BSP?

Respondent: CMOs

There were 11 responses, most identifying ways the respondent had contributed as an individual rather than ways their institutions had contributed. Most frequently cited were serving as an EC member, working on or advising BSP projects, reviewing proposals.

Questions relating to the effectiveness of overall programmatic approach/administration:

Is BSP an effective and efficient program? How well does it fill its niche?

Respondent: USAID

Few respondents answered this question. The responses are generally positive but the ideas of BSP's "niche" are scattered.

Is BSP a cost-effective program? How does it compare with other programs or mechanisms USAID works with?

Respondent: USAID

Few respondents answered this question. The responses are generally positive.

What elements of BSP's management or administration were particularly effective or not effective in your project or the projects with which you are familiar?

Respondent: NGOs & SCA and grantees

EFFECTIVE ELEMENTS

Frequency	Response
9	Efficient administration & flow of funds.
5	Excellent professional staff.
5	Flexibility, openness to local approaches & needs.
2	Good planning, ability to identify areas important to be involved in.
2	Helpful technical input.
2	Participatory approach.

Many other items received a single mention.

NOT EFFECTIVE ELEMENTS

Not as many items were mentioned overall. Those elements mentioned more than once include: short project cycles; inability to have as much contact with staff as would have been optimal; six complaints about timeliness, especially delays in receiving funds; and two mentions of consultants who were not appropriate to the need of a project. There were also some comments that information was not available in local languages.

Please comment on the aspects of BSP that have been most or least useful (such as specific types of technical expertise, responsiveness, flexibility, etc.).

Respondent: USAID

Was the technical expertise useful?

Respondents: NGOs & SCA

Again, the responses were diverse, with no large clusters. USAID likes the efficiency and convenience of the funding mechanism, and BSP's speed of response. Several individuals also mentioned helpful technical expertise, cost effectiveness, and BSP's approach to biodiversity conservation. Responses from NGO/scientific community were few. There were a couple of mentions of specific monitoring expertise and good publications.

What are the focal areas in which BSP has demonstrated expertise? Does BSP have a unique expertise in any of these areas? Do any current BSP programming areas appear to be NOT compatible with BSP's mandate? With its capacity?

Respondent: CMOs

Frequency	Response	Number of those who say expertise is unique
3	project management (attributes of consulting firm with mission of NGO, understanding of USAID for admin. purposes)	0
3	facilitator of discussion and ad hoc secretariat; neutral umbrella	3
4	targeted grants program (hypothesis testing)	(1) probably (1) yes
3	strengthening local NGO capacity	0
5	priority setting	1
8	analytical approach (incl. M&E)	1
2	stakeholder participation	0
2	community-based conservation; ICDP design & evaluation	1 unique in doing the vanguard work

This table includes only items mentioned more than once by the 18 respondents (from 26 who were asked the question). One can infer from other parts of the survey that other activities -- the small grants program, the "facilitator" role -- are also regarded in other contexts as something that only BSP could or would do. Only two respondents identified possible areas of incompatibility, mentioning countries outside the three established regions and in particular, the Ukraine.

Questions relating to the effectiveness of particular aspects or particular programs:

How well has BSP communicated findings, observations, and significant accomplishments to USAID, the consortium, the broader conservation community, and other decision-makers?

Respondents: CMOs and NGOs & SCA

Has BSP assisted in disseminating results from grantee's projects and in getting grantees useful information from other projects?

Respondent: Grantees

Most respondents answered, "not well enough," although many respondents identified elements done well, such as particular publications or workshops.

Are you aware of BSP publications? Are they accessible? Are they of value to you? In what ways? What other topics would you like to see addressed?

Respondents: USAID, NGOs & SCA, CMOs, and grantees

Those who are aware of BSP publications like them. Several comments focus on the theme that it is necessary to be “in the loop” to be aware of them, and once one is part of that community, the publications are very accessible, but they are not accessible to a potentially larger interested audience.

Scientists want publications to be more scientific, while implementors want them to be more basic for local people to use.

There are at least 50 suggestions for new publication topics, but no real thematic clusters. Many respondents say they don’t have time to read publications.

Has BSP’s Washington seminar series been of value? Describe.

Respondent: CMO

Those who answered and were aware of the series (14) tended to respond affirmatively, mentioning opportunities for networking, learning from others’ experience, and taking advantage of the visits to Washington of people with valuable things to say. Some mentioned particular presentations that had been useful. Negative responses (2) focused on a need to have more seminars and to include not only BSP projects but any biodiversity conservation activities that might be of interest (staff note: in fact, evening seminars have seldom discussed BSP projects). Two respondents noted a recent drop in frequency and quality.

How has BSP promoted the integration of monitoring and evaluation with project design and implementation?

Respondents: USAID and CMOs

Has your organization taken any steps in monitoring and evaluation that can be attributed to BSP’s attention to M & E?

Respondents: CMOs and grantees

The first question elicited many specific responses (“organized a workshop,” “provided funding,” “kept us aware of it,” “provided concepts and tools.”). However, more than half the respondents did not answer this question. M&E steps taken by organizations are basically limited to compliance with grant requirements or “BSP keeps the issue in front of us.” Again, a high percentage of “no answer.” One detailed response refers to BCN’s leadership on the issue.

Do you think the small grants program (Conservation Impact Grants) is effective in this country? What are the ways BSP can improve the quality of their approach ("request for proposal" focus), management, or administration to its research grant process? Did BSP provide support for research grants difficult to obtain elsewhere? Has BSP identified new groups or structured the grants program in innovative ways?

Respondent: USAID

There were only a few answers from staff familiar with the program. In general, the comments received were positive and encouraged continuation, with the exception of staff at two Missions who did not see the value of centrally funded small grants.

Conservation Impact

Is there any evidence that BSP's involvement with USAID has helped strengthen USAID's ability to better support conservation? Please describe.

Response	Number of times/group				
	NGOs & SCA	CMO	USAID	BSP	Total
Yes	9	9	14	8	40
Don't know or not sure	5	8	5	0	9
No	2	0	1	0	3
TOTAL	16	17	20	8	61

Is there evidence that BSP has strengthened the consortium member organizations' ability to support conservation? Please describe.

Response	Number of times/group				
	NGOs & SCA	CMO	USAID	BSP	Total
Yes	3	11	1	3	18
Not sure* or don't know	10	4	7	6	27
No	1	2	0	0	3
TOTAL	14	17	8	9	48

*The "not sure" responses here include those who say that only one member organization has been strengthened, or that they are only familiar with one.

Has BSP support increased the capacity of NGOs, Government Agencies or other groups or individuals to conserve biodiversity? Describe. (Grantees were asked specifically if organizations involved in the project had been strengthened.)

Response	Grantees	NGO & SCA	CMO	USAID	BSP	Total
Yes	25	11	15	22	14	85
Don't know or, not sure	7	3	4	1	0	15
No	1	1	0	0	0	2
TOTAL	33	15	17	23	14	102

The strongest trend is respondents who think NGOs have been strengthened, particularly NGOs in developing countries.

Have BSP funded activities resulted in on-the-ground conservation of biodiversity? Describe.

Respondents: USAID, CMOs, and NGOs & SCA

Is there evidence of on the ground conservation in your particular project, and if so, to what extent due directly to BSP support?

Respondent: Grantees

Response	Number of times/group					Total
	USAID	CMO	NGOs & SCA	Grantees	BSP	
Yes*	6	5	5	21	3	40
Don't know or not sure	5	10	1	5	3	24
Too soon to tell	1	0	5	7	1	14
No	1	2	3	3	0	9
Total	13	17	14	36	7	87

*Among the respondents answering "yes", 14 offered examples of BSP support strengthening the conditions that will lead to conservation rather than examples of actual measurable conservation impact on the ground.

Is there evidence that BSP support has improved the conditions for long-term biodiversity conservation (e.g. identification of priorities, capacity-building, stakeholder participation, policy reform, identification of incentives for conservation, monitoring and evaluation, etc.)?

Respondents: CMO, NGOs & SCA, and grantees

63 respondents answered this question. 56 said yes. 3 said no. 4 said don't know/other.

The following table summarizes the conditions that respondents feel BSP has improved. Total is 114 because some respondents mentioned more than one condition.

Response	Number of times/group				
	NGOs & SCA	Grantees	CMO	BSP	Total
Capacity-building	6	13	4	6	29
stakeholder participation	2	8	4	5	19
identification of priorities	1	7	8	6	22
policy reform	1	3	3	4	11
identification of incentives	0	1	2	3	6
M&E	3	3	5	4	15
Other	1	9	2	0	12
TOTAL	14	44	28	28	114

What are the major constraints that affect BSP's ability to support conservation?

Respondents: USAID, CMO, and BSP

Frequency	Response
11	Dependence on USAID, including time necessary to respond to USAID, geographical & budget constraints; inability to make long-term commitments.
6	Lack of interaction, involvement, leadership, ownership of BSP activities by member organizations.
3	Human resources (not enough staff to do everything on the agenda).
1	Need for consensus slows decision making process, makes it difficult to come to decisions.
1	identity crisis, BSP is not sure what it is supposed to be.
1	Science driven, need to achieve scientific rigor slows or constrains ability to respond to opportunities.
1	DC location/bias.
1	Not widely known.
1	Too much emphasis on M&E, affects ability to implement.
1	Working at macro level through intermediaries & not directly in the field.

Has BSP had adequate funding available to have an impact?

Respondent: CMOs

Yes: 5

No: 0

Recommendations for the Future

What are the ways BSP can improve the quality of their approach, management, or administration in their interactions with [USAID/consortium. members]?

Respondents: USAID and CMOs

What actions might BSP take to improve its program for the next two years?

Respondents: NGOs & SCA and Grantees

Response	Number of times/group				Total
	NGOs & SCA	Grantees	CMO	BSP	
No changes needed	3	2	1	0	6
Increased attention to member organization activities & opportunities for collaboration	0	10	0	2	12
Increasing member organization participation in the consortium	2	6	1	2	11
Improvements in information sharing and dissemination	6	1	4	8	19
Increasing interaction with implementors and collaborators	1	1	1	4	7
Other	12	1	9	16	38
TOTAL	24	21	16	32	93

How do you think BSP could help strengthen the abilities of specific groups, such as USAID, local institutions, communities and individuals to contribute to biodiversity conservation in the short- and long-term?

Respondents: NGOs & SCA and Grantees

No real clusters emerged from the interview data. This was a question that many respondents did not answer. Among those who responded, suggestions tended to focus on enhanced communication and interaction more than other topics, but this was not a strong trend. Most of the remaining responses suggest continuing or improving activities already under way.

How can BSP improve its attention to M&E?

Respondent: Consortium members

Should BSP place more emphasis on monitoring and evaluation activities in the conservation projects it will support in the future? How?

Respondents: NGOs & SCA and Grantees

More Emphasis	Number of times/group NGOs &				Total
	CMO	Grantees	SCA	BSP	
Yes	3	16	7	6	32
No	0	1	3	0	4
Don't know or not sure	6	10	2	2	20
TOTAL	9	36	12	8	56

There are two main clusters of comments: (1) that M&E should be part of every project from start to finish with appropriate funding and technical support, and (2) that there is a need to develop practical methods and indicators that local implementors can use. There is strong concern about M&E being overly burdensome to Grantees and diverting time from programming and implementation.

What actions should BSP continue, stop, or start in the future?

Respondents: USAID and CMO

There is a great diversity of answers, depending on how the respondents interpreted "actions." Of those who identified BSP programs or activities, "Continue" responses are scattered among the range of things that BSP does, with the strongest cluster (12 responses) advocating continuing the conservation impact grants program, and smaller clusters suggesting continuation of publications and outreach (with improvements); dissemination of lessons learned, and priority setting (with refinements). There are only four "stop" responses, including mention of stopping managing projects directly, and stopping to seek non-USAID funding. "Start" responses tend to echo the comments given in ways to improve the program, above. There is a small cluster (3 responses) urging BSP to become involved in and knowledgeable about biodiversity conservation projects financed by donors other than USAID.

Where should BSP concentrate its future efforts (programmatic and geographic)?

Respondents: NGOs & SCA and Grantees

Respondents tended to focus on programmatic concerns (50 responses) rather than geographic (10 responses). Several respondents said that programmatic themes should drive geographic selection -- that is, work geographically where BSP can accomplish its

programmatic objectives. But a few respondents, especially in the scientific community, have strong geographic recommendations. Grantees tend to identify their own area as geographically most important and their own interests/needs as programmatically most important. Although the responses are very scattered, they include two trends worthy of note: continued emphasis on the conservation/development link; and a subset that is very interested in bringing policy issues more to the forefront but with an acknowledgment that BSP can't be everything to everybody.

***What are the prospects for future funding from USAID?
Given budget uncertainties, what funding opportunities, or diversification of funding beyond USAID, should be considered?***

Respondent: USAID and CMOs

Most respondents think prospects for future funding from USAID are good but with the caveat that funding will decline. There was a split on going to outside sources. USAID tends to think yes, while consortium member organizations tend to be worried about competition from BSP with non-USAID sources.

Would you work with BSP again if funds were to become available? Why or why not?

Respondent: USAID

Those who answered all said "Yes, see comments above."

Additional comments

These are many and varied, and generally quite thoughtful. They were reviewed by regional program directors in their compilation of insights and recommendations from the surveys. These additional comments have been taken into account, and a few have been quoted, in the main body of the report.

MAIL SURVEY OF BSP FUNDING RECIPIENTS

In February 1996, as a first step in the process of involving stakeholders in BSP's evaluation, BSP surveyed all current and past funding recipients. BSP staff developed the questionnaire, using BSP's program objectives as the basis for framing questions. The questionnaire was mailed to 420 funding recipients. The return rate was 26% (117 responses). This is an expected rate of return for mail surveys. Over half the sample of respondents (62) were Grantees who had received support for attending a workshop.

Although any internal evaluation is subject to bias, every effort was made to ensure open and candid responses from the grantees. Grantees were assured that their responses would in no way influence their future relationship or funding possibilities with BSP. Analysis of the results was conducted without reference to specific respondents, thereby ensuring relative anonymity of the answers.

This summary includes all questions, as they were presented on the questionnaire. Not every respondent answered every question. A detailed analysis of responses to each question (frequencies, means, percentages and respondent quotes) is included in the draft report. This summary presents highlights only. The complete data set is on file at BSP and may be reviewed upon request.

Background Respondent Information

Region of respondent/project

Approximately 36% (42) of respondents were from Latin America, 15% (18) from Africa, 30% (35) from Asia & Pacific, 14% (16) from other regions and 5% (6) were not identified with a single region.

Type of support received by respondent/institution

Seventy-nine respondents received financial support only; one respondent received technical support only; eleven received both financial and technical assistance. Sixty-two respondents received assistance to attend a workshop and seven received other support.

Amount of financial assistance received

The most common amount of financial assistance received was \$15,000 (22 respondents received this amount). This corresponds to the maximum award given for BSP's small grants program (now called the Conservation Impact Grants). 63.6 % received \$20,000 or less; 13 % \$21,000-\$40,000; 11.7 % \$41,000-\$100,000 and 11.7 % more than \$100,000.

Classification

Thirty-five respondents had received grants as individuals and 53 received grants as institutions.

Evaluation Results

In what ways did BSP support your organization? (For responses 1 to 8, below, respondents first indicated “yes” or “no” regarding whether BSP support applied to the issue and then rated each issue on a scale from 1=unimportant to 5=very important part of BSP’s support.)

Building capacity to better conserve biodiversity (116 responses)

Yes: 61.2% (71); No: 38.8% (45). Mean 4.30 (70 responses) on 1-5 scale for importance of capacity-building as part of BSP support.

Most respondents placed a high value on the role BSP has played in capacity-building related to program staff, local communities and students. Respondents reported that BSP’s assistance led to the improvement of management practices, staff skills, and public awareness. Many respondents also expressed that the funding that BSP provided them allowed them to integrate development (and specifically, economic development) issues into conservation initiatives. Most respondents reported that the assistance that BSP provided them enabled them to greatly improve their applied research activities related to project development and implementation. (Comments appear in full report.)

Planning or implementing a conservation project (116 responses)

Yes: 61.2% (71); No: 38.8% (45). Mean 4.20 (70 responses) on 1-5 importance scale.

Most respondents commented that BSP played an important role in the planning and implementation of projects. Several respondents stressed the importance of BSP funding for the purchase of materials crucial for the execution of projects. In addition, BSP was mentioned as being an important catalyst to pull together various funders and donors to focus and support efforts for conservation. Respondents stressed the importance of BSP technical review of proposals for project design and implementation.

Project monitoring and/or evaluation (116 responses)

Yes: 32.8% (38); No: 67.2% (78). Mean 3.97 (37 responses) on 1-5 importance scale.

Of the respondents who received BSP assistance with monitoring and evaluation, most found its input positive. Respondents reported that BSP-supported monitoring and evaluation helped provide credibility and accountability to their projects, and often led to greater community support. Some respondents stressed the fact that, although BSP support in monitoring and evaluation was useful, it came too late in the project cycle; support should have been received much earlier to be effective. Communication about monitoring and evaluation issues must be more timely.

Networking (116 responses)

Yes: 74.1% (86); No: 25.9% (30). Mean 4.14 (83 responses) on 1-5 importance scale.

Most respondents gave BSP high marks for promoting networking among grantees and donors. Many respondents found the opportunities that BSP provided for networking to be unique. Some respondents stressed the importance of networking for the development of new ideas, methods and teams to carry out conservation projects. Some respondents indicated the need to make networking opportunities more available in order to increase communication, collaboration and partnerships.

Promoting the development of local, national, and/or international policy that is more supportive of biodiversity conservation (116 responses)

Yes: 74.1% (86); No: 25.9% (30). Means for importance on 1-5 scale: 3.80 (64 responses) for local level; 4.04 (72 responses) for national level; 3.47 (55 responses) for international level.

Feedback from respondents on BSP's role in promoting policy development was very positive. Many respondents reported BSP's impact to be greatest at the national and international levels. However, some respondents stressed the need for greater emphasis on local level policy.

Training of staff or personnel (116 responses)

Yes: 56% (65); No: 44% (51). Mean 4.03 (63 responses) on 1-5 importance scale.

Most respondents found BSP support for training crucial and positive. Training provided the opportunity for respondents to be more effective in their implementation of new projects and to better understand related issues. Training helped to prepare project staff, field personnel and students. Some respondents emphasized that BSP must strive to find better prepared facilitators and speakers.

Information dissemination (116 responses)

Yes: 68.1% (79); No: 31.9% (37). Mean 4.23 (78 responses) on 1-5 importance scale.

According to respondents, BSP plays an important role in the publication of research and papers on conservation issues. Respondents reported, however, that BSP could do more to distribute relevant material to local partners, preferably in local languages.

Other ways in which BSP helped your organization (116 responses)

One-quarter (29) identified other ways; 75% (87) did not. Most support in this category was related to administrative assistance and general funding.

Has BSP-supported work already led to any conservation success? (98 responses)

Yes: 71.4% (70); No: 28.6% (28).

Is there evidence that your BSP-supported work will lead to success in the next 5 years? (74 responses)

Yes: 89.2% (66); No: 10.8% (8).

Have there been any unanticipated results of your BSP support? (95 responses)

Yes: 43.2% (41); No: 56.8% (54).

Slightly less than half the respondents reported unanticipated results. Most of these were positive. Many respondents reported that the most prevalent unanticipated positive results were related to the level of community involvement and awareness and networking.

Were (are) there any positive aspects to working with BSP? (105 responses)

Yes: 98.1% (103); No: 1.9% (2).

Only two respondents answered no; 103 answered yes. One of the most favorably mentioned BSP programs was the Small Grants competition (now the Conservation Impact Grants). Respondents gave high marks to BSP staff for its competence in providing technical assistance and for its helpful, friendly and positive attitude while dealing with local partners. Many respondents mentioned that BSP is unusually efficient in providing prompt response to specific requests, and is more flexible and less bureaucratic than other organizations. Many respondents also mentioned that the networking opportunities that BSP provides are very useful.

Were (are) there any negative aspects to working with BSP? (98 responses)

Yes: 26.5% (26); No: 73.5% (72).

Some respondents specified that BSP provided insufficient financial assistance, and that there is too much administrative work associated with the securing of grants. Others reported that one negative aspect of working with BSP is its failing to use national languages in communications with local partners. Still others expressed dissatisfaction with the perceived influence of US government interests brought to bear through BSP support, and the lack of sustained follow-up.

Was there anything unique about BSP as a source of funding or technical assistance? (90 responses)

Yes: 62.2% (56); No: 37.8% (34).

Unique aspects of BSP with a frequency of six to eight mentions (eight was the most frequent) included: (a) BSP is a different financial mechanism from other institutions; (b) BSP provides effective small scale grants; (c) BSP has prompt disbursement of research

grants; (d) BSP has effective individually managed funds; and (e) BSP has knowledgeable, innovative, supportive staff.

What do you consider the most important conservation issues that need to be addressed?

Most Frequently Mentioned Responses	
Frequency	Issues
37	Sustainable natural resources management
28	Analysis, research, and monitoring
27	National/international strategy and policy development
27	Information dissemination and training
25	Community participation/involvement
21	Developing local capacity
20	Economic and non-economic valuation of biodiversity
18	Habitat/biological resource destruction
15	Habitat protection
14	Strengthening institutional relationships for biodiversity conservation

To your knowledge, is BSP addressing these? (93 responses)

- BSP is addressing all issues: 29% (27);
- BSP is addressing some of the issues: 64.5% (60);
- BSP addressing none of the issues: 6.5% (6).

How is BSP addressing these?

The most frequently mentioned ways were by providing grants and funding (9 responses); technically supporting projects (8 responses); addressing national research and conservation needs (7 respondents); organizing regional biodiversity meetings and workshops (6 responses); and requiring participation of local communities (6 responses).

How can BSP address the most important conservation issues in the future?

Very few respondents provided suggestions for future focus of BSP programs, and no single suggestion received more than four mentions. Those receiving three or four mentions were research on non-traditional issues (funding projects outside protected areas or outside the tropics) and providing small grants for pilot projects.

Have you read any BSP publications? If so, what have you read. Overall, how would you rate BSP publications? (115 responses)

73.9% (85) responded affirmatively that they had read BSP publications. The most frequently mentioned were *Designing Integrated Conservation and Development Projects*, *African Biodiversity: Foundation for the Future*, *Papua New Guinea Conservation Needs*

Assessment and Indigenous Peoples, Mapping & Biodiversity Conservation. On a 1-5 usefulness scale (1=not useful, 5=very useful) the mean was 4.14.

How would you rate your overall satisfaction with BSP?

Most respondents are very satisfied with BSP. Of the 108 respondents who answered the question, 86 rated BSP at 4 or 5 on a 1-5 scale (1=not satisfied, 5=very satisfied). The mean was 4.14. Many respondents expressed satisfaction with BSP's efforts to elicit and include local partner feedback to improve project support. Respondents commented on BSP's efficiency as a grant making and technical assistance organization. Many respondents also emphasized BSP's relatively unbureaucratic and flexible approach to conservation project support. Once again, respondents commented on the high degree of competence and helpful attitudes of BSP staff.

How can BSP better serve conservation? On what activities should BSP concentrate its efforts?

Many respondents expressed an interest in seeing BSP capitalize on its experience by sharing lessons from all BSP grantees. Some suggested exchanges between grantees, while others stated that it is critical to publish the results and impacts of BSP grant activities. In general, respondents believe BSP can play a role in making relevant publications more widely accessible. Respondents also emphasize the importance of BSP's continued support for small grants, applied research and training.

Other comments

A few additional comments were received; all were positive and expressed a desire that BSP would continue its good work.

III. Regional and Cross-Cutting Program Findings, Discussion and Recommendations

This section of the evaluation summarizes findings and recommendations for BSP programs in four geographic regions (Latin America and the Caribbean; Africa and Madagascar; Asia and the Pacific; and Eastern Europe) as well as non-region-specific (cross-cutting) programs for conservation impact grants, analysis and communication. Information reviewed included:

- documentation of activities and achievements of BSP projects provided by BSP staff, implementors, and collaborators (reports, correspondence, published articles);
- the collected responses of implementors, collaborators, USAID partners and others who provided information and feedback through questionnaires, interviews and other program-specific evaluations;
- the facilitating consultant's analysis of these responses; and
- findings resulting from workshops and group discussion of all the information above.

We attempted to include in this section enough information about each project to make the findings understandable and meaningful. Appendix 2 provides a complete list of projects by region and country.

This evaluation was undertaken not only to assess the conservation impact of specific projects, but also to learn about the effectiveness of BSP's approaches to those projects—as a consortium and as a USAID partner. While there are many ways to describe the variety of roles BSP has played in supporting conservation projects, the following four roles present the simplest characterization for purposes of this evaluation. BSP supports the conservation of biological diversity by functioning as a:

1. **Partner with**, and technical resource to, **USAID**. (This includes acting as a grants manager and administrator.)
2. **Facilitator** of processes involving multiple stakeholders **and catalyst** for new partnerships and projects.
3. **Analyst and communicator** on biodiversity issues, strategies, and lessons. (This includes policy analysis and dissemination of results to achieve policy change.)
4. **Supporter of institutional and individual capacity strengthening**.

In order to both illustrate and assess the impacts of the ways BSP works, the four roles outlined above will be used to characterize the primary approach to each of the projects described below. Since BSP typically plays multiple roles in every project (for example, almost every project has a capacity-building element), the projects used to illustrate each role below likely also fulfill additional roles.

Each of the following regional program sections provides examples of project conservation impacts, discussion of the results of the surveys and interviews, and recommendations specific to that region for each of the four functional roles above. These sections were written by each of the regional and cross-cutting program directors based on information from all the sources described above.

The overall program recommendations contained in Section IV also apply to each of the regional programs below, but they are not repeated in this section.

Africa and Madagascar Program

The Africa and Madagascar Program manages a current portfolio of eleven projects focused primarily on analyzing and disseminating information on various aspects of the relationship between biodiversity conservation and improved human livelihoods through projects that operate both in and outside protected areas.

Partner with, and technical resource to, USAID.*

Examples of conservation impact

The Kiang West National Park Project (\$336,456) developed a management plan for The Gambia's first national park, Kiang West National Park, and its surrounding areas. [One of the earliest projects supported by BSP, this effort was initiated by the Gambian government's request to USAID for assistance in developing strategies for the design and implementation of

conservation and development activities in and around the park. Kiang West is one of the last remaining critical habitats for wildlife in the small country of The Gambia, and is severely threatened by livestock production, fire, and poaching.] In 1989, BSP assembled a team of 16 international and Gambian specialists to carry out an initial assessment and make recommendations. In 1991, USAID requested that BSP continue to work in Kiang West National Park and follow through on the initial recommendations, which had been very well received. This phase was completed in 1993, and the management plan is currently being implemented.

Discussion of Survey Results

BSP/Africa has been an effective **partner** with and technical resource to USAID. Several BSP/AF studies have proven to be strategic, significantly influencing USAID and other donors' programming. BSP/AF has made a special point of incorporating African participation in its work, giving USAID greater access to African perspectives and ideas.

BSP/AF is a useful broker between NGOs and USAID. By providing NGOs with a greater understanding of how USAID works, BSP has helped NGOs gain access to USAID funds and has exposed USAID to a greater variety of potential partners. BSP/AF grants have leveraged considerable add-on funds to recipient organizations from other donors, and have frequently been a bridge to much larger USAID grants and cooperative agreements.

BSP/AF has had more influence with USAID at the Bureau level than the Mission level. BSP/AF's regional, rather

* This includes acting as a grants manager and administrator.

than country level, focus is regarded as important and unique among NGOs.

Although in general BSP/AF gets the same high marks as BSP overall for **administration, responsiveness, and flexibility**, the few problems that have been reported with slow disbursements and contracting and delays due to staff turnover, warrant some corrective actions.

Recommendations

- Ensure that core and buy-in funds are sufficient for regular travel to the field to work with Missions and provide technical assistance to grantees.
- Continue continental focus of analytical work, maintaining an effective working relationship with the Africa Bureau.
- Select analytical projects with strategic importance to USAID (e.g., sustainable use) to ensure maximum impact.
- Use seminars, senior level briefings, existing training programs, briefing documents, topical meetings with NGOs, Mission visits, etc. to extend lessons learned directly to USAID staff.
- Maintain a strong understanding of other conservation organizations' programs, in order to ensure that BSP activities add value.
- Limit work commitments to those projects that support the Africa Program's core program over the next two years, given the large existing pipeline and workload.
- Limit "pass-throughs" of funding to the type requiring very limited management.
- Make hiring staff replacements the highest priority. Examine the recruiting process to see if any efficiencies can be gained.

Facilitator of processes involving multiple stakeholders and catalyst for new partnerships and projects.

Examples of Conservation Impact

The Protected Area Conservation Strategy (PARCS; total funding \$2,325,000) **Project** conducted a training needs assessment in 16 countries. One of the major constraints identified was staff capacity to address an increasingly complex and difficult array of responsibilities. PARCS then developed training programs in four focal countries, to address this constraint. PARCS has built a pan-African network of African expertise, and is producing a handbook for senior park managers on planning, designing and implementing long-term training and staff advancement. BSP, acting as a facilitator, coordinates the project, which is a joint effort of WWF, the Wildlife Conservation Society, and the African Wildlife Foundation, the first time all three of these US organizations have worked together on a joint initiative in Africa.

"The PARCS project is getting at the most fundamental threat to African biodiversity by strengthening the agencies responsible for biodiversity conservation. What's best about PARCS is that it is not simply sending individuals to training, but it is trying to create systemic change at the national level, and doing comparative work across countries."

--President of an implementing organization

Lake Tanganyika, one of Africa's Great Lakes and a globally significant reservoir of freshwater biodiversity, stretches along the borders of Zambia, Zaire, Tanzania and Burundi. Its

prospects for conservation will be improved by management efforts implemented under a \$10 million GEF project, at least in part due to the findings of an international conference sponsored by BSP in 1990. The conference, which identified conservation needs and issues affecting the lake, reflects BSP's ability to play the role of "neutral convenor" of multiple stakeholder groups to discuss conservation priorities, provide the preparatory work for longer term projects financed by others and serve as the catalyst for further activity.

Discussion of Survey results

As a **facilitator of processes involving multiple stakeholders and catalyst for new partnerships**, BSP/AF has provided a useful service by organizing opportunities for regional and international networking. BSP/AF has played an important role in facilitating several joint activities, convening different organizations who do not normally work together. An important result has been a noted increase in communications among both African and international organizations.

Recommendations

- Maintain networking component in as many future projects as possible.
- Maintain a neutral profile among conservation organizations.
- Continue to hold periodic round-table meetings on relevant topics.

Analyst and communicator on biodiversity issues, strategies and lessons

Examples of conservation impact

The Biodiversity Analysis for Africa (BAA) Project (\$1,590,726), in its

first phase, established a **framework for understanding and managing biodiversity conservation in Africa** documented in the publication *African Biodiversity: Foundation for the Future* (1993). The book has been widely disseminated in French and English. USAID Administrator J. Brian Atwood launched the publication at an event in Washington that highlighted the document's African perspective on biodiversity conservation. Across Africa, seminars, TV debates, university lectures and book launching receptions hosted by high-level government officials have also served to build awareness. The book has been used in university curricula both in the US and Africa and was used in the development of the World Bank's biodiversity strategy in Africa. As one African scholar said, "The book bridges intellectuals and activists. It is academic yet very practical."

In its second phase, BAA supported a targeted range of projects and activities that explore key issues and innovative techniques for conservation and sustainable development. In one case, Nigerian communities began planting gardens of food and medicinal plants that they formerly harvested from forests, causing considerable degradation.

In Namibia, a BAA grant enabled the local government to contract technical assistance, which in turn, assisted Bushman communities in mapping traditional resource use areas. The Bushmen used monitoring of their own resource use as a basis for negotiations with the government, and Bushmanland will be one of the first regions in Namibia to apply for the soon-to-be-legislated "Nature Conservancy" status, which will confer authority for local management of resources. The Bushmen

will be able to continue practices that they have used sustainably for millennia, and restrict uses such as cattle herding which can be less sustainable.

The Behaviors Project (\$475,000) works with designers, implementors and managers of natural resource management activities to identify and influence behaviors that affect conservation. The project was originally intended to focus on attitudes toward the environment; however, BSP worked with USAID to re-focus on behavioral change, a more direct precursor to environmental impact. Phase I assessed current knowledge on attitudes and behavior change, developed practical methods for understanding change and analyzed local and policy impacts of conservation education in Africa. The publication *Understanding and Influencing Behaviors in Conservation and Natural Resources Management* was issued in 1996. Phase II will provide capacity-building assistance to NGOs in the field, and will disseminate best practices for behavior-centered social assessment for conservation. Results of the capacity-building grants will be monitored in an effort to develop recommendations for field level practitioners. These recommendations will

focus on social assessment methods and practices that influence positive behavior change in promoting sustainable natural resource management.

The Global Climate Change (GCC) Project (\$1,123,000) has focused on developing USAID's and African countries' capacity to understand and address climate change. Phase I identified issues related to Africa's contribution to global climate change, and the impact of global climate change on the African continent. The results were widely disseminated, and formed the basis for design of and ongoing assistance to the USAID Africa Bureau's Global Climate Change project activities.

A significant impact of the GCC project was the incorporation of impacts of global climate change into USAID's Strategic Framework. BSP's GCC report, *Central Africa: Global Climate Change and Development*, highlighted the impacts of climate change as a critical development issue not addressed by USAID in Africa. USAID/AFR began to elevate the profile of this issue, and Agency Program Approaches now include "assisting adaptation to climate change" in consideration of environments managed for long-term sustainability.

Another impact of the GCC study was to elevate the profile of Central Africa as a region containing a globally important moist tropical forest resource. Before the GCC project, the designation "second largest contiguous moist tropical forest in the world" was rarely applied to this region. The truth of this statement was challenged early in the project but upon verification became widely used. The World Bank "Congo Basin Initiative" is to a large degree the result of a proposal to the GEF for regional data

"I am impressed that the Behaviors project is taking a very practical approach to using the lessons from Phase I to develop a system for seeing if the conclusions are accurate. It is good that BSP is involving actual project managers in Phase II. I feel that BSP is genuinely allowing for real input from partners and advisors. I am also impressed that the Behaviors grants will create alliances between BSP and the researchers."

-- Member of the African Advisory Committee for Behaviors

collection by two GCC I collaborators. The proposal was incorporated in a \$10 million GEF project called REIMP, which has been the catalyst for the Bank to develop a regional rather than bilateral approach to sustainable forest management.

At USAID, the elevation in profile of the region led to the creation of the \$15 million CARPE project. In effect, BSP's work on climate change constituted the preparatory stage of a larger, long-term implementation project. As a result of the GCC study, the Agency made a commitment to work in the region on both global climate change issues and biodiversity conservation issues. BSP's role as a convenor of multiple stakeholders in the region allowed both USAID and the State Department to see the potential of working in a region where there are no USAID Missions and to work at a regional level in partnership with US PVOs.

The GCCII Grants Program (\$208,000 for GCCII and III) awarded research grants to US and African scientists and NGOs addressing issues identified as central to climate change and land use, providing essential data for the development of field activities to mitigate negative impacts and greenhouse gas emissions of land use change in Africa. The research results are soon to be published in a compendium.

GCCIII involves BSP and WRI in support of assessments of vulnerability to climate change, and adaptation mechanisms related to biodiversity, agriculture and food security, forests and sea level rise. A regional conference encouraged integration of climate change issues into NGO activities and national development planning. A pan-African

Climate Action Network has been formed using some support from BSP; a newsletter on adaptation and vulnerability has published two issues. Pilot countries are to receive assistance to evaluate options and explore their incorporation into national plans. The goal of the pilot assistance (initiated in Malawi but shifted to Uganda due to implementation problems) seeks to promote networking, facilitate implementation of the Climate Change Convention, and demonstrate how environment/development priorities can be addressed through participation in global environmental agreements.

Discussion of Survey Results

As an **analyst of biodiversity issues, strategies, and lessons**, BSP/AF has provided a useful and unique Africa-wide analytical focus, with a high level of African involvement. BSP publications are all "grey" literature (not released by a formal publisher). Some interviewees feel this results in BSP products not receiving the attention and respect, particularly in Western academic circles, that they should. On the other hand, BSP/AF produces documents that bridge the academic and practitioner worlds, providing useful, accessible information to the field.

BSP needs to be particularly sensitive to the issues raised by having BSP/AF staff and consultants regularly interview the same group of key implementors and collaborators for BSP's various analyses. Such interviews often require considerable time. BSP also needs to reassure interviewees that results will be shared with them (some in Southern Africa worry that interviews with outsiders can result in "data thievery").

BSP/AF has not had a substantial impact on convincing Americans of the importance of biodiversity conservation, and could do more to compare lessons from the South to the North (particularly through member organization domestic programs).

BSP/AF's slow start in the project designed to explore the relationship between agriculture, sustainable livelihoods and biodiversity conservation limited its ability to provide leadership in a cutting edge analysis. Some people perceive BSP in general as more heavily focused on the development and social side of biodiversity conservation and feel BSP needs to deepen its focus on the biological aspects.

As a **communicator on biodiversity issues, strategies, and lessons**, BSP/AF has performed well in communicating its own work, disseminating 12,559 books and 1,650 issues briefs to Africans, Americans and others; including funds for dissemination in the majority of its projects; and sponsoring workshops that have contributed to capacity-building, coalition building, networking and sharing ideas. However, some African colleagues have not received BSP publications from other regions or the general series that might be of interest.

Recommendations

- Publish key findings in peer reviewed journals and assist grantees to do the same. Where possible, support other organizations' publication of their own lessons learned in preference to publication by BSP. BSP/AF should also consider carrying out more joint studies with other organizations and co-authoring reports, such as in the BIOME project.

- Continue the practice of recruiting expert advisory boards to guide projects to ensure highest quality work.
- Fund workshops on M&E methodologies, and continue to insist on M&E being built into grantee workplans.
- Build working relations with universities, particularly in areas such as resource economics, where BSP lacks in-house expertise.
- Consider analyses on: all aspects of sustainable use; aspects of the Biodiversity Convention; the biological impact of community-based conservation projects; water issues as they relate to biodiversity; marginal lands conservation and adjacency to sustainable agriculture, biodiversity prospecting, markets for NTFPs; and incentives for small land-holder conservation of biological resources.
- Include more key African colleagues on general BSP mailing lists.
- Include workshops in all future projects. Seek funding to have a final BIOME workshop rather than finishing with only a report.
- Issue major findings of publications in booklets and brochures for different audiences. Translate for use by different communities such as feminists, activists, development workers, policy makers, etc.
- Continue to include dissemination funds in each project. Consider using new approaches such as partners' conferences and workshops, and funding grantees/Advisors for book launchings, seminars or TV debates. Use the World Wide Web, but understand that in Africa for the time being, this does not achieve the dissemination impact desired and should be supplemented by more traditional means.

- List publications in the African Studies Association newsletter and in other journals.

Supporter of individual and institutional capacity strengthening

Examples of Conservation Impact

Biodiversity Monitoring and Evaluation (BIOME) (\$595,274) is Phase III of the BAA project. BIOME supports managers from eleven projects in the design and implementation of comparative analyses of the participating projects. By October 1996, cross-site visits had been completed and case studies written up for all eleven projects. Two participants and two of the project's African Advisors will write a comparative analysis of the case studies to provide practical guidance to project implementors across Africa by examining, in these on-the-ground examples, the practical application of the seven principles of conservation success identified in the BAA I *Foundation for the Future* book.

Already there have been significant impacts from the BIOME analytical site visits. Several of the participating organizations have reported that their communities became more engaged in program activities after the visits. They acknowledged that having people from across Africa visit their projects helped them realize how important their work is. Participating organizations have been able to leverage their work in BIOME into additional funding opportunities, and several of the individuals have been able to find more advanced opportunities in conservation as a result of participating in this analysis.

Local organizations have improved capacity to promote sustainable uses of biological resources as a result of the BIOME project. In Burkina Faso, the NGO NATURAMA not only developed skills but also gained increased stature and visibility within the NGO community and with the government as a result of the awareness building activities near Kabori Tambi National Park. One elderly woman said that before the project, she thought that the worsening of soil quality and loss of trees was due to Allah, but now she knows that humans are the cause and therefore humans can do something about it.

In Madagascar's Masoala Peninsula under the BAA project, BSP supported ecological inventories and the development of monitoring tools, which were used to recommend boundaries for a new national park. The park was recently officially gazetted. Two staff also participated in BIOME. An official from an international NGO in Madagascar believes that the management plan for Masoala is much stronger and proposes activities that will counter the threats to biodiversity because of what the Masoala staff learned during their BIOME experience.

"BIOME is having a major impact on project implementors and is helping increase linkages between East, West and South Africa."

USAID Project
Officer in Africa

Discussion of Survey results

BSP/AF has successfully **supported individual and institutional capacity-building**, through BIOME, PARCS and other projects, as well as by providing

technical assistance during field visits. BSP/AF is highly appreciated for developing networks of conservation professionals, and providing conservation organizations with exposure to and training in useful technologies such as GIS and remote sensing. BSP/AF's grants helped several African NGOs improve their standing and credibility in the local conservation community and with their governments. BSP/AF helped both local and international NGO partner organizations leverage new funds and some BSP activities fostered significant shifts in institutional focus. In PARCS, it was appropriate and useful to be working on systematic change in government departments, rather than just on providing training to individuals.

BSP/AF did not sufficiently communicate with the senior project managers who allowed their staff to participate in BIOME. Improving communications at that level would have been helpful in developing more supervisor support for the BIOME participants' involvement in activities outside his/her normal scope of work.

BSP/AF's approach of not getting too involved in telling people what to do and how to do it was appreciated by grantees. In addition, BSP/AF's broad thematic focus was considered more useful than a targeted approach so that BSP supported agencies in their own areas of strength, rather than forcing them to fit into BSP's mandates.

Recommendations

- Require all grantees to share research results with the community(s) or other stakeholders who were part of the research.
- Maximize capacity-building in short time frames by involving as many of

BSP/AF's previous African grantees as possible in new activities, particularly analysis.

- Hold workshops and instruct organizations and individuals on grantsmanship, publishing research and making presentations at conferences.

Latin America and Caribbean Program

The LAC Program has focused to a large extent on supporting USAID as a technical resource for facilitating participatory processes for identifying conservation priorities, and for implementation and evaluation of integrated conservation and development projects (ICDPs). The LAC Program has also made significant investments in institutional development.

Partner with and technical resource to USAID

Examples of Conservation Impact

The LAC Program has worked with USAID to make advances in implementing integrated conservation and development projects (ICDPs) and developing the state of knowledge about the conditions under which ICDPs can be successful. The Mexico Ecodevelopment Program (MEP, \$4,563,411 total funding, 1990-1996) supports environmentally sound community development in wildland areas throughout Mexico. With support from USAID's Global Climate Change Initiative, MEP began in 1990 to aid in decreasing the emissions of greenhouse gases due to deforestation by focusing on four threatened wildland areas in southern Mexico.

This program is a joint effort of USAID/Mexico, BSP, and WWF's Mexico

Program. It has strengthened local organizations working in the wildland areas, and promoted sustainable agricultural techniques, and use of renewable forest resources, as alternatives to extensive agriculture. There is evidence that the project has promoted both environmental awareness among local communities and organizations, and a heightened appreciation of socio-cultural factors among environmental groups.

BSP's increased emphasis on monitoring and evaluation since the project's midterm evaluation has been important in guiding the direction of the program, and in helping WWF/Mexico to clarify its objectives and approach.

"Although direct evidence of conservation impact is difficult to obtain, deforestation rates are decreasing in the areas surrounding the protected areas in southern Mexico. BSP has mobilized financial resources that would not otherwise have been available to the Mexican organizations. The midterm evaluation of the ecodevelopment program had a major impact in terms of the redesign of approaches to environmental education, and in re-thinking the relationship of communities, local implementing groups, and WWF."

--from a group interview of program staff, consortium member organization

Beginning in 1991, BSP assisted USAID in identifying key biodiversity areas in Mexico's northern border wildlands, and developing similarly focused ecodevelopment programs in that part of the country. The Northern Border Wildlands Project has supported ecological inventories, and community organization and development in the zones surrounding El Cielo Biosphere Reserve in the state of Tamaulipas, and

in the Sierra Madre Occidental in Chihuahua.

In the Sierra Madre Occidental, BSP is assisting the Mexican organization CASMAC in building a Biosphere Reserve through community planning and designation. The organization's director, who says the group's work would not have been possible without BSP support, was awarded a Goldman Environmental Prize in 1996. Using traditional consensus decision making processes, CASMAC's indigenous promoters have inspired dozens of communities to propose forest reserves, that may ultimately be integrated into a single Biosphere Reserve, in a region torn by drug growing and unregulated logging. One of the communities that won official recognition for its forest reserve used the designation to rebuff unwanted logging on their land, and are currently working with a wildlife biologist from the University of Chihuahua to develop a management plan that will allow over-hunted wildlife populations to recover.

Individuals and organizations participating in the Mexico Ecodevelopment Project have conserved biological diversity, directly and indirectly, in a variety of ways. In 1993, Mexican environmental groups, including MEP partners Ecosfera and Maderas del Pueblo del Sureste, prepared and disseminated a report on the importance of the biodiversity in El Ocote Ecological Reserve, which was important in the successful effort to convince the Mexican government to stop construction of a highway that would have had devastating impacts on the pristine humid tropical forests of Chimalapas, Uxpanapa, and El Ocote.

Men, women, and children have received technical assistance in sustainable agriculture, beekeeping, environmental education, harvest of non-timber forest products, and sustainable agriculture from community-based promoters organized by local NGOs. There is evidence not only of increased awareness of and feelings of responsibility for biodiversity conservation, but also of on-the-ground conservation. In Calakmul, as much as 1,200 hectares of land has been saved from conversion to agriculture. In El Cielo, tourism-related economic activities yield more than \$20,000 per year.

In Haiti (\$416,000), BSP worked with the local implementing NGO, UNICORS, to protect the core area of Pic Macaya National Park from further degradation and encroachment while providing assistance to local communities residing in the buffer zone. BSP's support enabled the park to survive during a time when both the government of Haiti and the international NGO community was unable to provide support. The Haitian government is now poised to begin management of this area and will be able to take advantage of the lessons learned by BSP and UNICORS over the past three years.

The LAC Program has also partnered with USAID in **managing portfolios of pilot demonstration projects**. BSP assisted the LAC Bureau in managing a selection process and administering six grants for Pilot Demonstration Projects in the LAC region in 1990-91 (\$500,000). Their results included the compilation of biodiversity information, training of students and technicians, and strengthening of organizations and agencies charged with managing biodiversity in various countries.

The Wildlife Conservation Society, in collaboration with the Catholic University of Ecuador, conducted ecological assessments in the cloud forests of Podocarpus National Park that led to students receiving advanced degrees in biological sciences, in addition to generating important data about the park. In Belize, as described in the opening section, BSP supported WWF in providing technical assistance to the government of Belize for the start-up of a conservation division and expansion of the protected areas system. In Haiti, a national marine park was established at Les Arcadins, and a community-based fisheries management program initiated. In the Caribbean region, seven conservation professionals received training in the stewardship of natural areas, through a study tour and independent study program sponsored by the Atlantic Center for the Environment. In Bolivia, BSP supported the New York Botanical Garden to assist the Natural History Museum of Santa Cruz in developing the museum's capacity to conduct botanical inventories, and to inventory Amboro National Park.

Costa Rica's National Institute of Biodiversity (INBio) needed trained collectors and observers to carry out biodiversity surveys in the country's newly established Regional Conservation Units. Professional taxonomists, with extensive university and postgraduate training, were in short supply, and in any case were likely to have research and teaching responsibilities that would prevent them from being available for the kinds of year-round observation and collection necessary to make sure that the surveys of each area were accurate and complete. So in 1989, with funding from USAID's Latin America and Caribbean Bureau, INBio pioneered the concept of "parataxonomist" training. Like a

paralegal or paramedic, a parataxonomist has technical training sufficient to perform essential tasks. Sixteen were trained in the first course.

With \$140,168 from BSP in 1990, INBio was able to make parataxonomist training a permanent part of its operations, and to staff five new biodiversity offices within the Regional Conservation Unit system. The BSP funds -- a combination of core funds and a buy-in from the LAC Bureau -- supported a second course, training 15 additional parataxonomists and placing them in the regional offices. A \$300,000 matching grant from the Pew Charitable Trusts endowed future training programs.

BSP also administered a series of grants for pilot demonstration projects in Brazil with funding from USAID's Global Climate Change Initiative. These included WWF's forest management demonstration projects in the Brazilian Amazon -- part of a larger program aimed at reducing deforestation in the region. The demonstration projects promoted sustainable land management systems intended to provide an economic incentive for maintaining forest cover. The project also analyzed policy constraints and economic benefits of the sustainable forest management systems, and resulted in the preparation of a sustainable timber management plan for a sawmill in Paragominas, and establishment of an advisory working group on Amazon forest policy issues. BSP supported WWF's Tropical Forestry Program to develop and implement a training program in natural resources economics for Brazilian policy makers. The project supported both workshops and case studies.

The Biological Dynamics of Forest Fragments Project, a large-scale ecological study, generated data about the effects of forest fragmentation in the Amazon region on biodiversity conservation. BSP support to Woods Hole Research Center enabled researchers to evaluate the ecological, economic, and social performance of various agricultural systems on degraded lands in the northeastern Amazon region. Besides providing information about which systems are most promising, the project supported training and information sharing among local scientists.

Several of the BSP-supported Brazil projects were featured in a recent issue of *New Scientist* magazine (September 21, 1995) in an issue profiling cutting-edge approaches to conservation in the Amazon region.

BSP has also provided direct technical assistance to USAID in **project design, monitoring and evaluation**. This has included assistance in the design of the SUBIR project in Ecuador and evaluations of the BOSCOA project in Costa Rica and the region-wide Neotropical Migratory Birds Conservation Project. Staff from BSP's LAC and Analysis programs are participating in the USAID PROARCA project being implemented by a consortium of TNC, WWF, and URL. BSP's role is to facilitate development of appropriate and practical monitoring methods by the project implementors.

Discussion of Survey Results

As a **partner with and technical resource to USAID**, BSP/LAC has been a responsive, flexible and bureaucratically efficient mechanism. The current organizational structure integrating technical skill and regional expertise facilitates productive interaction. USAID

missions and the LAC Bureau come to BSP with the expectation of accessing the combined expertise of the consortium member organizations and, sometimes, the broader conservation community as well. This expectation has not been satisfactorily met in some projects.

Recommendations

- Continue to provide high quality technical assistance to USAID missions and LAC Bureau.
- When in country, take advantage of opportunities to educate/inform USAID staff on current conservation topics and/or BSP activities through workshops.
- Draw more explicitly on the strengths and expertise of member organizations when providing technical assistance to USAID.

Facilitator of processes involving multiple stakeholders and catalyst for new partnerships and projects

Examples of Conservation Impact

Development and implementation of geographic priority setting frameworks

BSP developed a framework to assist USAID in setting geographic biodiversity conservation priorities for the LAC region., in collaboration with scientists from the consortium member organizations, USAID, and conservation organizations throughout the region. The framework, which is also usable in other regions, was applied in a Latin America/Caribbean regional priority setting workshop held in Miami in 1994. Demand for the published results has been high. The methodology has been adopted and adapted by conservation organizations (TNC, WWF) and the

World Bank in their own planning, and several countries have expressed interest in using it for national priority setting. BSP is currently supporting follow-up activities to determine geographic conservation priorities in freshwater and coastal habitats in the LAC region.

Reviews of the priority setting process by members of the participating

"The priority setting exercise was an example of something none of the individual organizations could have done alone. It has helped USAID justify beginning programs in new areas, and certainly influenced the members of the consortium, although it's less clear whether other groups have been influenced."

--USAID staff member

"Both the terrestrial and aquatic priority setting processes have been useful and important exercises that helped to strengthen and focus our work."

--Regional manager, consortium member organization

"The meeting was excellent...[but] the final product suffered from too much watering down of the recommendations and doesn't convey a clear set of priorities. It has had some influence with USAID -- they began funding work in the Atlantic coastal forest of Brazil, for example. But, it could have been more influential."

--Participant in planning and workshop

"BSP was the honest broker throughout the project, keeping checks and balances among and between organizations and individuals...BSP took great pains to allow time for participation in the preparatory documents and in the final report."

--Member of participating conservation organization

conservation organizations and USAID uniformly acknowledged the important impact the exercise has had on determining USAID biodiversity investments in the region. Many respondents highlighted the difficulties of making such a process useful for different levels of decision making. Several respondents to the evaluation survey noted that the hemispheric scale of the exercise, and the need to reach consensus, had limited the usefulness of the outcome to those operating at a sub-regional level. There is still a demand for "finer filters" and closer attention at smaller scales.

Development of policy recommendations for the Bolivia Summit on Sustainable Development

Recognizing BSP's ability to facilitate consultative processes, USAID's LAC Bureau selected BSP to coordinate a consultative process to generate biodiversity related recommendations for the December 1996 Bolivia Summit on Sustainable Development. The process was co-sponsored by the Government of Bolivia, the World Conservation Union, the Central American Commission on Environment and Development, and the Foundation for the Sierra Nevada de Santa Marta. The Summit constituted a high level meeting of important policy makers to follow up on the Miami Summit in December 1994. The recommendations of the scientific and policy experts who participated in the process were submitted to the Summit Technical Advisory Committee at the beginning of September 1996 and were subsequently adopted as the official technical paper on biodiversity for the Summit.

BSP LAC staff also responded to requests from the Government of

Uruguay to assist in the scoping of the country's National Biodiversity Conservation Strategy. BSP staff and a Senior WRI staff person with experience in national strategies participated in a workshop in Uruguay to scope the national strategy and provided examples from other countries. Uruguay subsequently applied for and received a \$300,000 grant from the GEF for the further development of their National Biodiversity Strategy.

Discussion of Survey results

As a **facilitator of processes involving multiple stakeholders and catalyst for new partnerships and projects**, BSP has been very effective at promoting linkages between various actors in conservation (NGO-USAID; NGO-NGO; NGO-government). BSP acted as an effective neutral broker in the LAC regional biodiversity priority setting process to produce results that were useful to USAID, and a methodology useful to consortium member organizations.

Recommendation

- Do more regional networking with member organizations on particular topics; use BSP's convening power to organize regional roundtables on topics that need to be addressed by the conservation community.

Analyst and communicator on biodiversity issues, strategies and lessons

Examples of conservation Impact

In 1995, BSP provided assistance to WWF in a comprehensive review of integrated conservation and development projects in the LAC region. Findings from the review helped to define some of

the key issues for BSP's analytical agenda, and helped to guide decisions by WWF's LAC program in determining its future directions.

Discussion of survey results

As an **analyst and communicator on biodiversity conservation issues, strategies and lessons**, BSP has not synthesized and communicated as well as it could the lessons learned from its project development and evaluation efforts to provide guidance to donors and other implementing organizations.

Recommendations

- Use innovative methods to disseminate lessons learned: e.g., issue briefs; biodiversity top ten; "answers to most frequently asked questions by conservation managers"; interpret relevant research findings into understandable terms for conservation practitioners and translate and disseminate in local languages.
- When possible, BSP should try to take into account a wider diversity of conservation community perspectives.
- BSP should take more advantage of the political authority coming from the consortium to facilitate policy dialogue with governmental institutions on key topics.
- Use evening seminars to present BSP's analytical work.
- Organize regional and/or thematic seminars/workshops for the presentation of results by the recipients of BSP grants (including small grants program).

Supporter of individual and institutional capacity strengthening

Examples of Conservation Impact

Providing technical assistance in conservation finance to NGOs. BSP provided technical assistance in organizational management and setting up a grants program to Fundacion VIDA, the Honduran national trust fund for environment and development. VIDA was created to manage a fund created by the Government of Honduras related to a debt-reduction agreement with the United States. USAID/Honduras chose BSP to provide start-up assistance in strategic planning, financial management, and grants administration as the Mission designed and implemented a project funding Honduran environmental activities using and supporting VIDA as a funding mechanism. The original idea was to use consortium member staff to implement the project, but when their time available became a constraint, BSP fielded a mix of consultants, consortium members, and BSP staff that provided a variety of experience and technical approaches.

Supporting training courses for developing country scientists. In Ecuador, 16 scientists and advanced university students received training in field and analytical techniques to conduct independent basic and applied ecological research, in a field course conducted by researchers from the Missouri Botanical Garden, University of California-Davis, and Duke University.

Discussion of Survey Results

As a **supporter of institutional and individual capacity strengthening**, BSP has developed an important and

necessary focus on building local capacity to manage biodiversity.

Recommendation

- Continue to support the training of indigenous/local promoters to become agents within their communities.

Asia & Pacific Program under CBD Agreement

The A&P Program manages a portfolio of projects that have provided assistance to USAID, governments, NGOs, community-based groups, and research institutions in fourteen countries. An over-arching strategy of all Asia & Pacific projects has been to support a scientific basis for conservation decision making and to legitimize the role of local communities in biodiversity conservation.

Partner with and technical resource for USAID

Examples of conservation impact

Analytical assistance to USAID (\$500,000). BSP has commissioned background analytical papers and designed workshops to assist USAID in planning and strategy development. BSP assisted the Asia Bureau to design and conduct an Agriculture and Environmental Officers Conference and Workshop in Sri Lanka, including commissioning background analytical papers used for designing a new Asia Bureau environmental project. BSP staff assisted USAID/India to develop its Country Environmental Strategy, and fielded a team to analyze options for supporting ecodevelopment in buffer zones. BSP designed and carried out an environmental assessment process in Indonesia to serve as a model for resource management and forestry

projects in Asia. BSP also assisted the Asia Bureau to analyze “green enterprise” options during the design of the US-Asia Environmental Partnership and the associated Biodiversity Conservation Network.

Discussion of Survey Results

As a **partner with and technical resource to USAID**, BSP/A&P has been very responsive to USAID’s evolving needs and has helped USAID spend its resources for biodiversity wisely. The immediate challenge is to find ways to better integrate BSP’s overall objectives with Mission objectives to improve collaboration with Missions.

Recommendations

- Provide USAID Missions with better information about projects in their countries through annual workshops and regular verbal communication directly from grantees rather than through written reports.
- Continue to collaborate with Ford Foundation programs and International NGO programs, in addition to USAID programs, that support community-based conservation and forest management over the longer term.
- Bring opinions of conservation community back to USAID more effectively.

Facilitator of processes involving multiple stakeholders and catalyst for new partnerships and projects

Examples of conservation impact

Conservation planning and priority setting. BSP has demonstrated a significant commitment to science-based

conservation planning in the Asia and Pacific region (\$1.4 million). In 1991, BSP directed the Conservation Needs Assessment (CNA) for Papua New Guinea, a joint two-year effort of local and international NGOs, research institutions, and universities (\$400,000). The Government of Papua New Guinea has used the results of the CNA for planning conservation and forestry projects. BSP also supported follow-on community-based planning activities in coastal management and forestry at national and provincial levels (\$120,000) in PNG. In 1995, BSP hosted a three-day international workshop on priority setting methods where over 60 experts debated methodological issues.

"The (1992) 'priorities map' for PNG is the main focus of on-the-ground action in PNG today (1996). Every active ICAD operation in PNG is (now) in one of the priority sites."

-- State Department official

"BSP support set that consensus building process in motion which continues to broaden and gain momentum today. ... World Bank is now considering funding the process for the entire country."

-- NGO staff person
commenting on impact of
Barai Conservation and
Development Issues
Management Forum funded
in 1992 in Papua New
Guinea.

BSP has also initiated the national Biodiversity Conservation Prioritization Project (BCPP) for India (\$590,000). Under BCPP, BSP assists Indian NGOs and research institutions under the direction of a Steering Group led by WWF-India. The project is breaking new ground in

setting biodiversity priorities at the national, regional, and site level through integrated, multi-level planning processes. Participatory methods enable multiple stakeholders to voice their social and economic concerns, while gaining a better appreciation of biodiversity values. One of the project's intended products is a participatory method that any country might apply to meet requirements of the Biodiversity Convention. The project is also producing action plans for selected local sites, and has developed a draft manual for village-level biodiversity conservation planning and incorporation of biological, social and economic values in priority setting.

Small grants to catalyze new activities (\$200,000). The Asia & Pacific program has supported more than 20 catalytic activities during the past eight years. Initial support for the Himalayan Jungle Project in Pakistan leveraged major donor support for a long-term project working with local communities to preserve habitat of the endangered tragopan bird. As a result, three new plant species were discovered in the newly protected zone in 1996. Small grants also supported training, study tours, and conference participation to strengthen individuals' and organizations' abilities to carry out conservation activities throughout the Asia & Pacific region. Small grant support for planning the Subic Bay Naval Facility conversion in the Philippines was catalytic in raising additional donor and private sector support. BSP also supported a national small grants program through Wildlife Fund Thailand that boosted the impacts of 30 small Thai NGOs.

Discussion of Survey results

As a facilitator of processes involving multiple stakeholders and

catalyst for new partnerships, BSP has catalyzed innovative priority setting processes in Papua New Guinea and India, but not facilitated them. In PNG, BSP directed the process; and in India, BSP has placed WWF-India in the role of facilitator under the guidance of a Steering Group of representatives of fifteen other Indian organizations.

Recommendation

- Continue to be flexible and catalyze processes driven by the needs and situations of particular countries.

Analyst and communicator on biodiversity issues, strategies, and lessons.

Examples of conservation impact

Scientific research and science-based publications supporting conservation (\$500,000). In Nepal, BSP supported the development of a national biodiversity database. In Thailand, BSP supported floristic research in a premier World Heritage Site (Huay Kha Kheng Wildlife Sanctuary) to improve management decisions and a national botanical assessment to identify other conservation research needs. BSP supported the Asia Forest Network's efforts to apply forestry research results to policy development, and the New York Botanical Garden Conference on People and Forests in Indonesia bringing social and biological scientists from the US and Indonesia to focus on interdisciplinary collaboration for applied research. BSP also supported research on deforestation trends in mainland Southeast Asia that led to the development of a major multiple-donor project based in Cambodia.

BSP's Asia & Pacific program has also supported the development of much-needed practical, **science-based manuals** for conservation projects seeking to achieve sustainability. Charles Peters'

"BSP support has prompted us to arrive at a consensus on habitat classification, [and] enabled IUCN/Nepal to examine problems and prospects for establishing a database system... Habitat classification is now available for future works on biodiversity,... and [the database] is looking ahead to serve as a tool for conservation education, monitoring, and evaluation."

– IUCN-Nepal

manual on sustainable harvest of non-timber forest products has become a standard in the field. Many micro-enterprise projects throughout Asia (including all those supported by BCN), Africa, and South America have adopted the manual's "tenets of ecologically sustainable extraction of non-timber resources." BSP's initiation of a social sustainability manual led to a multi-donor project supporting Grazia Borrini-Feyerabend's compilation of insights from internationally recognized social science experts in a forthcoming manual, *Beyond Fences*, to be published by IUCN. A manual for gender-based analysis of natural resource management activities was also produced based on a case study in Philippines.

Participant research for tenure policy reform. BSP's Peoples and Forests Program (P&F; \$1.3 million) was initiated in the Asia region and expanded into the Latin America region. The goal of the program is to strengthen biodiversity conservation in forested areas by: 1) assessing and promoting strategies, including community-based mapping and policy reform, to secure recognition of

indigenous peoples' tenurial rights; and 2) supporting the development of methods to facilitate community-based mapping and land-use planning. P&F has had projects in the Philippines, Indonesia, Thailand, India, Bolivia, Peru, Panama, and the Central America region. The Peoples & Forests program fills a major gap in donor funding for the critically important area of indigenous peoples and conservation, especially related to policy reform, improved management, institution building, skills development, and social justice that is necessary for sustained conservation impact in most of the worlds' remaining biologically diverse areas.

P&F supports national institutions to develop policy frameworks that support improved conservation through land tenure for local peoples. Globally, P&F supports analysis, networking, and sharing of lessons learned; the first publication of the Peoples & Forests Publication Series was a global survey of over 60 community-based mapping efforts with a directory of contact information for networking distributed to more than 800 people in over 70 countries. In 1995, BSP supported an International Mapping and Land Use Planning Workshop where more than 100 participants from six countries reviewed 22 case studies to share lessons learned about community mapping. Locally, P&F has supported over 75 NGOs and peoples organizations to map their lands, protect over 4 million hectares of tropical forests, and develop and use participatory methods to develop land-use plans to be recognized by national governments.

A typical example from the P&F portfolio would be that of the Bentian Dayak People who live in remote river villages in East Kalimantan, Indonesia.

They practice a strict regime of rotational gardening, hunting and gathering which meets their subsistence needs while preserving local rainforest ecosystems. They earn cash income from the sale of forest-cultivated rattan (of world renowned quality) and other forest products including honey, resin, aloe and incense woods. A grave threat to the Bentian is the prospect that their ancestral forest domain will be converted to a logging concession, timber plantation or resettlement area without their say, because their rights are not recognized in official land title records and their resource management skills are undervalued. BSP's Peoples and Forests Program supported an Indonesian NGO, PLASMA, to work with the Bentian to map their forest areas, analyze their land-use patterns, and document traditional

"BSP has contributed 100% to the raising of awareness and resolve in the community to preserve resources. ... It is clear that there is a resolve to improve the conditions for long-term biodiversity conservation in the areas mapped, and communities signed conservation agreements to maintain and protect their resources. In at least four sites (of those [he is familiar with] in the Outer Islands), there is a clear identification of priorities for protection; community mapping skills capacity improved; stakeholders were identified; policy issues clarified, ... and desire to conduct better, or engage in, self-monitoring and evaluation. ... And a regular bulletin for the Working Group on Participatory Mapping is now produced from out of pocket contributions from network members"

– Staff at LATIN (an Indonesian NGO) commenting on impact of P&F Program in Indonesia.

resource management practices in language that government officials acknowledge. This work has succeeded in keeping 150,000 hectares of forest intact under Bentian stewardship, and moved forward national policy dialogue on the role of community-based forest management.

Mapping is proving to be an effective tool for communicating with government and stimulating policy change that recognizes community land rights. For example, one NGO grantee in Indonesia has used its community maps to convince policy makers in Jakarta to exclude community lands from forestry concessions. In the Philippines, communities are using their maps to defend the forests in their ancestral domains against mining concessions. In Panama, national recognition of the local maps prevented an outsider from claiming indigenous forests. In Bolivia, local mapping is being used to implement an innovative policy that supports indigenous peoples' management of the Kaa-Iya National Park, the largest terrestrial park in South America.

In 1996, BSP's Peoples and Forests program enabled local NGOs to apply lessons from pilot efforts to assist communities and peoples organizations from 25 localities in six countries to take significant steps toward effective habitat management. Program interventions assisted local communities and indigenous groups to analyze their situation, secure resource access, apply participatory decision-making methods, retain traditional knowledge and negotiate on an even footing with other stakeholders. Each NGO is documenting innovative processes in case studies, analyzing local project activities, and gathering lessons to be shared globally.

Discussion of Survey Results

As an **analyst of biodiversity issues, strategies, and lessons**, BSP/A&P integrates analytic components and cutting edge thinking into the projects funded. BSP provides short-term support (vs. longer general project support) for doing research and development on critically important issues that were not being addressed by the projects of major conservation organizations. This BSP-generated information provides other conservation agencies with case studies, information and useful tools for doing their own projects, so they in turn have impact beyond project sites. This results in innovative development (process) of new conservation techniques/approaches (product). BSP/A&P can be more strategic and analytical than CMOs since BSP is not supporting long term field project implementation per se. BSP is a technical resource for CMOs and World Bank. BSP/A&P has done a good job with developing useful publications, but should increase outreach and information exchange through workshops, web pages, and other means.

Recommendations

- Continue to support R&D on cutting edge issues.
- Increase support for networking at local, national and regional levels to build long-term relationships and enable groups to learn from each other.
- Develop a newsletter or input for a web page to disseminate lessons learned and other information from P&F, KEMALA, and Ban Udyam.
- Publications should be in local languages.

- Develop dialogue and exchange of experiences among various stakeholders, including private sector.

Supporter of individual and institutional capacity strengthening

Examples of Conservation Impact

Assistance to host country governments. BSP supported an Inter-Agency Personnel Agreement to enable a senior National Park Service employee to serve as a senior advisor to Indonesia's Director General of Forest Protection and Nature Conservation (DG/PHPA) to review national park strategies and provide long-term training for PHPA staff (\$110,000). As a result, a "traveling seminar" was developed that brought together selected park managers with central office staff to visit parks and discuss management constraints. BSP also supported Thailand's Royal Forest Department (\$100,000) with several activities described above (under scientific

research and publications), as well as direct assistance to the Department of Environment Conservation in Papua New Guinea (described under conservation planning and priority setting).

Design and establishment of trust funds. BSP has provided analysis and support for three trust funds in the Asia and Pacific region. In Indonesia, BSP assisted with the design and development of the Indonesia Biodiversity Foundation (KEHATI), an independent grant-making institution endowed with \$16.5 million by USAID to support conservation efforts by a broad spectrum of Indonesian institutions (\$675,000). In the Philippines, BSP supported initial feasibility analysis for the establishment for the Foundation for the Philippine Environment (FPE), which is now a model foundation in the region. In Papua New Guinea, BSP is currently working with TNC to support background analysis for developing a Conservation Trust Fund for Papua New Guinea (\$35,000) to ensure sustainable conservation funding for one of the world's great centers of high biodiversity.

"The agreement to find an advisor for Indonesia was in some ways a wake-up call for BSP. BSP was just getting under way, and we had hoped that we would respond to requests of this type by out-posting staff of the consortium organizations. We discovered very quickly that none of the member organizations had staff available to be seconded, at least in the time frame USAID had in mind. But we also discovered that BSP could rely on the consortium organizations for access to a broad network of individual contacts, through which we were able to find a particularly qualified candidate."

—BSP staff member

Assistance to local NGOs and peoples' organizations. The Peoples and Forests Program intervention (discussed under #3) are also designed to lay the foundation for local groups to manage forest independently of outside assistance. In 1997, BSP will continue to support such "ground work" at most of P&F's existing sites, at four sites in Nepal under its new Ban Udyam (BU) Program (a component of USAID/Nepal's EFPA project), and at least 23 new sites in Indonesia under its KEMALA program. Realization of effective site management after outside support has concluded, strongly indicates that well-informed and empowered local communities are an

important key to long term sustainability of conservation.

Discussion of Survey results

As a **supporter of institutional and individual capacity-building**, BSP/A&P builds local capacity to plan, manage and implement projects, to do policy analysis, and to engage in democratic processes to reform policies.

Recommendations

- Increase support to indigenous peoples' conservation, particularly in remote situations where people are in biodiverse regions at the edge of integrating themselves more closely into modern society, and where threats are imminent.
- Continue to focus funding towards enhancing the institutional capability of local NGOs/POs to strengthen their own programs.
- Continue to support selected indigenous communities beyond initial catalytic support to follow-through to develop, monitor, and adaptively change their resource management plans. Document and analyze as case studies.

Biodiversity Conservation Network for Asia & the Pacific (BCN Agreement)

The Biodiversity Conservation Network (BCN) program is a portfolio of 20 three-year Implementation Grants spread over seven countries in the Asia and Pacific regions that seek to 1) support site-specific conservation and 2) evaluate the effectiveness of an enterprise-oriented, community-based approach to conservation. Projects within BCN's

portfolio illustrate all of BSP's functional roles.

Partner with and technical assistance to USAID

BCN acts as a **technical and financial intermediary** between USAID and a large cross-section of people's organizations, private businesses, universities, and national and international NGOs. At the current time, BCN works directly with 90 organizations. Two important impacts that BCN has had in this regard is the development of indicators for conservation and capturing the details of these conservation impacts when they occur.

The BCN funded project on Makira, Solomon Islands has had a conservation impact. In the face of powerful logging interests and a government that favors development, some residents from the province of Makira are taking a stand. Several villages have united to delimit a traditional forest area of 60,000 hectares within which timber concessions are forbidden. Empowered by the support of these international environmental organizations, Makiran communities have recently begun pursuing the generation of alternative sources of income to replace revenues they would have gained by selling off their forest rights to logging interests. Two small-scale enterprises-- oil production from nuts (*Canarium* spp.) and ecotourism -- depend upon the irreplaceable biological diversity of the lush forests, but have the potential to do so without compromising the area's natural integrity. Aided by monitoring, these microenterprises are now exploring marketing links for both the nut oils and overseas tourism interests. These enterprises seem to be providing incentive

not to sell lands to the logging interests. In recent months, the major international commercial logging company which posed the greatest threat to the conservation area has abandoned attempts to log Makira, and withdrew its presence from the island.

Facilitator of processes involving major stakeholders and catalyst for new partnerships and projects.

Most BCN-funded projects have gone through a process of building consensus in their communities to address the variety of threats to the biodiversity of the project area. These consensus-building processes have used a variety of techniques such as community mapping, participatory rural appraisal, and stakeholder meetings.

A project in the Pantaron Forest, Mindanao, Philippines, presents an example of a project in which participants asked community members to extensively map the land, resource use and kinship patterns at the project site. After the mapping exercise, interest in the potential activities at the project site was generated among the community members. The community decided to use the map as a basis for seeking a "certificate of ancestral domain claim." The mapping work was subsequently expanded into neighboring areas.

As an example of the catalytic role that BSP plays, in Humla, Nepal, project participants are harvesting, adding value, and selling three different types of non-traditional forest products. Community members from the neighboring district of Jumla went to Humla for help in replicating this approach in their district. They sought not just the processing

technology but also the means by which they took action to form collection groups, conduct business and monitoring programs. Providing assistance to surrounding communities, the BCN-funded Humla community members are providing technical assistance to another group at no cost to the BCN.

Analyst and communicator on biodiversity issues, strategies and lessons

In order to have a broader conservation impact, all BCN-funded projects have a specific **policy focus**. The goal is to take the documented lessons from field projects to policy makers to argue for policy changes that will achieve widespread conservation. BCN grantees have started the process of working with governments to achieve this long-term goal.

In Nepal, BCN supported drafting of legislation allows the recycling of 30 to 50 percent of tourism taxes collected at the local level. This law was approved in Nepal during February, 1996. In the area of Royal Chitwan National Park where 40 million Nepali rupees (\$730,000) were collected in 1995 from park entrance fees and hotel concession taxes, the new legislation will result in the availability of 12 to 20 million rupees (\$220,000-\$360,000) for local community development. Use of the funds will be determined by a stakeholders group which was also formed under the auspices of the BCN-supported project.

In anticipation of a bioprospecting project in Fiji funded by BCN, the Department of Environment of the Government of Fiji (GoF) drafted bioprospecting legislation for public review. BCN staff and several grantees

worked with experts from BSP's consortium and others to provide the GoF with constructive comments.

Supporter of institutional and individual capacity strengthening

BCN projects have built the institutional capacity of its grantees in a variety of ways including project design, monitoring and evaluation, enterprise development and management, and financial accounting.

Monitoring and evaluation: A BCN staff person traveled to Makira, Solomon Islands during June 1996 to assist project staff on biological monitoring of the harvest of a nut for its oil. This technical assistance centered on the development and implementation of a methodology to document the species distribution, yield, and recruitment rates of the commercial species. This information will be collected over the next several years to ascertain the impact of the oil processing business. In addition to this biological monitoring activity, assistance was also recently provided on socioeconomic monitoring. The BCN social scientist visited Makira to assist in the interpretation of household surveys and to design a process for taking the information back to communities. A preliminary analysis of data has found 35 % of households in the project site to be directly involved in project activities and that, on average, these households family income has increased by approximately 16 %.

One of the best received presentations at this year's Society for Conservation Biologists annual meeting was from the Research and Conservation Foundation (RCF) of Papua New Guinea, a BCN grantee. RCF presented a conceptual

model of their project and the monitoring and evaluation design to assess the impacts of their interventions.

Enterprise management: The Kalahan Educational Foundation (KEF), a group working within the Nueva Viscaya region of the Philippines, is producing a variety of jams and jellies using forest fruits. BCN staff worked with KEF staff to understand the full cost, including administration and overhead, of each product. The analysis revealed that some of the higher volume products were being underpriced. As a result, KEF staff raised prices and are monitoring their costs more closely.

Conservation Impact of BCN

The challenges faced by each community in implementing a project with BCN support are enormous. Yet in 1996, only four years since BCN's inception, preliminary monitoring results indicate that in 18 out of 20 projects, threats to local biodiversity are being reduced. Biodiversity monitoring and adaptive (responsive) management practices by local communities currently extend over 221,000 hectares with plans to expand to a total of 2.2 million hectares – an area larger than the state of New Jersey.

Even more exciting is evidence that impacts of these biodiversity based projects are rippling beyond the project sites and are having a catalytic effect on community and national awareness of the benefits of conserving biodiversity. As the highlights discussed above indicate, BCN-funded projects are stimulating a range of exciting changes in conservation efforts and policies.

Activities in Eastern Europe

BSP's activities in Eastern Europe have focused predominantly on two countries: Bulgaria and Ukraine. Since programming in Ukraine has just been initiated, it is premature to make conclusions regarding impact. However, in Bulgaria, major activities have been concluded and discernible results have been favorable. Both projects have emphasized BSP's role in facilitation and capacity-building.

In 1991, the (then) Europe Bureau/Office of Environment and Natural Resources provided the Biodiversity Support Program with \$800,000 to support **Biodiversity Conservation and Restoration in Central and Eastern Europe**. The principal activity under this project was to assist the Government of Bulgaria with the development of a national biological diversity conservation strategy. Along with the Bulgaria conservation strategy, certain ancillary activities arose including: the training of three Bulgarian scientists in geographical information systems (GIS) technology; support for technical assistance to the Ministry of Environment (MOE) in the form of commentary on pending legislation and language for a draft framework biodiversity law (ongoing activity); and support for a brief workshop presentation to the Ministries of Finance and Environment and nongovernmental organizations (NGOs) on alternative funding mechanisms for conservation.

BSP's assistance to the preparation of a Bulgarian strategy could be most accurately described as an *opening up or democratization of the process* through which the strategy was formed. BSP was confronted with a tradition in which

planning and project development were undertaken and implemented unilaterally by single agencies, or departments within agencies, occasionally with consultation from a few hand-chosen experts in related disciplines. The information and talent needed to develop a well-balanced, scientifically sound strategy were readily available among Bulgaria's stable of well-trained scientists, foresters, resource managers and social scientists, but the process needed to be structured to include them. BSP also anticipated that improvement of the scientific base and inclusion of broader perspectives in the plan would encourage ownership and concurrence from the agencies responsible for overseeing policy and development in Bulgaria. BSP's role was that of facilitator, mediator, convener, supporter and guide in the participatory process.

Participatory processes are new in Bulgaria. Historically, unilateral decision making has occurred in agencies that have not shared information or sometimes even pleasantries with their counterparts. Agency competition has often been bred through overlapping and sometimes conflicting jurisdictions and missions. These agencies have no common goals, and rarely share knowledge or philosophies. By bringing all actors into the process, BSP met several needs:

- the processes of decision-making and policy-formation were provided with the most comprehensive base of information and the broadest palette of ideas available;
- all actors understood the consequences of their individual actions, both singly and in relation to other actions; and
- all actors understood the value of an integrated approach in generating a broader, more beneficial impact.

Through the process, BSP encouraged the formation of a solid basis for future collaborations among agencies, academic institutions and nascent NGOs. In the end, the strategy document produced was widely accepted and considered representative of the many viewpoints held in Bulgaria. The value of the document, and its acceptance by most participants, was primarily due to the development process in which they had all had a voice and felt fairly represented. BSP's emphasis on a solid scientific foundation and the inclusion of all opinions allowed the participants to feel ownership of the product. The response among the participants, with very few exceptions, was one of support, constructive criticism, assistance in correcting inaccuracies, and pride. For many participants, it represented the first time in their lifetimes that their opinions were openly sought and heard in an open forum.

The Bulgarian biodiversity strategy document and two volumes of technical papers (one on biological topics, the other on social and legal issues) have been prepared and disseminated in both English and Bulgarian languages.

In addition, the process and technical assistance provided by BSP strengthened capacity within responsible Bulgarian government agencies, especially the Ministry of Environment, the co-sponsoring agency for the strategy development. Evidence of this improved capacity was recently exhibited in the application for follow-up funds from UNDP to prepare an Action Plan to delineate implementation steps to the strategy. The Bulgarian Biodiversity Strategy document produced under BSP's project was submitted by the government

of Bulgaria as their official strategy document.

The following pages of this section summarize BSP's three cross-cutting programs for Conservation Impact Grants, Analysis, and Communication.

Conservation Impact Grants Program

BSP evaluated its Conservation Impact Grants program (formerly called "small research grants") in early 1995, developing indicators for three types of achievement: local capacity-building, scientifically significant results, and conservation/policy impact. The evaluation showed that BSP grants tend to be more successful at achieving scientifically significant results than at capacity-building or conservation impact, although they have to some extent achieved all three. It is most likely that this reflects the fact that capacity-building and conservation impact typically are results measurable over a longer time frame. Examples of conservation impact included enlargement of a national park to encompass additional lands after research demonstrated their ecological significance (Brazil), and in Costa Rica, reduction in the percentage of turtle nests destroyed by poachers during the research period.

The cactus family is a group of plants with both economic and ecological significance, and also one of the most endangered groups of the plant kingdom. BSP awarded a research grant in 1992 to Hector Hernandez, a professor of botany at Mexico's National Autonomous University, to document the distribution of cacti in the Chihuahuan Desert, home to the most diverse assemblage of cactus species in the world. Dr. Hernandez' research -- ultimately published in the journal Conservation Biology -- showed that many of the 92 endangered species mapped in the desert area occurred in its southeastern corner. That area was also the site of a major controversy over a hazardous waste storage and transfer center. Dr. Hernandez' research provided a scientific basis for environmentalists' challenges to the permitting of the facility, and helped to secure mitigation efforts.

BSP learned from the evaluation, and from its experience in managing the small grants program, that several factors enhance the probability that small grants will achieve conservation impact. These include partnerships between academic institutions and NGOs, support of networking activities and linkages that will provide mentors and technical assistance to researchers, and flexibility of administration with frequent communication among grantees and program managers. These lessons were incorporated into the Conservation Impact Grants program beginning with the 1995 grant cycle. The final report of the evaluation is included as Appendix 5 of this report. In addition to supporting research, the Conservation Impact Grants Program has helped scientists from developing countries share their findings and ideas with counterparts in other countries. BSP has supported the

participation of Conservation Impact Grant recipients in the annual meetings of the Society for Conservation Biology, where BSP facilitates a symposium for presentation of their findings. Research results are also exchanged among grantees. BSP sends copies of research results and lists of grant awards by mail to facilitate this exchange.

Analysis

Conservation Impact

One critical theme included in BSP's Analytical Action Plan is adaptive and strategic management of conservation projects. The Analysis Program has devoted significant time to this issue since 1995. The result is a pending publication, *Measures of Success*, produced by BSP staff from the Analysis and BCN programs. The book is a guide to project conceptualization, design, implementation, monitoring, and evaluation. Its primary audience is field-based project managers, but it is designed to also be useful to conservation staff at other levels. The book is currently in review, with publication expected by May 1997. *Measures of Success* is intended to be the first in a BSP publication series on adaptive management. The drafts of the book have already proven useful to a number of BSP partners initiating projects, to scientists in academia, and to USAID staff.

"BSP is in a good position to collect the information from longer-term projects. Data from a few small scale, legitimate enterprises would help provide a rationale for what USAID is doing at a global scale over the next five years."

- USAID Environmental Officer

BSP Analysis staff have collaborated with BCN staff to develop an approach to designing appropriate community-based M&E programs; assisted WWF's Mexico program to improve M&E by identifying barriers that keep partner organizations from implementing effective systems; worked with TNC to develop approaches to impact measurement in Latin America; provided technical assistance on monitoring and evaluation to the new EFEA project in Nepal; and are developing regional and site-specific M&E systems for the USAID PROARCA project in Central America, implemented by a consortium led by TNC and including WWF.

Discussion of Survey Results

Although few respondents in the evaluation survey named actions taken by their organizations as a result of BSP's attention to M&E, a number felt that BSP had helped keep M&E "on the agenda." Those who responded to the question, "How can BSP improve its attention to M&E?" or "Should BSP place more emphasis on M&E activities in the conservation projects it will support in the future?" overwhelmingly called for more emphasis, but with a strong undercurrent of concern that it not be obtrusive or overly consumptive of project budgets, and a demand that M&E operate at a more practical, useful level, beginning earlier in the project cycle.

This is somewhat borne out by the February 1996 survey, in which 33 % of respondents reported receiving M&E assistance from BSP. Most who received assistance found it positive but often too late in the project cycle to be completely effective.

Communication and Outreach

The surveys and questionnaires indicate that BSP needs to do more outreach, and spend more time in conversation with conservation organizations, in addition to disseminating publications. While this finding indicates a need for BSP to improve, it is also positive, in that it means there is a sense that BSP has useful things to contribute from its global overview, and that USAID and the conservation community want to hear more from BSP.

What is not reflected in the survey and workshop findings, however, is the consistent and positive feedback that BSP has received from participants in workshops and symposia and readers of publications. The following are quotes from a random selection of some 50 unsolicited letters received since 1994:

"The workshop (Practical Workshop on Biodiversity Prospecting) was judged a great success by its participants, a dozen African scientists and policy makers as well as two observers from the United States. Participants rated their overall satisfaction at 1.2 on a scale of 1 to 5 (where 1 represents the highest satisfaction)."

"I have received and read the 1994 Annual Report, Evaluating an Enterprise-Oriented Approach to Community-Based Conservation in the Asia/Pacific Region [and] Sustainable Harvest of Non-Timber Plant Resources. I just wanted to say that I believe your program is doing excellent work. Thank you for keeping me informed."

"I would like to express the sincere thanks of the Department of Wildlife for your participation in the Wildlife Seminar Series. We benefited from your seminar on conserving biodiversity and the discussion that followed."

"We would like to thank you for working with us to present the course "Tools for Meeting the Challenge of Global Climate Change" for the representatives of the Mexican Chamber of Deputies. The participants' evaluations of the course were overwhelmingly positive. Your efforts contributed not only to the dissemination of important information, but also to the building of

critical communication bridges between Mexico and the United States."

The overall evaluation results lead to a recommendation that BSP needs to finalize its draft communications strategy and commit sufficient time and financial resources to fully implement it. The strategy should outline specific steps to meet the demand for more dissemination of implementors' and others' work; enable BSP to use electronic media for dissemination (particularly the Internet and World Wide Web); and produce communication products with an increased emphasis on practical, technical information based on local experience.

Illustrative BSP Roles and Project Impacts

The following table illustrates the types of impacts that can result from BSP investments, organized according to the various roles BSP plays.

Role	Program	Project Example	Activities	Illustrative Impacts
Partner and technical resource to USAID	LAC	Pilot Demonstration Projects	Assistance with selection and management of projects in 6 countries	Unique to each project but included PA establishment, inventories, training, adoption of improved management practices
	LAC	Mexico Ecodevelopment Project	Support for sustainable development in wildland areas (ICDPs)	<ol style="list-style-type: none"> 1. Improved knowledge of conditions under which ICDPs can be successful 2. Mobilization of additional financial resources 3. Evidence of reduced deforestation
	A&P	Environmental Assessment for Indonesia natural resource management project	Developed model environmental assessment for Asia Bureau and provided technical assistance to USAID/Jakarta in conducting assessment	Improved NGO participation in NRM project.
	BCN	Multiple enterprise-based projects across Asia and the Pacific	Acts as intermediary between USAID and large cross-section of peoples organizations, private business, universities, NGOs	<ol style="list-style-type: none"> 1. Development of indicators for monitoring impacts 2. Delimitation of areas where timber concessions are forbidden, alternative, sustainable enterprises developed
	Africa	Kiang West National Park Project	Assisted parks department with park demarcation	Park management plan produced and implemented

Role	Program	Project Example	Activities	Illustrative Impacts
Facilitator of multi-stakeholder processes, catalyst of new partnerships	Africa/Madagascar	PARCS	International NGOs, in partnership with PA authorities, developed training & materials for PA managers	1. Strengthening of agencies responsible for biodiversity conservation. 2. New long-term training plans and programs in place in 5 countries
	LAC	Geographic priority setting frameworks	Development of frameworks and methodologies, facilitation of application workshops	1. Adoption of priorities by USAID 2. Development and application of methodologies by participating organizations
	A&P	Biodiversity Conservation Prioritization Project for India	Development and facilitation of national participatory process	Priorities established, stakeholder participation and buy-in to process. Implementation of Convention on Biological Diversity obligations.
	Eastern Europe	Bulgaria conservation strategy	Assistance to various national institutions, coordination	1. Strategy developed 2. Democratic processes nurtured
Analyst and communicator on biodiversity issues, strategies, and lessons	Africa/Madagascar	BAA	Analysis of biodiversity issues; development of techniques for sustainable management of biological resources	1. Developed framework for understanding and managing biodiversity conservation in Africa 2. Adoption of improved use practices and policies
	A&P	Research, publications	Database development, research dissemination, science-based manuals	Manual for sustainable harvest of NTFPs

Role	Program	Project Example	Activities	Illustrative Impacts
Analyst and communicator on biodiversity issues, strategies, and lessons (continued)	A&P	Peoples & Forests	community-based mapping, policy reform, tenurial rights for indigenous peoples, land-use planning	Improved protection of more than 4 million ha. of tropical forests as a result of community mapping and land use planning
	BCN	Multiple enterprise-based projects	Documentation of lessons from field projects and use for support of policy advocacy	Enabling legislation adopted in Nepal and drafted in Fiji
Supporter of individual and institutional capacity strengthening	Africa/Madagascar	BIOME	Managers trained in and implementing project monitoring	1. Studies produced, 2. Skills acquired 3. Lessons disseminated
	BCN	Multiple projects	Monitoring and evaluation TA & training	Adaptive management capacity developed
	A&P	PHPA Advisor	Technical assistance to Indonesia's Director General, Forest Protection	Strengthening of management agency
	A&P, LAC	Assistance to national environmental trust funds in Honduras and Indonesia	design and technical assistance	Sustainable finance mechanisms established

IV. Discussion, Conclusions and Recommendations for Overall BSP Program

The conclusions and recommendations presented here represent BSP's analysis of the program's strengths and weaknesses as highlighted by the data, and of actions that can and should be taken to improve performance for the remaining two years of the program. The conclusions and recommendations are also intended to be useful in any re-design of BSP if a decision is made to propose extending the program beyond 1998.

This evaluation report reflects the diverse perspectives of the stakeholders who participated. Information reviewed included:

- documentation of activities and achievements of BSP projects provided by BSP staff, implementors and collaborators;
- the collected responses of implementors, collaborators, USAID partners and others who provided information and feedback through questionnaires, interviews and other program-specific evaluations;
- the facilitating consultant's analysis of these responses; and
- findings arrived at through consideration of all the above in workshops and group discussions.

BSP senior staff reviewed this information to develop the findings and recommendations. This final section represents the consensus of BSP staff, in consultation with the Strategic Assessment Steering Committee, other consortium institution staff and key USAID staff on what can be concluded

from the evaluation, and how those conclusions translate into recommendations for management of the program in the future.

As they developed the program-wide conclusions and recommendations, the BSP staff made every effort to interpret the data as objectively as possible while at the same time drawing on their own experience as program managers. In seeking to address each of the major issues raised by stakeholder/participants, BSP had to exercise its collective judgment to determine:

(a) which issues were, in fact, currently relevant to BSP at a program level, and which were "outliers," reflective of only individual points of view or historical situations; (b) which issues related to BSP's program performance, and which reflected gaps in information and communication; and (c) which issues could feasibly be resolved by program adjustments.

Many of the recommendations that follow involve additional investments of time by BSP staff. Each recommendation that requires new investment of time must be considered in light of which time investments by current staff would need to be reduced (assuming current USAID budget constraints preclude hiring additional staff). Recommendations that require additional financial resources will also need to be considered in light of their priority relative to current investments.

Approach and Administration

Discussion of Evaluation Findings

Administration and Staff

BSP has a highly experienced staff that is well balanced in terms of its academic and practical conservation and development experience. USAID, grantees and the conservation community all give BSP staff high marks for expertise and responsiveness. The evaluation showed that BSP has invested heavily in, and is highly appreciated for, time spent in the field with grantees and with USAID Missions, time spent in Washington with USAID global and regional staff, and in analysis and dissemination of lessons learned.

BSP generally gets high marks for administration. Grantees appreciate efficient processing of funds, reasonable reporting requirements and helpful inputs from program staff. Complaints, although few, focused on occasions of delay in receiving funds. Several grantees felt that program continuity had suffered when a program officer position was left vacant for several months.

Most of the praise for BSP's administrative agility and speed in disbursement comes from recipients who have had experience dealing with USAID funding in other contexts. Those recipients appreciate the difficulties that are involved in meeting complex USAID requirements (particularly when those requirements that are often subject to changing legislative mandates). Grantees with more experience with the private donor community tended to expect more rapid disbursements from BSP.

Programmatic Focus of BSP

The evaluation indicates that BSP has contributed to conservation through the four functional roles outlined in Chapter III. BSP can also be characterized as functioning as a good foundation or grant-making entity with staff who are effective, knowledgeable, innovative and able to provide excellent technical advice during planning and implementation of projects. Grantees appreciate the investment of time and advice, not just money, because the advice also helps projects succeed.

Participants in BSP-led consultative processes consistently felt that the sessions had been well organized and that communication lines had been opened that would lead to productive partnerships in the future. Several participants in BSP-facilitated projects said specifically that they would not have "come to the table" had the process been convened by an organization with an identifiable agenda.

BSP's participatory approach has had positive impacts, even when the process was not well received at first. Participants in the Bulgaria Conservation Strategy, for example, said it was the first time that scientists, NGOs and government agencies had ever met to discuss biodiversity, and it would not have happened without BSP's insistence. On the other hand, the lengthy process of developing an analytical agenda for BSP was cited as an example of how an emphasis on consensus building across the consortium can lead to slow decision making.

Each of the BSP regional programs also has somewhat unique programmatic characteristics. The Asia and Pacific (A&P) program is known for supporting

local NGOs/People's Organizations and funding their ideas, rather than getting NGOs/POs to do "BSP's projects". A&P has not focused on protected area management; the program has instead focused its resources on the broader landscape where most biodiversity is found and subjected to human use. A&P has focused on trying to create some of the essential conditions for successful, long-term conservation -- particularly tenurial security and a solid information base. The BCN is unique within BSP as an hypothesis testing grant program that is examining a specific approach to conservation.

The BSP Africa Program (AF) has tended to support regional and analytical work more than country-specific projects or national policy development. AF has focused more on working with intermediary NGOs, rather than at the community level. All AF projects are characterized by advisory groups of Africans. The BSP Latin America (LAC) program has demonstrated particular programmatic expertise in geographic priority setting, monitoring and evaluation and community-based conservation. However, BSP/LAC is not usually thought of or accessed for a given single area of technical expertise; rather, its strength lies in being able to provide high-quality technical assistance on a wide variety of topics at the intersection of biodiversity and economic development.

Conclusions

BSP's approach to most projects involves: ensuring as much stakeholder participation as possible; taking an interdisciplinary focus (especially to ensure that social aspects are considered); and considering biodiversity across the landscape, not only in protected areas.

BSP's "approach" is properly viewed as a flexible approach, in that it is not directed by organizational policy, or established programming techniques, but reflective of the values cited above. BSP adopts appropriate techniques as the situation requires.

BSP's activities to date have been in keeping with the program's overall stated objectives, and with BSP's capability. BSP has made positive contributions to the conservation of biological diversity, including important contributions in the areas of capacity-building, stakeholder participation and priority setting. BSP's assistance to USAID in program development, and in programming funds to NGOs and other organizations worldwide, has been rated as effective and efficient. BSP's role as a facilitator and convenor of multiple institutions and perspectives is widely appreciated.

Recommendations: Approach and Administration

- 1. BSP should continue to function as a "good foundation" with professional staff who provide informed technical guidance to grantees and monitor grantees projects. BSP should budget sufficient funds in projects to support site visits to grantees by BSP technical staff who can offer assistance.**
- 2. BSP should maintain its neutral status among NGOs, and continue to perform the important role of neutral facilitator and convenor of multiple perspectives.**
- 3. BSP should support more national policy work, especially related to resource co-management by local**

people and work more closely with USAID and international NGOs to leverage government policy change. At the same time, BSP should continue to strengthen local NGO capacity to articulate local conservation agendas and participate in national power structures.

4. BSP should improve the efficiency and effectiveness of obtaining financial and technical data from grantees without placing undue burden on grantees.

5. BSP should work with grantees to develop close-out or transitional financial plans for current projects extending beyond 1998.

Analysis And Documentation of Conservation Impact

Discussion of Evaluation Findings

Conclusions about BSP's conservation impact program-wide are difficult to draw because conservation is a long-term process that is never concluded. Success today can become failure tomorrow as situational changes beyond a site cause unforeseen changes at the site. It is even difficult to measure success today because the biodiversity and ecological processes at specific sites are poorly understood. Furthermore, BSP generally provides very short-term support to a single part of a larger project, making it hard to measure the impact of that targeted support.

BSP is not alone in the difficulty of demonstrating conservation impact. Many organizations, including the members of the consortium, are struggling to relate their traditional investments in institutional development

and environmental education with relatively recent mandates from USAID and other donors to demonstrate on-the-ground impacts in precise and systematic terms. Some of the difficulty is time-dependent: short-term institution building and threat reduction, even hectares included in protected areas, may not be adequate measures of actual conservation, which is an intrinsically long-term result.

In fact, the findings of the survey indicate that many implementors do not distinguish between "conservation" and "conditions leading to conservation"; they see achievements such as participation and awareness building as an integral part of a conservation whole, whether or not outcomes such as maintenance of species or habitats are actually monitored and achieved, because the results are longer term.

BSP's goal is to foster on-the-ground conservation of biodiversity. While there is a good deal of anecdotal evidence that BSP activities have led to conservation on the ground, including instances of protected areas created, threats such as logging concessions averted, and some limited examples of species survival and recovery, it is still difficult to acquire systematic data on impacts. In spite of the difficulty in documenting impacts, 71% of the evaluation mail survey respondents said that BSP support has led to conservation success and 89% said there is evidence that BSP-supported initiatives will be successful in the next five years. Fifty-six of the sixty-three interview respondents said that BSP support has improved the conditions for the long-term conservation of biodiversity.

BSP is regarded as having made important contributions to enhancing conditions necessary for the conservation

of biodiversity. BSP's analytical contributions include lessons learned about certain conservation conditions. BSP's regional programs have included analysis in many projects. In Africa, for example, BSP worked closely with the Africa Bureau, helping to develop several large, multi-country, multi-phase projects from conceptualization through implementation. BSP's analysis helped expand the focus of the Africa Bureau's approach to global climate change from an emphasis on study of the impacts of deforestation on emissions, to include focus on mitigation of the effects of climate change in Africa.

BSP has made recent investments in defining a core-funded Analysis Program to address questions related to determining conservation impact, both directly and as a result that can be inferred from capacity-building and other types of interventions. BSP has made substantial efforts to integrate monitoring and evaluation with project design and implementation, i.e., adaptive management.

Among grantees and the US conservation community, BSP is recognized to some extent as having good (and even unique) expertise with M&E, although this expertise has been too recently developed to have been fully applied at the field level or to have generated much actual data on BSP project impacts. BSP also provides, primarily through its BCN project, a useful test of how well the inclusion of M&E during project design can demonstrate conservation impact.

Conclusions

BSP has successfully integrated analytical components into its projects since its inception. BSP's investments

over the past two years in developing an Analysis Program, as well as ongoing analytical work within regional programs, have the potential to yield satisfactory results of value to the consortium and the broader conservation community. Although finalization of the analytical agenda and initiation of core-funded studies have been slower than planned, there is every reason to believe that the anticipated results will be achieved -- that is, identification and assessment of conservation impacts, and greater understanding of the relationship between project activities and conservation impacts. However, BSP needs to continue to monitor the usefulness of its analytical products and guidelines for M&E, as tools to predict successful interventions in the future, as well as to identify impacts achieved.

Although many recipients of BSP funding identified concrete conservation impacts that were the result of BSP support, including increased awareness and appreciation for biodiversity; collection of baseline data for national conservation strategies and environmental impact assessments; improvements in the sustainable use of biological resources; policy improvements; and the declaration and/or improved management of protected areas, there is still a need for more rigorously documented analysis of conservation impacts. This is driven in part by BSP's own need for information to inform its program investments, and in part by USAID's results framework focus. BSP is constrained by its relatively short time horizon, in comparison with the long time horizons generally necessary to achieve conservation impact, particularly in community-based projects requiring significant time investments in both development and follow-up.

Recommendations: Analysis

1. Ensure that all new projects contribute lessons for BSP's analytical initiatives. Continue to regularly assess new analytical issues as they emerge, particularly those related to implementation of the Convention on Biological Diversity (such as approaches to priority setting, biological prospecting, etc.).

2. Continue to place special emphasis on development and promotion of monitoring and evaluation methods that are financially and operationally feasible for adoption by grantees. Integrate USAID's new impact indicators into all projects, and modify them as USAID's indicators evolve. Fund integration of appropriate M&E systems into all projects.

3. Continue to involve host country nationals as well as international experts in advisory groups and analysis of projects and new approaches to conservation.

Capacity-Building

Discussion of Evaluation Findings

Capacity-building -- particularly of NGOs in developing countries -- is the most frequently mentioned result when grantees and individuals in the US conservation community are asked whether BSP has enhanced the conditions necessary for long-term conservation of biodiversity. A strong majority of respondents in every group believes that capacity-building has occurred as a result of BSP activity. The most frequently mentioned ways of capacity-building are

through networking, information sharing, and acquisition of technical skills.

This finding generally confirms the findings of a survey of all recipients of BSP funding, carried out in February 1996. Most respondents to that questionnaire placed a high value on the role BSP has played in capacity-building for program staff, local communities and students. Respondents reported that BSP's assistance led to the improvement of management practices, staff skills and public awareness.

The Conservation Impact Grants program has also had an important capacity-building impact for both individuals and NGOs in developing countries. This finding is based in part on the recent peer-reviewed program evaluation, which showed evidence of increased conservation impact as well as scientific significance. The February 1996 survey of BSP funding recipients also bears this out. Most respondents reported that assistance provided to them by BSP enabled them to greatly improve applied research activities related to project development and implementation. Individuals and institutions strengthened by the Conservation Impact Grants program were frequently mentioned when survey respondents were asked whether BSP support had increased the ability of individuals or groups to conserve biodiversity. The Conservation Impact Grants program was also the single most frequently mentioned activity that BSP should continue in the future.

Two-thirds of respondents from both USAID and US conservation NGOs agree that BSP has strengthened USAID's ability to support conservation. The assistance was both procedural (providing a fast, flexible mechanism that enabled

funding to flow to activities that would have been difficult to fund had BSP not existed) and substantive (technical assistance and intellectual contributions to project conceptualization, design, monitoring and evaluation, and assistance with priority setting processes).

Capacity-building effects vary strongly according to the distinct approaches that BSP has taken in Africa and Madagascar, Asia and the Pacific and Latin America and the Caribbean, and also with the development of BSP's approach over time. In Latin America and the Caribbean, BSP's development of regional priority setting processes was the most frequently mentioned example of capacity-building, both by USAID and by member organizations, particularly TNC. BSP's long term involvement in the Mexico Ecodevelopment Project is also credited with helping to develop understanding of integrated conservation and development projects.

In the Asia and Pacific region, BSP has strengthened the capacities of local NGOs to implement conservation activities related to securing forest tenure. The BCN grants are strengthening local NGOs' ability to implement and monitor enterprises that depend on biodiversity. The BIOME cross-site visits and analyses supported by BSP Africa have also been credited with increasing NGO capacity to implement projects. At the global level, the USAID/ BSP partnership is credited with making substantial contributions to the development of indicators for measuring the results of USAID Global Bureau conservation investments.

Conclusions

BSP grants have helped African, Asian, and Latin American NGOs improve their standing and credibility in

the local conservation community and with their governments. BSP's approach of responding to local ideas and providing support for those ideas instead of forcing them to fit BSP's mandates is widely appreciated by NGOs in many countries. The Conservation Impact Grants program has had significant impacts on careers of many individual researchers and positive "on-the-ground" conservation impact in some cases.

Staff of the consortium member organizations agree that their organizations' capacity has been strengthened as a result of being part of BSP. Some of this is attributed to having access to funding through BSP. However, the member organizations also see benefit in the fact that BSP activities are complementary to their own, and in BSP's ability to disseminate lessons learned.

Recommendations: Capacity-Building

- 1. Continue capacity-building programs, particularly those that enhance abilities of communities and local NGOs to strengthen their own programs to meet conservation objectives.**
- 2. Continue to support strengthening of local capacity to articulate a local conservation agenda and influence decisions taken at provincial and national levels.**
- 3. Continue the unique Conservation Impact Grants Program to support researchers in developing countries.**

Communications, Outreach and Networking

Discussion of Evaluation Findings

In general, BSP's communication and outreach program gets rated as "not communicating well enough" although many specific publications, workshops and other efforts received praise. There is a strong demand for more outreach and communication from virtually all constituencies – consortium member organizations, the broader conservation community, USAID and grantees. Although BSP's mid-term evaluation identified this weakness in late 1991, BSP did not hire a full-time communications officer until late 1995. BSP could do much more to communicate what is being learned about successful projects, and about project challenges.

Conclusions

BSP's programs and activities, the results of BSP-funded projects and even BSP's publications are not well known. The knowledge and experience from BSP investments is not reaching as wide an audience as it should. More action needs to be taken.

Recommendations: Communication and Outreach

- 1. Complete and implement a BSP-wide outreach and communications strategy, and add specific strategies for each regional program and individual projects.**
- 2. Develop a wider variety of written publications and improve means for ensuring they reach their target audiences in appropriate languages.**

- 3. Develop improved means for communicating conservation lessons and project progress information to USAID and the broader conservation community: e.g., support more roundtables, conferences and seminars on particular topics, particularly as outreach for BSP's analytical work; reduce reliance on dense, written reports; continue/revive the BSP evening seminar series; and improve support for networking and sharing of lessons learned in-country.**

- 4. Expand support for dialogue among various stakeholders at national and international levels, including the private sector.**

Working with USAID

Discussion of Evaluation Findings

BSP was established to provide programming assistance to USAID. It was anticipated by the consortium institutions that assisting USAID to support conservation activities (including funding smaller NGOs that would otherwise not receive USAID assistance) would result in more financial resources being made available for biodiversity conservation. BSP staff are recruited for their knowledge of USAID operations and procedures in addition to biodiversity conservation and sustainable development expertise. When USAID expresses interest in a program at the global, regional or country level, BSP is prepared to take it on, so long as it falls within the overall objectives of the program. Consortium member organizations are generally consulted to determine their interest/expertise in direct implementation. From the beginning, BSP was mandated to reach beyond the

consortium members to bring the best international experience to bear on a problem. BSP therefore has also focused on involving the broader conservation community, working with local partners or others in the international conservation community as well as with the consortium member organizations.

BSP has demonstrated an ability to receive and program USAID financial resources quickly, efficiently and soundly. As noted in Section III, BSP has managed a broad and diverse portfolio of projects--more than 340, in USAID countries throughout the world -- making grants totaling more than \$25 million to over 250 different implementing organizations (\$14.7 million through BSP and \$11 million through BCN). In addition, BSP has provided technical assistance, outreach and networking through "non-project" activities.

BSP's status as a USAID project that "mirrors" USAID priorities entails a set of unique opportunities and constraints. Unlike an institution, which can make long-term commitments, BSP is constrained by the flow of USAID funding, and USAID's geographic priorities. On the other hand, BSP's ability to manage short-term programming makes it very effective as a catalyst, or in the preparatory stages of the project cycle before long term implementation begins.

The nature of the cooperative agreement has also allowed BSP, when appropriate, to engage in lengthy and multi-phased planning/implementation exercises with USAID, obtaining and programming resources in an iterative process informed by studies and field testing. Some BSP programs, notably BCN, the Mexico Ecodevelopment project,

and the CARPE project in Central Africa, do have relatively long time horizons, but the majority do not. This limits BSP's ability to track conservation impact, which is usually a long-term process.

BSP in general has achieved, or is in the process of achieving, the objectives set

"Often we USAID program officers can look at centrally funded programs like BSP as mixed blessings: on the one hand they are opportunities for the country served, but on the other hand they tend to be 'additive' to the USAID's management burden while not being seen as part of the USAID's country program. ... But I never felt any of that with the BSP CNA in Papua New Guinea. ... You defined a real need in PNG in such a way that we quickly bought into it. ... We always had a clearcut division of responsibilities, which was adhered to. So, I never felt 'burdened' with surprises by a centrally funded program drawing unexpectedly from my other country program demands."

-- USAID Mission Director

"The conclusion of the [Priority Methods] workshop was that USAID would not go ahead with its original intention of carrying an [Asia] regional priority setting exercise. ... the BSP workshop pulled together expert advice.. and avoided duplication of effort; this is very important in light of limited resources available for conservation."

-- Staff member - World Conservation Monitoring Center

"Peoples and Forests community mapping program consolidated local efforts and was important as an activity that spread USAID's impact beyond focal sites. It influenced the NRM project to work with more local partners."

-- USAID/Indonesia staff

forth in the CBD and BCN cooperative agreements. Feedback from implementors, collaborators, USAID and the conservation community is, in the main, very positive. There is some concern that responsiveness to USAID should be balanced by more responsiveness to the needs and priorities of the consortium member organizations, and to the conservation community at large. Some interview respondents, as well as participants in follow-up discussion sessions, feel that “ownership” and “buy-in” by the member organizations and broader conservation community are a critical linkage between the start-up and catalytic functions that BSP plays well, and the need for long-term follow-up that only institutions can provide.

BSP is among the highest of all USAID projects managed by the USAID Environment Center for the rate of buy-ins and OYB transfers, receiving more than twice as much voluntary support for programming from interested Regional Bureaus and Missions as core support from the Global Bureau. BSP, in comparison with other projects managed by the Global Environment Center, continues to lead in the percentage of its funds coming from sources other than core funding. These findings are significant as an indicator that BSP meets an important need and serves its USAID “clients” satisfactorily.

Conclusions

BSP is generally regarded within USAID as an effective partner, particularly in terms of: being responsive to Mission and Bureau requests; implementing activities that complement Mission Bureau portfolios; providing useful technical assistance to grantees and USAID Missions and Bureaus; and

effectively administering a variety of activities.

Recommendations: Partnership with USAID

- 1. Continue to provide high quality, timely and flexible technical assistance to USAID Missions and Bureaus.**
- 2. Provide USAID Missions with better information about projects in their countries through improved annual reports, meetings and visits.**
- 3. Explore opportunities to assist both USAID and other US government agencies with appropriate conservation activities in specific non-USAID presence countries. At the same time, maintain existing good relations with USAID Missions and Bureaus.**
- 4. Develop regular mechanisms for facilitating input of ideas, lessons and information from the conservation community back to USAID.**

BSP Consortium Function

Discussion of Evaluation Findings

The evaluation revealed a variety of interpretations of how a consortium like BSP should function. The divergence depends, to some extent, on whether the respondent sees BSP’s primary direction being to serve USAID or to serve the member organizations. In the absence of consensus on what the consortium is or should be, and how it should serve both USAID and the members, it is not possible to evaluate the consortium’s effectiveness with any consistency.

BSP's ability to tap the expertise of its consortium member organizations (CMOs), facilitate their taking on of new ventures and ability to analyze the actions of all three, are seen as advantages and even unique attributes of the consortium. However, there is a strong feeling that this is a theoretical or not fully exploited advantage. Most respondents to the survey feel that BSP and the consortium organizations have not done everything they could to encourage collaboration among the member organizations, and should make more efforts to identify issues on which members could complement each other and facilitate collaboration. Currently, staff of the CMOs are often not sufficiently informed of BSP activities. Too much information about BSP activities never gets beyond the Executive Committee representatives from TNC, WWF and WRI.

BSP facilitates the flow of USAID resources to a wide array of conservation organizations and is not expected to fund only the consortium institutions. BSP has been very successful in reaching beyond the members of the consortium to the broader conservation community, which is one of its purposes under the USAID cooperative agreement (see Appendix 3). This is evident both in the range and number of implementors and collaborators (more than 350) and in BSP's ability to recruit appropriate technical assistance providers.

BSP has implemented policies to minimize competition with the member organizations for program niche and USAID funding. When USAID initiates contact on a potential project in a new thematic or geographic area, BSP, as a matter of policy, approaches the member organizations to determine their potential

interest before going ahead. There have, however, been instances when USAID chose to work with BSP rather than a member organization either because of prior experience with BSP or as a means of introducing different local and international collaborators. BSP needs to be sensitive that this could be perceived by other NGOs as a special advantage.

Lack of consortium member participation in a given project may be due to the constraints of member organization staff availability or geography, or lack of interest from consortium organizations. BSP implemented a national park project in Haiti, where no member organization had a terrestrial program or was interested in expanding. In Honduras, a project originally intended to be staffed by "seconded" member organization staff ended up being conducted by consultants managed by BSP due to time constraints of the member organizations. In other instances, BSP worked directly with local NGOs because local capacity-building was a primary objective of the specific project. BSP is supposed to fill gaps, and complement other organizations' programs.

The gap between expectations and reality in the area of consortium member collaboration can be attributed, in part, to "overly high expectations" rather than program deficiencies. Although the cooperative agreement originally envisioned more "seconding" of member organization staff and member organization collaboration in the implementation of projects, as well as a "clearinghouse" function for information dissemination, more explicit collaboration was not part of the design. BSP has not made significant efforts to use the potential policy "clout" of the

combination of member organizations, and there is some feeling that this is a missed opportunity.

Despite the general impression that consortium institutions have been less involved in BSP projects than expected, there has actually been significant collaboration with the three consortium institutions in all BSP regional programs. However, CMO staff participating in the evaluation were largely unaware of BSP's overall substantial involvement with, and direct support to CMOs. Possible reasons for this include: lack of communication; the fact that most involvement of the CMOs with BSP has largely been in planning and analysis, not as recipients of long-term funding for project implementation; and individuals involved in planning activities have subsequently left the organization taking institutional memory with them.

There has been a trend toward more involvement of program staff of the member organizations in BSP activities, for example, in the development of the analytical agenda, and in the LAC regional terrestrial and aquatic priority setting processes. Several suggestions were made for further improving consortium member organization collaboration, including structural changes that will be considered as part of the separate Strategic Assessment. More political support from CMOs, at all levels, is needed for BSP activities. This would increase BSP's impact on the conservation community as well as BSP's indirect impact on donors other than USAID. BSP's success in some projects, however, is directly tied to BSP's freedom from the constraints of a single institution's priorities and strategies.

Conclusions

The consortium member organizations have not been as fully engaged in BSP as they might have been. The issues of how the consortium has developed, and how it might most effectively function in the future, have been a central topic of discussion throughout the evaluation and the Strategic Assessment, without leading to a definitive conclusion about what the ideal structure or function might be. Increased collaboration and coordination among member organizations should be pursued.

Recommendations: Partnership with Consortium Member Organizations

- 1. Develop strategies for improving CMO engagement with BSP overall and with specific projects.**
- 2. Hold regular meetings with relevant CMO staff to share information on project activities, particularly at the design stage.**
- 3. Organize regular roundtables for CMOs on key topics in each region, using the opportunity to identify key areas of interest for all three organizations.**
- 4. BSP consortium institutions should help facilitate policy dialogue with government institutions and others on issues being addressed by BSP- and CMO-supported projects.**

Appendix 1

Draft Scope of Work of the BSP Program Evaluation August 9, 1996

Introduction

The following scope of work outlines steps for a program evaluation of the Biodiversity Support Program (BSP), funded under a cooperative agreement between World Wildlife Fund-U.S. (WWF) and the U.S. Agency for International Development (USAID). BSP is operated as a consortium effort established by a Memorandum of Understanding among WWF, World Resources Institute (WRI), and the Nature Conservancy (TNC). This evaluation covers activities funded under USAID's Conservation of Biological Diversity Project (936-5554), managed by the Environment Center of the Global Bureau (G/ENV), and in which BSP represents the largest component.

This evaluation is to be conducted in a participatory fashion to allow for the active involvement of those with a stake in the program: BSP staff; staff of the three consortium institutions; USAID project managers; BSP grantees and collaborators; and other interested parties. The evaluation is intended to provide a focused assessment of BSP programs over the first eight years of program activity. Following and building upon this evaluation will be a strategic assessment of what the future should hold for BSP and the consortium of organizations that founded it. The strategic assessment will be initiated towards the conclusion of activities under this scope of work and will draw upon the findings of this evaluation.

It is expected that the examination of current and past programming accomplishments, as carried out under this evaluation, will also highlight relevant factors for the strategic assessment concerning BSP's strengths, weaknesses, constraints, and opportunities, including a sense of BSP's relationship with the three consortium institutions and an assessment of BSP's niche within the spectrum of conservation organizations active in supporting biodiversity conservation. Therefore, the objectives for this evaluation include not only assessing program accomplishments and ways to strengthen implementation in the remaining two years of the present cooperative agreement, but also collecting information relevant to the strategic assessment of BSP's future.

Background and History

The Biodiversity Support Program (BSP) is a consortium of the World Wildlife Fund (WWF), The Nature Conservancy (TNC), and World Resources Institute (WRI). Appendix I summarizes BSP's mission, goals and objectives as stated in the original 1988 cooperative agreement, in BSP's 1992 Strategy Statement, and the 1994 cooperative agreement amendment extending BSP for a second five years. BSP's Mission as stated in the 1992 Strategy Statement is to promote efforts to conserve biodiversity while enhancing human livelihoods in developing countries

through improved conservation and use of biological resources. This mission is achieved by supporting effective, community-based projects that combine conservation with social and economic development, research and analysis of conservation approaches, and information exchange and outreach.

The U.S. Agency for International Development (USAID) and WWF jointly entered into the Cooperative Agreement (No. DHR-5554-A-00-8044-00) that inaugurated BSP on September 30, 1988. BSP is funded through USAID's Global Bureau, Office of Environment and Natural Resources (G/ENR). To date, BSP's funding has come from 1) core funding from G/ENR and 2) follow-on assistance and operating year budget (OYB) transfers from Missions and Regional Bureaus interested in participating in the Program.

The initial Cooperative Agreement established a ceiling of \$12,844,931 over a five-year period. Due to strong interest in BSP from overseas USAID Missions and other USAID Bureaus, demonstrated by a record number of requests for BSP assistance and USAID's high degree of satisfaction with BSP, the Program's funding limit increased over its very active first five years to \$22,500,000. Amendment No. 25 on January 13, 1994, extended the Cooperative Agreement through 1998 (Phase II). BSP's current funding ceiling is approximately \$34.5 million, of which more than \$11.6 million was provided by G/ENR, with the balance of over \$22.9 million provided by Mission and Regional Bureau "follow-on assistance" and budget transfers. Because of continued expressions of interest, BSP has requested a ceiling increase to \$63.2 million, nearly double the funding amount of three years ago. Over the

same three-year period, the Program's portfolio has grown exponentially.

BSP also has a second cooperative agreement with the Asia Bureau of USAID to implement a six year, \$20 million project called the Biodiversity Conservation Network (BCN). Because a mid-term evaluation of BCN was completed in March 1996, it will not receive much specific additional attention in this evaluation of BSP, except during the strategic assessment.

BSP's present cooperative agreement expires on September 30, 1998. A number of Missions and Bureaus are supporting BSP programs expected to last beyond 1998. It is expected that BSP could have as much as \$9 million remaining to be spent on September 30, 1998, so at a minimum a no-cost extension will be required. This evaluation, in combination with the strategic assessment, will lay the groundwork for deciding whether to close-out the project after existing projects are completed or to prepare a renewal proposal to USAID to continue new program activities for another five year period.

Purpose and Objectives of the Evaluation

Purpose

To evaluate the breadth, effectiveness and impact of current and past activities of the Biodiversity Support Program; to recommend ways to strengthen the program for the remaining two years of the cooperative agreement; and to provide recommendations for inclusion in a renewal proposal to USAID for continuing BSP for an additional five years.

Objectives

Review BSP programs and activities to assess impact and accomplishments.

1. In relation to BSP's goals and objectives, what have been the significant accomplishments specific programs and activities?
2. What types of activities and approaches/methods have been most and least effective in achieving BSP's specific goals and in promoting conservation of biological diversity?
3. How has the structure and function of BSP as a consortium contributed to the achievement of its conservation goals? (this would also include addressing how BSP is structured internally). Has BSP had impacts that are different from those that each consortium institution might have achieved alone?
4. In what ways has BSP enhanced USAID's and each consortium member's effectiveness in achieving their conservation goals? (this would include addressing the cost effectiveness of BSP, relative to other institutions USAID works with).

In order to address the four questions above, we propose using the framework provided by BSP's 1992 Strategy, which outlined five general goals and a number of more specific objectives (see Appendix D). The general and specific questions we propose analyzing for each of those five goals follow.

Effective Approaches to Conservation

What have been BSP's accomplishments in contributing to effective approaches to conservation?

1. Evaluate BSP's experience supporting efforts to secure community-based land and resource tenure (e.g. Indonesia, Philippines, Mexico).
2. Evaluate BSP's experience leading national and regional priority setting initiatives (e.g. LAC regional, PNG, Bulgaria, India).

Capacity-Building

How has BSP strengthened the capacities of USAID, and local institutions, communities and individuals to contribute to biodiversity conservation in the short and long-term?

1. Evaluate BSP's experience in strengthening the capacities of grantmaking foundations (e.g. Indonesia, Honduras).
2. How well has BSP informed, influenced and assisted USAID with the design, implementation and evaluation of biodiversity conservation programs?
3. Assess the degree to which the high value that BSP places on ensuring participation of a broad array of stakeholders has increased capacity and contributed to success in BSP supported projects.

Applied Research, Monitoring and Evaluation

How effective has BSP been in developing applied research and analysis programs that have potential for not only

capacity-building, but also more immediate conservation impact?

1. What has the impact been of BSP's small research grants program? (Note: no additional field data required. Meg Symington has just completed an evaluation of the program and the report will be available for synthesis with other studies.)
2. What systems has BSP used to identify topics for research grants, analysis, and publications and how might they be improved?
3. How has BSP promoted the integration of monitoring and evaluation with project design and implementation?

Communication and Outreach

Evaluate BSP's ability to increase awareness of the results of conservation activities and issues related to the integration of conservation and development.

1. How well has BSP communicated findings, observations and significant accomplishments to USAID, the consortium, the broader conservation community, and other decision-makers not directly involved with conservation?
2. What have been the impacts of BSP's communication/outreach products on the recipients of the information?

Values and Incentives

Assess BSP's experience in identifying and supporting economic, ethical and other non-economic incentives for the conservation of biodiversity at the international, national and local level.

1. How has BSP addressed the creation of economic incentives for community-based conservation? (Note: The Biodiversity Conservation Network completed its mid-term evaluation in March 1996. Although BCN sites will not be visited, other BSP sites will)
2. How has BSP supported efforts to change or strengthen policies that create conservation incentives?
3. How has BSP supported projects that change attitudes towards biodiversity?

Recommend ways to improve or strengthen BSP program implementation for the remaining two years of project life

1. What, if any, have been the constraints to BSP having a greater conservation impact? (e.g. why is it difficult to build M&E into all projects?)
2. Across the program generally, what actions might be taken to improve implementation for the remaining two years?
3. Within specific program activities, or specific projects, what steps might be taken to strengthen implementation?

Provide recommendations on the most appropriate focus and function for BSP to be included in a renewal proposal to USAID. Questions to be addressed include the following (all should be placed within the context of the present and future threats to biodiversity and the expected conservation challenges of the next decade):

1. What are the focal areas within which BSP has demonstrated expertise and should continue to be active in ?
2. What programming areas do not appear compatible with BSP's capability or mandate that should be avoided?
3. What new initiatives or areas of programming should BSP pursue?
4. What aspects of consortium function and interaction should be improved or enhanced? (e.g. are there ways to better share expertise and lessons across all consortium partners and BSP?)
5. Although it may be guesswork, what do the prospects for future funding from USAID look like? What funding opportunities, or diversification of funding beyond USAID, should be considered?
6. How has the existence of BSP contributed to conservation in ways that are different from each consortium institution acting alone?
7. From the perspective of USAID, the consortium institutions, and grant recipients, what are the benefits and disadvantages of a consortium like BSP existing?

Process and Methodology

Overall design: The evaluation methodology will include a mixture of questionnaire surveys and analysis, key informant interviews, group discussions, and selected field visits.

Data collection and analysis plan: Specific data collection and analysis plans will be determined by BSP staff working with the Evaluation Working Group, consortium staff who elect to contribute to specific questions, and meetings with the Strategic Assessment Steering Committee (See Appendix II). A survey of all recipients of BSP funding was sent out in February 1996 and an analysis of the returned questionnaires is in progress. Specific interviewees and potential group discussions must be determined, along with sample questions. Indicators of "success" need to be defined.

Selected case studies could be written up in a synopsis of program activity since 1989. Site visits will take advantage of planned BSP and consortium staff travel with assignments for areas of focus and data collection to be determined. A standardized information collection form will facilitate the collection of site visit information. Potential group discussions in the field will include grant recipients, perhaps organized regionally, or sub-regionally.

We propose addressing all the questions identified above in Section III at a select number of BSP project sites which will be selected from: the eleven sites in 10 African countries in the BIOME project; the 10 sites in Mexico in the Mexico Ecodevelopment Project; the six sites in the Philippines and Indonesia in the Peoples and Forests Project, and perhaps other sites identified later.

Anticipated Phases of the Evaluation:
The process of completing a program evaluation of BSP is expected to contain the following steps.

Planning and Design

1. Prepare draft evaluation scope of work to facilitate discussion at Evaluation Planning Meeting. (completed July 8, 1996)
2. Host Participatory Evaluation Planning Meeting. (completed July 11, 1996)
3. Finalize Scope of Work, consultant and participant SOWs for evaluation effort.
4. Schedule staff and finalize scopes of work for site visits and DC-based analysis, identify and contract 1 or 2 consultants to help with the overall process from August-October and to synthesize all reports in November-December.
5. Develop criteria and definitions for evaluating effectiveness for all questions.
6. Design standardized site visit report forms and group discussion report forms.

Gathering and Analyzing the Data

1. As necessary, train participants in basic data collection and analysis techniques, rapid appraisal techniques
2. Compile in-house materials necessary for the evaluation, including:
 - a. Major publications, reports, CEO briefing book, most recent six-month progress report;

- b. Conservation Impact Grants Assessment Report (now in draft);
 - c. Organizational chart, staff qualification summaries, financial tables, niche statement;
 - d. Six-month progress report summaries on each project over the life of each project;
 - e. Files, file trees available for review;
 - f. Report on results of BSP evaluation survey sent out to all grantees in February 1996 (now in draft).
3. Produce summary document (synopsis) of BSP's major activities and accomplishments for first 8 years (consultant/intern)
 4. Conduct site visits (note: design standardized site visit report form that highlights major findings/recommendations)
 5. Conduct group discussions (in DC and the field), key informant interviews, etc. using standardized formats (special emphasis on consortium staff for "future" questions)

Identification of Evaluation Findings

1. A consultant, in collaboration with Evaluation Working Group, assembles and integrates assessment results, identify, and compile draft findings from the information gathered above.

Consultant with Working Group produces report on draft findings for consideration at a Participatory Workshop on Evaluation Findings.

Conclusions and recommendations for action.

1. Participatory Workshop held to confirm major findings, draw conclusions, and propose recommendations.
2. Drafting subcommittee produces draft of final evaluation report, establishes review period for comment.

3. Produce final evaluation report with executive summary.

BSP Prepares an Action Plan to improve program performance

Appendix 2

BSP Activities and Funding by Region and Country, 1988-1998*, **

Project funding per country represents total project expenditures and allocation of funds per country. In some cases this may include project management, technical assistance and dissemination costs in Washington divided by the total number of participating countries. Actual funding per project provided to participating or implementing institutions can be found in Appendix 3.

AFRICA AND MADAGASCAR

Africa Regionwide

Behavioral Modifications in Integrated Conservation and Development Projects I and II	426,428
Behaviors I: \$69,608	
Behaviors II: \$356,820	
Biodiversity for Africa (BAA) I	557,054
General: \$471,563 (\$9,877 core funded)	
Studies/Grants:	
• BAA Strategy Report/Advisory Committee, BSP - \$18,000,	
• Natural Forest Management, WRI - \$24,754	
• Valuation of Biodiversity, A. Salau - \$2,000	
• Biodiversity and Economic Change, M. Khalil - \$4,050	
• African People, African Parks - CI Information Dissemination - \$3,175	
African Biodiversity Series Articles:	
• No. 1: Introduced vs. Indigenous Strategies, Yaa Ntiamoa-Baidu - \$4,000	
• No. 2: Population Growth and Conservation of Biodiversity, A. Salau - \$2,000	
• No. 3: Structural Adjustment and Biodiversity, M. Khalil - \$4,000	
• No. 4: Using Natural Fertilizers to Sustain Three Traditional Farming Systems in the Miombo Woodlands, E. Chidumayo, \$4,000	
Conferences:	
• Natural Resource Management in the Pastoral Sector Conference, Mali, PVO-NGO/NRMS - \$10,000	
• Biodiversity Conference, Kenya Museum - \$7,500	
• International Congress on Ethnobotany, Zaire - \$2,012	
Biodiversity for Africa (BAA) II	266,561
Biodiversity Monitoring and Evaluation (BIOME)	48,455
Food Security and Biodiversity	225,000
Global Climate Change (GCC) II	218,009
Global Climate Change III	95,150
General: \$7,965	
Grants:	
• Regional Newsletter, Sekou Toure - \$10,000	
• Adaptation to Global Climate Change in Africa, WRI - \$77,185	

* Does not include BCN grants in Asia and Pacific Region

** Funding includes budgeted expenditures through FY1998 and actual expenditures through FY 1996 as of February 1997

Note: Project funding per country represents total project expenditures and allocation of funds per country. In some cases this may include project management, technical assistance and dissemination costs in Washington divided by the total number of participating countries. Actual funding per project provided to participating or implementing institutions can be found in Appendix 3.

Africa and Madagascar Regionwide (continued):

Sustainable Use of Biological Resources	225,000
Trade in Wildlife Medicinals in East and Southern Africa	160,000
AFRICA AND MADAGASCAR REGIONWIDE SUBTOTAL:	\$2,221,657

Central Africa Regionwide

Global Climate Change II	170,000
<ul style="list-style-type: none"> GCC II: The Use of Time-Series Satellite Data for Characterizing and Monitoring the Seasonal Forests and Savannas of Central Africa: Univ. of Md 	
CENTRAL AFRICA REGIONWIDE SUBTOTAL:	\$170,000

Botswana

Protected Area Resource Conservation Strategy (PARCS) I	21,429
BOTSWANA SUBTOTAL:	\$21,429

Burkina Faso

Biodiversity for Africa (BAA) I and II	58,490
<ul style="list-style-type: none"> BAA I: Local Sustainable Management Surrounding Kabore Tambi National Park in Burkina Faso: NATURAMA - \$27,490 BAA II: Involvement of the Population Bordering the Kabore Tambi National Park Towards Sustainable Management of the Biological Resources: NATURAMA - \$31,000 	
Biodiversity Monitoring and Evaluation (BIOME)	48,455
BURKINA FASO SUBTOTAL:	\$106,945

Burundi

A COMPARATIVE STUDY OF THE EFFECTS OF SEDIMENTATION, POLLUTION AND FISHING PRACTICES ON THE BIODIVERSITY IN LAKE TANGANYIKA	15,000
Lake Tanganyika Conference on Conservation and Biodiversity (core)	51,768
Protected Area Resource Conservation Strategy (PARCS) I	21,429
STUDY OF THE NURSERY ZONES IN THE NEARSHORE ENVIRONMENT OF THE NORTH BASIN OF LAKE TANGANYIKA	13,000
THE KIBIRA CHIMPANZEE PROJECT	15,000
BURUNDI SUBTOTAL:	\$116,197

* Does not include BCN grants in Asia and Pacific Region

** Funding includes budgeted expenditures through FY1998 and actual expenditures through FY 1996 as of February 1997

Note: Project funding per country represents total project expenditures and allocation of funds per country. In some cases this may include project management, technical assistance and dissemination costs in Washington divided by the total number of participating countries. Actual funding per project provided to participating or implementing institutions can be found in Appendix 3.

Cameroon

BIODIVERSITÉ DES POISSONS DU BASSIN DU NTEM (CAMEROUN): TAXINOMIE, ECOLOGIE ET CONSERVATION	15,000
Biodiversity for Africa (BAA) II	28,333
Grants:	
• BAA II: An Integrated Monitoring Program for Trans-Boundary Forest Conservation and Management in Congo, Cameroon, and the Central African Republic, WCS - \$28,333	
Cameroon Biodiversity Assessment	20,532
Central African Regional Program for the Environment (CARPE)	797,584
CONSEQUENCES DE L'EXPLOITATION FORESTIERE INDUSTRIELLE SUR L'ECOSYSTEME DE FORET DENSE EQUATORIALE ET SUR LE MODE DE VIE DES POPULATION INDIGENES	14,900
ENVIRONMENTAL PROTECTION LAW - A CASE STUDY OF CAMEROON'S LEGISLATION	14,000
Global Climate Change (GCC) I and II	168,333
GCC I General: \$83,333	
Grants:	
• GCC II: Development, Evaluation and Validation of Satellite-Derived Vegetation Maps for Cameroon Using High Resolution Satellite Images, ONADEF - \$35,000	
• GCC II: An Integrated Approach to Conservation and Forest Management in the Lake Lobeke Region of Southeastern Cameroon: Socio-economic and Forest Status Assessments for Strategic Planning, WCS - \$50,000	
IPR Workshop: Utilization of Tropical Plants and Conservation of Biodiversity (core funded)	13,000
Korup National Park	137,935
Protected Area Resource Conservation Strategy (PARCS)	426,429
PARCS I: \$21,429	
PARCS II: \$405,000	
CAMEROON SUBTOTAL:	\$1,636,046

Central African Republic

Biodiversity for Africa (BAA) II	28,333
Grants:	
• BAA II: An Integrated Monitoring Program for Trans-Boundary Forest Conservation and Management in Congo, Cameroon, and the Central African Republic, WCS - \$28,333	
Biodiversity Monitoring and Evaluation (BIOME)	48,455
Central African Regional Program for the Environment (CARPE)	907,084
Conservation Education in Southwestern CAR, WWF (core funded)	21,065

Note: Regionwide and Country Totals appear in bold
 Note: Conservation Impact Grants appear in SMALL CAPS

Note: Project funding per country represents total project expenditures and allocation of funds per country. In some cases this may include project management, technical assistance and dissemination costs in Washington divided by the total number of participating countries. Actual funding per project provided to participating or implementing institutions can be found in Appendix 3.

Central African Republic (continued):

Global Climate Change (GCC) I and II	112,122
GCC I General: \$83,333	
Grant:	
• GCC II: Applied Research to Aid in the Management of the Dzanga-Sangha Dense Forest Special Reserve and the Dzanga National Park, WWF - \$28,789	
CENTRAL AFRICAN REPUBLIC SUBTOTAL:	\$1,117,059

Congo

Biodiversity for Africa (BAA) II	28,333
Grant:	
• BAA II: An Integrated Monitoring Program for Trans-Boundary Forest Conservation and Management in Congo, Cameroon, and the Central African Republic, WCS - \$28,333	
Central African Regional Program for the Environment (CARPE)	907,084
Global Climate Change (GCC) I	83,333
Protected Area Resource Conservation Strategy (PARCS)	426,429
PARCS I: \$21,429	
PARCS II: \$405,000	
WCI Conservation Needs Assessment (core funded)	13,244
CONGO SUBTOTAL:	\$1,458,423

Cote d'Ivoire

APPROCHE SUR LA CONSERVATION DE LA BIODIVERSITE PAR LA MODERNISATION DE L'APICULTURE EN COTE D'IVOIRE: EXEMPLE LA REGION DE TAFIRE	14,931
Biodiversity Monitoring and Evaluation (BIOME)	48,455
COTE D'IVOIRE SUBTOTAL:	\$63,386

Ethiopia

Protected Area Resource Conservation Strategy (PARCS) I	21,429
ETHIOPIA SUBTOTAL:	\$21,429

Gabon

Central African Regional Program for the Environment (CARPE)	907,084
Global Climate Change (GCC) I	83,333
GABON SUBTOTAL:	\$990,417

Note: Regionwide and Country Totals appear in **bold**
 Note: Conservation Impact Grants appear in **SMALL CAPS**

Note: Project funding per country represents total project expenditures and allocation of funds per country. In some cases this may include project management, technical assistance and dissemination costs in Washington divided by the total number of participating countries. Actual funding per project provided to participating or implementing institutions can be found in Appendix 3.

Gambia

Kiang West National Park Project (core funded)	336,456
GAMBIA SUBTOTAL:	\$336,456

Ghana

A STUDY OF THE IMPACTS OF STABILIZATION AND STRUCTURAL ADJUSTMENT ON THE MANAGEMENT OF NATIONAL PARKS IN GHANA	15,100
Biodiversity Monitoring and Evaluation (BIOME)	48,455
EFFECTS OF DIFFERENT HARVESTING PRACTICES (I.E., LOGGING AND GATHERING OR COLLECTION OF NON-TIMBER FOREST PRODUCTS) ON BIOLOGICAL DIVERSITY IN SELECTED FOREST ECOSYSTEMS IN GHANA	8,850
IMPACT ASSESSMENT OF SOCIAL FORESTRY PROJECTS IN NORTHERN GHANA	15,581
STUDY OF TRADITIONAL CONSERVATION OF BIODIVERSITY (SACRED GROVES)	15,000
Women and Biodiversity Conference Participation	2,500
GHANA SUBTOTAL:	\$105,486

Guiné Bissau

Southern Province Park Planning (core funded)	22,280
GUINE BISSAU SUBTOTAL:	\$22,280

Kenya

Behavioral Modifications In Integrated Conservation and Development II Grant:	8,000
• Strategic Conservation Monitoring and Intervention, East African Wild Life Society - \$8,000 (Kenya)	
Biodiversity for Africa (BAA) I and II	18,000
Grants:	
• BAA I: Women as Conservators of Biodiversity, P. McFadden - \$4,000	
• BAA I: Biodiversity in the Tana River Delta, S. Njuguna - \$4,000	
• BAA II: Environmental Impact Assessment and Biodiversity: The Case of Small-scale Irrigation Schemes in Kenya, M. Khalil - \$10,000	
Biodiversity Monitoring and Evaluation (BIOME)	48,455
DEMAND FOR FOREST PRODUCTS AND PROSPECTS FOR COMMUNITY FOREST MANAGEMENT	15,000
Environmental Governance in East and Southern Africa	152,000
ESTABLISHMENT OF KITCHEN GARDENS FOR INDIGENOUS FOOD SPECIES IN A MASAI GROUP RANCH AREA IN KAJIADO DISTRICT	13,822

Note: Regionwide and Country Totals appear in **bold**
 Note: Conservation Impact Grants appear in **SMALL CAPS**

Note: Project funding per country represents total project expenditures and allocation of funds per country. In some cases this may include project management, technical assistance and dissemination costs in Washington divided by the total number of participating countries. Actual funding per project provided to participating or implementing institutions can be found in Appendix 3.

Kenya (continued):

FIG TREE HARVESTING IN THE TANA RIVER RESERVE AND ITS IMPLICATIONS FOR TWO SPECIES OF ENDANGERED PRIMATES	5,740
Protected Area Resource Conservation Strategy (PARCS)	21,429
PARCS I: \$21,429	
TRADITIONAL UTILIZATION OF THE RETICULATED GIRAFFE BY THE OROMO PEOPLES OF NORTHERN KENYA: CURRENT CONSERVATION STATUS AND PROPOSALS FOR ITS PROTECTION	14,960
YOU CAN GROW A FOREST IN THE SEA BY ECOLOGICAL METHOD: COMMUNITY PARTICIPATION AND DEVELOPMENT PROJECT	15,102
KENYA SUBTOTAL:	\$312,508

Madagascar

ALTERNATIVES TO DESTRUCTION: STEPS TOWARD SUSTAINABLE USE OF MALAGASY RAINFOREST	14,390
ASSESSMENT OF PLANT BIODIVERSITY AND CONSERVATION IMPORTANCE OF EAST COAST LOW ELEVATION MALAGASY RAIN FORESTS	14,040
Biodiversity for Africa (BAA) I	198,000
Grants:	
• BAA 1: Developing the Integrated Conservation and Development Paradigm based on Sound Biological Information and Local Participation in Creating a New Wetland Biosphere in Madagascar, Peregrine Fund - \$67,000	
• BAA I: Monitoring the Integrated Conservation and Development Strategy on the Masoala Peninsula in Madagascar, Xerxes Society - \$131,000	
Biodiversity Monitoring and Evaluation (BIOME)	96,910
BUTTERFLIES AS BIODIVERSITY INDICATORS: DEVELOPING TOOLS FOR CONSERVATION PLANNING IN MADAGASCAR	15,000
CONSERVING LOCAL BIODIVERSITY IN MADAGASCAR: THE POPULATION BIOLOGY AND CONSERVATION OF AN ENDANGERED KEYSTONE PALM	14,892
Southern Madagascar	99,977
• Adohahela Nature Reserve, WWF - \$54,987	
• Beza Mahafaly Nature Reserve, WWF - \$44,990	
THE ECONOMIC IMPLICATIONS OF BIODIVERSITY PROTECTION IN MADAGASCAR	15,000
MADAGASCAR SUBTOTAL:	\$468,209

Malawi

AN ASSESSMENT OF HIPPOPOTAMUS AND HUMAN NEEDS AND ATTITUDES IN THE LOWER SHIRE VALLEY, MALAWI	11,416
Biodiversity for Africa (BAA) I	3,000
Grant:	
• BAA I: Public Attitudes and Assessment of Human Needs Around Kasungu National Park, Department of National Parks, Wildlife and Tourism - \$3,000	
Global Climate Change III	5,000

Note: Regionwide and Country Totals appear in **bold**
 Note: Conservation Impact Grants appear in **SMALL CAPS**

Note: Project funding per country represents total project expenditures and allocation of funds per country. In some cases this may include project management, technical assistance and dissemination costs in Washington divided by the total number of participating countries. Actual funding per project provided to participating or implementing institutions can be found in Appendix 3.

Malawi (continued):

Protected Area Resource Conservation Strategy (PARCS) I and II	426,429
PARCS I: \$21,429	
PARCS II: \$405,000	
MALAWI SUBTOTAL:	\$445,845

Mali

Biodiversity for Africa (BAA) II	13,006
Grant:	
• BAA II: Study of the Usage of Plant Species for Multiple Usage in the Biosphere Reserve of the Baoule Belt, AMCFE - \$13,006	
Biodiversity Monitoring and Evaluation (BIOME)	48,455
MALI SUBTOTAL:	\$65,866

Morocco

MERJA ZERGA BIOLOGICAL RESERVE LAND USE STUDY	14,850
MOROCCO SUBTOTAL:	\$14,850

Namibia

Biodiversity for Africa (BAA) I	102,161
Grants:	
• BAA I: Development of Monitoring Procedures and Analysis of Community-Based Conservation in Namibia, WWF - \$96,161	
• BAA I: Conservation of Biodiversity in Kaokoland, Namibia: The Involvement of Indigenous People in Efforts to Save the Endemic Black-Faced Impala, W. Green - \$6,000	
Biodiversity Monitoring and Evaluation (BIOME)	48,455
NAMIBIA SUBTOTAL:	\$150,616

Nigeria

Biodiversity for Africa (BAA) I and II	81,724
• BAA I: Adopting Traditional Natural Resource Projection Methods as a Strategy for Forest and Wildlife Conservation in Nigeria, Ihimodu - \$25,097	
• BAA I: The Impact of Land Tenure Changes and Land Use Practices on Biodiversity in Nigeria, A. Salau - \$20,800	
• BAA I: Rainforest Alliance Conference - \$2,358	
• BAA I: Parataxonomist/Field Ethnobiologist Training Course in South-Eastern Nigeria, M. Iwu - \$20,469	
• BAA II: Monitoring and Evaluation of Biodiversity Conservation Programme in the Rain Forest Zone of Southeastern Nigeria, J.C. Okafor - \$13,000	
DEVELOPMENT AND UTILIZATION OF FAST DISAPPEARING AND UNDERUTILIZED EDIBLE WOODY FOREST SPECIES IN SOUTHEASTERN NIGERIA	15,000

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Nigeria (continued):

THE INVOLVEMENT OF WOMEN IN THE CONSERVATION OF BIODIVERSITY IN TROPICAL RAIN FOREST ZONE OF NIGERIA	15,000
NIGERIA SUBTOTAL:	\$111,724

Rwanda

Global Climate Change (GCC) II	16,202
• GCC II: Exploring Methods for Integrating Data on Socio-economic and Environmental Processes that Influence Land Use, Michigan State Univ - \$16,202	
POTENTIALITIES ET FACTEURS AFFECTANT LA DIVERSITE BIOLOGIQUE DANS LES FORETS DE MONTAGNE	14,998
PROGRAMME DE RECHERCHE UNIVERSITAIRE SUR LA BIODIVERSITE DE FORETS DE MONTAGNE DU RWANDA	14,987
Protected Area Resource Conservation Strategy (PARCS) I	21,429
Rwanda Biodiversity Assesment (core funded)	2,687
RWANDA SUBTOTAL:	\$70,303

Sénégal

Behavioral Modifications In Integrated Conservation and Development II	30,900
Grants:	
• Un Espace Naturel Communautaire en constitution. De la mobilisation spontanée à l'action durable autour de la Réserve Naturelle de Popenguin, P. Ndiaye - \$10,300	
• Direction Project Développement agro-sylvo-pastoral intégré de 7 villages pilotes et d'une zone d'élevage, F. Dia Toure - \$10,300	
• Behavior Assessment of Local People Regarding the Samba DIA Borassus Stand after TWO Years of Project Implementation for the Rehabilitation of This Forest Stand, Y. Cisse - \$10,300	
SENEGAL SUBTOTAL:	\$30,900

Sierra Leone

ECOLOGY AND CONSERVATION OF SMALL FOREST FRAGMENTS IN SOUTHEASTERN SIERRA LEONE	13,200
SIERRA LEONE SUBTOTAL:	\$13,200

South Africa

Protected Area Resource Conservation Strategy (PARCS) I	21,429
SOUTH AFRICA SUBTOTAL:	\$21,429

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Tanzania

Biodiversity for Africa (BAA) I	93,800
Grants:	
• BAA I: An Assessment of Attitudes and Values Pertaining to Conservation Among Communities Around Mkomazi Game Reserve, Ministry of Natural Resources and Environment - \$2,800	
• BAA I: An Assessment of the Socio-Economic Impact of the Community Wildlife Management Program on the Women of the Mgeta River Buffer Zone, M. O-Zacharia - \$6,000	
• BAA I: Development of Mafia Island Marine Park/Reserve and Monitoring and Evaluation for Effective Community-Based Management in Mafia Island Marine Park, Tanzania, WWF - \$85,000	
Indian Ocean Islands Project	100,000
Mafia Island Marine Park Workshop (core funded)	27,908
Protected Area Resource Conservation Strategy (PARCS) I and II	426,429
PARCS I: \$21,429	
PARCS II: \$405,000	
SOCIAL CONSTRAINTS IN COMMUNITY FORESTRY: A CASE STUDY OF IRINGA RURAL DISTRICT	15,000
THE IMPACT OF DIFFERENT FISHING TECHNIQUES ON THE MAINTENANCE OF BIOLOGICAL DIVERSITY OF INSHORE AND PELAGIC FISHES OF LAKE TANGANYIKA	15,000
TANZANIA SUBTOTAL:	\$678,137

Togo

Global Climate Change (GCC) III	10,000
Grant:	
• GCC III: Friends of the Earth - \$10,000	
TOGO SUBTOTAL:	\$10,000

Uganda

Behavioral Modifications In Integrated Conservation and Development II	9,672
Grants:	
• Examining the influence of a Community Conservation Program on the Attitudes and Behaviors of Farming and Pastoralist Communities Living around Lake Mburo National Park , AWF - \$ 9,672	
Biodiversity for Africa (BAA) I	2,117
Grants:	
• BAA I: Support for Uganda Conference, Uganda Institute of Ecology - \$2,117	
Biodiversity Monitoring and Evaluation (BIOME)	48,455
PVO/NGO-NRMS Bufferzone Management Workshop Publication (core funded)	12,500
Global Climate Change (GCC) III	30,000

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Uganda (continued):

Protected Area Resource Conservation Strategy (PARCS) I and II	426,429
PARCS I: \$21,429	
PARCS II: \$405,000	
Regional Field Training on Biodiversity and Environmental Impact Assessment (core funded)	19,600
THE ROLE OF SEED PREDATION AND HERBIVORY ON FOREST REGENERATION AND COMMUNITY COMPOSITION IN THE KIBALE FOREST RESERVE	15,000
UGANDA SUBTOTAL:	\$563,773

Zaire

Global Climate Change (GCC) I and II	113,333
GCC I General - \$83,333	
Grant:	
• GCC II: To Study the Zairian Tropical Forest Evolution Through the Mapping of the Vegetation Types and Understanding the Local Factors of Change, Laboratoire de Teledetection - \$30,000	
Protected Area Resource Conservation Strategy (PARCS) I	21,429
ZAIRE SUBTOTAL:	\$134,762

Zambia

Global Climate Change (GCC) II	17,000
Grant:	
• GCC II: To Develop a Program to Inventory Wood Used for Charcoal Production in Zambia to Provide Estimates of Emissions of Greenhouse Gases and Particulate Matter on a Dynamic Basis, E. Chidumayo - \$17,000	
Protected Area Resource Conservation Strategy (PARCS) I	21,429
SUPPORT FOR LAND USE PLANNING OF ZAMBIA'S WILDLANDS NATIONAL PARKS AND WILDLIFE SERVICES OF ZAMBIA	14,800
ZAMBIA SUBTOTAL:	\$53,229

Zimbabwe

Biodiversity for Africa (BAA) I and II	35,500
Grants:	
• BAA I: Workshop on Sustainable Use, African Resources Trust, \$10,000	
• BAA II: Project to Publish Information on the Campfire Programme in Zimbabwe Illustrating the Benefits it Gives to Conservation and Development, African Resources Trust - \$25,500	
Biodiversity Monitoring and Evaluation (BIOME)	48,455
MONITORING AND ASSESSMENT OF BIODIVERSITY IN DAMBO WETLANDS IN SUB-SAHARAN AFRICA	15,000

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Zimbabwe (continued):

Protected Area Resource Conservation Strategy (PARCS) I 21,429

ZIMBABWE SUBTOTAL: \$120,384

AFRICA AND MADAGASCAR TOTAL: \$11,736,278

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ASIA AND THE PACIFIC

Global

Guide to Social Sustainability	21,500
Guide to Sustainable Harvest Non Timber Forest Products	11,000
People and Forests - Global	283,734
Priority Setting Methods Workshop	79,205
ASIA AND THE PACIFIC GLOBAL SUBTOTAL:	\$395,439

Asia and the Pacific Regionwide

AEP Planning and Brochure	18,138
Deforestation Trends in Southeast Asia	50,326
Dialogue on Sustainable Forest Management I and II	173,046
Linkages between Enterprises and Conservation - BCN Planning	43,365
Peoples and Forests, Regional	372,624
Small Grants to NGOs	3,872
• People and Plants (Ethno Congress)	
USAID Regional Conference/Sri Lanka & TA to AEP	69,588
ASIA AND THE PACIFIC REGIONWIDE SUBTOTAL:	\$730,959

Bangladesh

ASSESSMENT OF BIODIVERSITY OF TEKNAF GAME RESERVE OF BANGLADESH USING KEYSTONE SPECIES	14,970
CONSERVATION OF FAUNAL RESOURCES OF HAIL HAOR (WETLAND) AND THEIR UTILIZATION BY LOCAL COMMUNITIES	15,000
MONITORING OF FISHERIES BIODIVERSITY IN WETLANDS OF JAMUNA FLOODPLAIN IN BANGLADESH	14,821
RESOURCE HARVESTING POLICIES AND PRACTICES IN THE BANGLADESH SUNDERBANS AND ITS IMPACT ON THE CONSERVATION OF BIODIVERSITY	15,100
UTILIZATION, MANAGEMENT AND MONITORING OF AQUATIC BIOLOGICAL RESOURCES IN A WETLAND ECOSYSTEM IN CENTRAL BANGLADESH	15,000
BANGLADESH SUBTOTAL:	\$74,891

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India

BIODIVERSITY AND THE EXPLOITATION OF WILD FRUITS IN THE TROPICAL FORESTS OF ARUNACHAL PRADESH	8,650
Biodiversity and Conservation Prioritization Project for India	590,000
Buffer Zone Restoration Assessment/India	24,275
CONSERVATION AND MANAGEMENT OF SUCHINDRAM KULAM WETLAND IN SOUTHERN INDIA FOR PROMOTION OF AGRICULTURE, FISHING AND ECO-TOURISM	18,950
DETERMINING THE CAUSES FOR LOW REGENERATION IN THE BANJ OAK FORESTS OF THE CENTRAL HIMALAYA, INDIA	11,520
DEVELOPMENT OF PEOPLE'S INSTITUTIONS FOR PARTICIPATION IN MANAGEMENT OF FOREST RESOURCES	13,000
ECOLOGY OF INDIAN MEGACHIROPTERAN BATS	7,400
IMPACT OF MANGROVE BIODIVERSITY ON ASSOICATED FISHERY RESOURCES AND FISHERS' INCCOME	15,000
RESOURCE USE BY GADDI PASTORALISTS OF THE INDIAN HIMALAYA: IMPLICATIONS FOR THE CONSERVATION OF HIMALAYAN BIOLOGICAL DIVERSITY	8,465
ROLE OF WILD BIOLOGICAL RESOURCES IN ECONOMIC DEVELOPMENT OF RURAL SOCIETIES	15,000
Peoples and Forests	9,553
• Vasundhara Grant	
SOCIAL AND ECOLOGICAL IMPACTS OF TIMBER RIGHTS IN HIMACHAL PRADESH, INDIA	11,975
Technical Assistance to BCPP-India	30,795
Technical Assistance USAID/India	14,718
THE GANGES RIVER DOLPHIN - A TOOL FOR BASELINE ASSESSMENT OF BIOLOGICAL DIVERSTY IN RIVER GANGES, INDIA	15,000
INDIA SUBTOTAL:	\$794,301

Indonesia

ASMAT ETHNOBOTANY	14,950
Community Natural Resource Managers' Program (KEMALA)	2,000,000
Dipterocarp Mast Fruiting	3,500
Financial Resource Development Workshop/Indonesia	28,500
Forests and People: Conservation for Development	15,000
Forests and People in Kalimantan Conference	25,000
Indonesia Biodiversity Foundation - Planning/ Analysis Phase I	156,186
Indonesia Biodiversity Foundation - Start Up (PELAGI)	177,731

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Indonesia (continued):

Indonesia Biodiversity Foundation - Planning/Analysis Phase II	5,232
Indonesia Biodiversity Foundation - Study Tour Component	18,479
Indonesia Biodiversity Foundation - Technical Assistance	13,600
Indonesia Biodiversity Foundation - Direct Grant and Technical Assistance	232,770
Indonesia NRMP Environmental Assessment	164,133
Interagency Workshop on Biodiversity Database in Indonesia	18,479
Peoples and Forests Program, Indonesia Projects	367,094
PRELIMINARY RESEARCH ON THE ECONOMICS OF SUSTAINABLE FOREST MANAGEMENT IN INDONESIA	9,657
Senior Advisor, PHPA, Indonesia	103,299
Tangkoko Nature Reserve Public Awareness Campaign	2,000
THE DIVERSITY, ECOLOGY, ECONOMIC VALUES AND CURRENT MANAGEMENT OF NATIVE MANGOS OF SOUTH SULAWESI, INDONESIA	15,000
THE EFFECTS OF SELECTIVE LOGGING ON DIPTEROCARP FOREST REGENERATION AND DIPTEROCARP SEED PREDATORS IN KALIMANTAN	13,970
INDONESIA SUBTOTAL:	\$3,384,580

Nepal

Annapurna Conservation Area Project (ACAP)	100,000
ECOLOGY AND CONSERVATION OF GRASSLAND BIRDS IN LOWLAND NEPAL	13,670
BIODIVERSITY IN THE SHIVAPURI WATERSHED AND WILDLIFE RESERVE	12,660
Forest Enterprise Project (Ban Udyam)	700,000
NECESSITY OF ANALYZING THE IMPACT OF PROTECTED AREAS ON LOCAL ECONOMY FOR CONSERVATION OF BIODIVERSITY	7,000
NECTARI	50,000
Nepal Database	8,500
Strategic Proposal Design Workshop	15,000
NEPAL SUBTOTAL:	\$906,830

Pacific Islands

Pacific Support/Program Officer	30,000
Priority Ecosystems Inventory	25,000
South Pacific Short-term Assistance	9,000

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Pacific Islands (continued):

Profitable Environmental Protection (PEP)	90,000
TNC South Pacific CDC Development	65,000
PACIFIC ISLANDS SUBTOTAL:	\$219,000

Pakistan

Himalayan Jungle Project	30,000
PAKISTAN SUBTOTAL:	\$30,000

Papua New Guinea (PNG)

Coastal Zone Management Workshop	47,257
MAINTAINING BIODIVERSITY THROUGH THE ESTABLISHMENT OF A WILDLIFE MANAGEMENT AREA IN MADANG PROVINCE	15,000
PNG Conservation Needs Assessment (CNA)	330,000
Rapid Assessment Program for Southern New Ireland	80,048
RESEEDING OF SELECTIVELY LOGGED RAINFORESTS BY BUFFER ZONES: A CASE STUDY OF LOGGING OPERATION IN PNG	14,800
Small Grants to NGO's:	41,070
• BARAI CIMF - 27,130	
• SPREP Conference/NGO participation - 2,130	
• Waigani Provincial Level Workshops - 5,150	
• Wau Ecology Institute - 6,660	
PAPUA NEW GUINEA SUBTOTAL:	\$528,175

Philippines

ECOLOGICAL AND PHYSIOLOGICAL ASPECTS OF FRUGIVORY IN PHILIPPINES SPECIES OF PTEROPODIDAE	16,381
Foundation Design (FPE)	2,000
NON-TIMBER FOREST PRODUCTS AND BIODIVERSITY IN THE PALANAN WILDERNESS AREA	14,992
Peoples and Forests Program, Philippines Projects	279,973
Small Grants to NGO's:	7,091
• Subic Naval Facility Workshop - 5,794	
• Subic Follow On - 1,297	
PHILIPPINES SUBTOTAL:	\$320,437

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Sri Lanka

A PHYTOSOCIOLOGICAL STUDY OF THE ANGIOSPERMS IN LOWLAND WET TROPICAL FORESTS OF SRI LANKA	14,980
EVALUATION OF FOREST USE METHODS BY PERIPHERAL VILLAGE COMMUNITIES IN THE KNUCKLES RANGE	14,806
IMPACT OF EXPORT-ORIENTED HUMAN DISTURBANCES AND THE CORALLIVOROUS CROWN-OF-THORNS STARFISH, <i>ACANTHASTER PLANCI</i> , ON BIODIVERSITY OF SELECTED CORAL REEFS IN SRI LANKA	15,000
Medicinal Plants Assessment	1,000
Sri Lanka Conference	51,450
RESEARCH IN HORTON PLANS NATIONAL PARK	15,000
SPATIAL AND TEMPORAL DIVERSITY OF CORAL AND ALGAL COMMUNITIES OF SW SRI LANKA	14,100
SRI LANKA SUBTOTAL:	\$126,336

Thailand

ECOLOGY AND NUMBERS OF THE ASIAN ELEPHANTS IN HUAY KHA KHAENG WILDLIFE SANCTUARY	15,000
Huay Kha Khaeng/Thung Yai Florula	60,000
Information Transfer - MANRES Thailand	18,381
MANRES Project Planning	4,000
National Botanical Assessment - MANRES Thailand	38,822
NGO Seminar on Conservation and the Environment - MANRES	20,000
People and Parks in Thung Yai Nature Sanctuary	156,829
Publication of Flora of Thailand (3 volumes)	12,000
Speaker for GCC Conference - MANRES	2,147
Technical Assistance to Thailand	21,231
U.S. Study Tours - MANRES	31,755
WFT Small Grants Program and Institution Strengthening	71,360
World Bank Regional Meeting on Biodiversity	3,610
THAILAND SUBTOTAL:	\$455,137

ASIA AND THE PACIFIC TOTAL \$7,966,085

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EASTERN EUROPE

Eastern Europe Regionwide

Conservation and Restoration of Biodiversity in Central and Eastern Europe	800,000
EASTERN EUROPE REGIONWIDE SUBTOTAL:	\$800,000

Bulgaria

A Preliminary Needs Assessment and Subsequent Drafting of a National Biological Resources Conservation Strategy/Bulgaria	448,000
Technical Assistance and Feasibility Study for Debt-for-Nature Swap	9,000
BULGARIA SUBTOTAL:	\$457,000

Czech & Slovak Republics

Strengthening of NGO Participation in Nature Protection Czech & Slovak in the Czech and Slovak Republics	75,000
CZECH & SLOVAK REPUBLICS SUBTOTAL:	\$75,000

Hungary

EXPLORATORY BIODIVERSITY STUDIES IN THE FORMER "IRON CURTAIN" ZONE ON THE WESTERN BORDER OF HUNGARY	15,000
HUNGARY SUBTOTAL:	\$15,000

Ukraine

Assessment of the Feasibility of Conducting a National Level Biodiversity Conservation Strategy and Action Plan for Ukraine	12,600
Facilitation of a National Level Biodiversity Conservation Strategy and Action Plan for Ukraine	575,000
UKRAINE SUBTOTAL:	\$587,600

EASTERN EUROPE TOTAL: \$1,934,600

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LATIN AMERICA AND THE CARIBBEAN

LAC Regionwide

ACE NGO Manager Training	4,891
ACE NGO Training/Caribbean (LAC buy-in)	35,109
Debt for Nature Brochure: ¿Por Qué Canjear Deuda Por Naturaleza?	5,000
LAC Aquatic Priorities	235,000
LAC/GCC Macroeconomics	100,000
LAC Terrestrial Priority Setting	279,000
Neotropical Migratory Bird Conservation Program Evaluation	23,675
PROARCA	250,000
Summit of the Americas/Partnership for Biodiversity Follow-up	200,000
WWF/LAC ICDP Support	25,000
LAC REGIONWIDE SUBTOTAL:	\$1,157,675

Argentina

BIODIVERSIDAD DE VERTEBRADOS SUPERIORES DE LAS RESERVAS NATURALES DE LA PROVINCIA DE TUCUMÁN, ARGENTINA	11,629
SMALL MAMMAL CONSERVATION IN THE PUNA AREA OF BOLIVIA AND ARGENTINA	13,205
THE EFFECT OF LAND RESTORATION PRACTICES ON BIODIVERSITY IN THE ARGENTINE CHACO	15,040
ARGENTINA SUBTOTAL:	\$39,874

Belize

Establishment of a Conservation Division and Expansion of the Protected Areas System	100,414
OPTIMIZING BIOLOGICAL DIVERSITY IN A MULTIPLE LAND USE SYSTEM IN MANATEE, BELIZE	14,920
BELIZE SUBTOTAL:	\$115,334

Bolivia

DETERMINING LAND REQUIREMENTS FOR SUSTAINABLE HUNTING AMONG NATIVE AMAZONIANS: THE SIRIONO OF EASTERN BOLIVIA	10,600
ESTABLISHMENT OF EXPERIMENTAL FORESTRY PLOTS USING THE STRIP- SHELTERBELT SYSTEM ALONG THE CHIMORE-YAPACANI ROAD	15,000

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Bolivia (continued):

EVALUACION DE LA DIVERSIDAD ECOLOGICA Y POTENCIALIDAD DEL TERRITORIO EN LOS VALLES SECOS INTERANDINOS DEL DEP. DE COCHABAMBA, BOLIVA	14,260
Forest Inventory	4,552
NYBG Amboró Inventory/Bolivia	40,000
VICUNA MANAGEMENT BY COMMUNITIES ON THE BOLIVIAN ALTIPLANO	13,350
BOLIVIA SUBTOTAL:	\$97,762

Brazil

Analysis of Mining Policies in Brazil	100,000
Amazon Forest Management & Policy II: WWF II	67,023
Amazon Forest Management and Policy III: WWF III	347,948
Biological Dynamics of Forest Fragments (BDFF)	74,183
Biological Dynamics of Forest Fragments II	76,183
Commemorative Issue of Boletim do Museu Paraense Emilo Goeldi	3,000
Cultural Survival: Rainforest Products Report	16,295
ESTUDO DAS COMUNIDADES DE QUELONIOS E CROCODILIANOS DO PARQUE NACIONAL DO JAÚ (AMAZONAS)	5,630
INVENTORY, MONITORING AND CONSERVATION OF A HIGH-DIVERSITY FAUNA BY TRADITIONAL PEOPLE IN THE UPPER JURUÁ EXTRACTIVE RESERVE, ACRE	14,739
LEVANTAMENTO ETNOBIOLOGICO NA ESTACAO ECOLOGICA JUREIA-ITATINS	15,000
MONITORING HUNTING IMPACT ON LARGE VERTEBRATES IN FOREST FRAGMENTS IN THE BRAZILIAN ATLANTIC FOREST	7,410
RAPID ECOLOGICAL ASSESSMENT OF A PROPOSED CONSERVATION UNIT IN THE PANTANAL	15,000
REPRESENTACOES E USOS DO MEIO AMBIENTE A DE SUA DIVERSIDADE NA MEDICINA TRADICIONAL DOS SATERE-MAWE	11,700
RESTORATION OF A THREATENED TREE FLORA IN THE BRAGANTINA REGION, PAR, BRAZIL: LOW-COST ENRICHMENT OF SECONDARY FORESTS BY SMALL-HOLDERS	15,000
Restoring Agricultural Productivity on Degraded Amazonian: WHRC II	137,874
Restoring Agricultural Productivity WHRC III	167,856
SUPPLEMENTARY FUNDING FOR THE IMPLEMENTATION OF THE ESTACAO ECOLOGICA DO LAGO MAMIRAUÁ IN THE FLOODED FORESTS OF THE UPPER AMAZON	4,009
SUSTENTABILIDADE DO EXTRATIVISMO DE QUELONIOS NO PARQUE NACIONAL DO JAÚ (BRASIL)	11,300
UTILIZATION OF BIODIVERSITY BY A THREATENED FORAGING SOCIETY - GUAJA INDIANS, MARANHAO	14,950

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Brazil (continued):

WHRC I: Restoring Agricultural Productivity on Degraded	93,818
WWF Amazon Forest Management and Policy: WWF I	319,477
BRAZIL SUBTOTAL:	\$1,518,395

Chile

ASSESSMENT OF BIODIVERSITY PATTERNS IN THE MEDITERRANEAN-TYPE CLIMATE FLORA OF CENTRAL CHILE	15,000
BIODIVERSIDAD Y PESCA ARTESANAL: MANEJO EXPERIMENTAL DE RECURSOS MARINOS BENTONICOS EN LA COSTA DEL CENTRO-NORTE DE CHILE	14,981
BIOLOGIA DE LA REPRODUCCION Y CAPACIDAD DE GERMINACIÓN EN SEMILLAS DE ESPECIES ARBOREAS NATIVAS DEL GENERO <u>NOTHOFAGUS</u> Y <u>LAURELIA</u> EN BOSQUES DEL SUR DE CHILE	14,989
Botanical Conference Support	2,000
EFFECTO DE LOS CULTIVOS MASIVOS DE BIVALVOS MITILIDOS SOBRE LAS COMUNIDADES BENTÓNICOS DE LA BAHIA DE YALDAD	14,740
PARQUES NACIONALES DE CHILE Y SUS OBJETIVOS DE CONSERVACION DE AVES Y MAMIFEROS NATIVOS EN PELIGRO DE EXTINCION	5,000
THE INFLUENCE OF GRACILARIA CHILENSIS CULTIVATION ON THE BENTHIC MACROFAUNAL COMMUNITY IN THE MAULLIN ESTUARY	14,708
CHILE SUBTOTAL:	\$81,418

Colombia

ASSESSMENT AND MONITORING OF THE BIRD AND FROG FAUNA OF THE EASTERN SLOPE OF FARALLONES DE CALI NATIONAL PARK AND ITS AREA OF INFLUENCE	14,900
CHARACTERIZATION OF VEGETATION AND VARIATION IN BIODIVERSITY ACCORDING TO LAND USE IN THE RIO BURITACA WATERSHED	13,348
ESTUDIO DE VIABILIDAD PARA LA DECLARATORIO DE UN CORREDOR DE CONSERVACIÓN DE LAS SELVAS HÚMEDAS DEL PACÍFICO COLOMBIANO	13,250
MANEJO DE BOSQUES PRIVADOS Y REPOBLACION FORESTAL CON ESPECIES NATIVAS EN LA FRANJA ALTOANDINA COLOMBIANA	15,015
RAPID ASSESSMENT OF BIODIVERSITY IN THE LIVING AND DEAD MANGROVE FORESTS OF THE CIENAGA GRANDE DE SANTA MARIA, COLOMBIA	14,990
RESTORATION OF ABANDONED AGRICULTURAL LAND IN THE LOWLANDS OF CHOCO	15,000
THE ROLE OF INDIGENOUS WOMEN IN THE REPRODUCTION OF PLANT CULTIVARS IN THE COLOMBIAN AMAZON	14,988
COLOMBIA SUBTOTAL:	\$101,491

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Costa Rica

BOSCOSA Evaluation	35,000
BUTTERFLY FARMING IN COSTA RICA	15,000
Environmental Assessments	23,626
INBio Parataxonomists Course/Costa Rica (LAC buy-in)	100,168
Parataxonomists Course	40,000
Proposal Design Technical Assistance	8,211
Rapid Ecological Assessment for the La Curena Region, Costa Rica	38,516
SEA TURTLES AND THE CONSERVATION OF BIODIVERSITY IN COSTA RICA: A LOGICAL SOLUTION	14,393
SPECIES DIVERSITY AND GENETIC VARIATION OF PLANTS GROWING IN GARDENS OF CHIBCHAN AMERINDIANS LIVING IN COSTA RICA. A MODEL FOR IN SITU CONSERVATION OF BIOLOGICAL DIVERSITY	14,560
Strategic Proposal Design Workshop/Costa Rica	25,000
THE IMPORTANCE OF FOREST FRAGMENTS TO THE MAINTENANCE OF REGIONAL BIODIVERSITY SURROUNDING A TROPICAL RESERVE	14,250
VALUATION OF THE NON-PRICED AMENITIES PROVIDED BY THE BIOLOGICAL RESOURCES WITHIN THE MONTEVERDE CLOUD FOREST PRESERVE	15,000
COSTA RICA SUBTOTAL:	\$343,724

Dominica

A STUDY OF OUTDOOR RECREATION AND TOURISM RELATED ENVIRONMENTAL IMPACTS IN TROPICAL ISLAND SETTING - CASE STUDY OF COMMONWEALTH OF DOMINICA	15,000
DOMINICA SUBTOTAL:	\$15,000

Ecuador

DEFIL Workshop and SUBIR Project Planning	4,103
Population Ecology and Conservation Biology: A Postgraduate	22,359
Population Ecology Training Course II	18,000
SILVICULTURA EXPERIMENTAL PARA LA RECUPERACION DEL BOSQUE MADURO TROPICAL: ESTACION BIOLOGICA JATUN SACHA, ECUADOR	14,980
SUBIR Project Technical Assistance	4,103
THE ECONOMICS OF AGRICULTURAL LAND CLEARING IN LOWLAND ECUADOR	12,075
WCI Cloud Forests/Ecuador	78,805
ECUADOR SUBTOTAL:	\$154,425

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Guatemala

FORTALECIMIENTO INTEGRAL DEL PARQUE REGIONAL DE SANTIAGO ATITLAN Y SUS ZONAS DE AMORTIGUAMIENTO: UNA ALTERNATIVA DE CONSERVACION Y DESARROLLO SOSTENIBLE	15,000
IDENTIFICATION OF NIJ INSECTS AND THEIR WAX: DERIVING A SUSTAINABLE INDUSTRY FROM BIOLOGICAL RESOURCES USED BY THE MAYA	14,433
Joint Development and Implementation of Analysis Agenda for Defensores de la Naturaleza, Guatemala	10,000
LA INTERRALACION ENTRE CONSERVACION, DESARROLLO DE LA COMUNIDAD, Y CALIDAD DE VIDA HUMANA: UN ANALISIS DE LA POPULACION INDIGENA KEKCHI	14,100
REGISTRO DE LA ACTIVIDAD DE CACERIA EN TEMPORADA DE EXTRACCIÓN DE RESINA DE CHICLE EN LA ZONA CENTRAL DE LA RESERVA DE LA BIOSFERA MAYA, PETÉN, GUATEMALA	15,000
THE IMPACTS OF DIFFERENT SYSTEMS OF PRODUCTION ON THE BIODIVERSITY OF GUATEMALA'S SEMIARID REGIONS	13,500
GUATEMALA SUBTOTAL:	\$82,033

Guyana

AN EXPLORATION OF INDIGENOUS FOREST MANAGEMENT IN IWOKRAMA, GUYANA IN CONJUNCTION WITH AN ENVIRONMENTAL LITERACY CAMPAIGN	14,820
GUYANA SUBTOTAL:	\$14,820

Haiti

CORRELATION OF THE PERCENTAGE OF CORAL COVER VS. POPULATION DENSITY OF THE ROCK-BORING URCHIN ECHINOMETRA LUCUNTER ON SELECTED REEFS IN HAITI	14,880
Les Arcadins Marine Park/Haiti	110,000
PEOPLE, DEVELOPMENT AND CONSERVATION	7,500
Pic Macaya National Park Project	416,172
HAITI SUBTOTAL:	\$548,552

Honduras

Honduras I: Technical Assistance to Fundación VIDA	135,000
Includes:	
• NGO Capacity Study	
• NGO Environmental Encounter - Fundación VIDA	
• Proposal Design Workshop - Fundación VIDA	
• Study Tours - Fundación VIDA	
• General Technical Assistance	
• TNC Technical Assistance - Fundación VIDA	
• WWF Technical Assistance - Fundación VIDA	
Honduras II: Continuing Technical Assistance to Fundación VIDA	85,000

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Honduras (continued):

UTILIZACIÓN Y MANEJO DE ESPECIES MEDICINALES DE LA COMUNIDAD INDÍGENA PECH/MISQUITO DE LAS MARIAS (BATILTUK), RESERVA DE LA BIÓSFERA DE RÍO PLÁTANO	15,000
VERTEBRATE FAUNAL INVENTORY AND HUMAN ECOLOGY IN THE RIO PLATANO BIOSPHERE RESERVE	15,195
HONDURAS SUBTOTAL:	\$250,195

Jamaica

Strategic Proposal Design Workshop/Jamaica	25,000
JAMAICA SUBTOTAL:	\$25,000

Mexico

Ecodevelopment Program	481,314
Includes:	
<ul style="list-style-type: none"> • Calakmul Buffer Zone Development Reserve • Community Development in Chimalapas, Oaxaca • Community Development in the Buffer Zone of the El Triunfo • El Ocote Environmental Education, Chiapas • El Ocote Sustainable Development, Chiapas • Participatory Rural Appraisal (PRA) Training Program 	
Mexico Ecodevelopment Program II	715,986
Includes:	
<ul style="list-style-type: none"> • Calakmul Forestry Project • El Ocote Sustainable Development, Chiapas II • Farmer Participation in the Rehabilitation of Second Growth with Barbasco • El Ocote Environmental Education, Chiapas II • Calakmul Buffer Zone Development II • Community Development in Chimalapas, Oaxaca II 	
Mexico Global Climate Change III	1,008,200
Includes:	
<ul style="list-style-type: none"> • Alternative Agroecological Practices in El Ocote Ecological Reserve • Alternative Development and Community Participation in Chimalapas, Oaxaca • Building Community Based Ecosystem Management in the Sierra Madre Occidental, Chihuahua, Mexico • Community Development and Natural Resource Management in the Buffer Zone of the Calakmul Reserve • Community Development, Environmental Education and Conservation in El Ocote, Chiapas • Community Development in the Buffer Zone of El Triunfo Biosphere Reserve, Chiapas II • Community Forestry Project - Calakmul • Ecodevelopment Program Mid-term Evaluation • Mexican Mountain Forest - Imperial Woodpecker Project • Mexico Ecodevelopment Program III • Northern Border Wildlands II • Proyecto de Recursos Tarahumara 	

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Mexico (continued):

Mexico Ecodevelopment Program II (*continued*)

- Reforestación para la Recuperación de Areas Degradadas en la Reserva Especial de la Biosfera Mariposa Monarca

Mexico Global Climate Change IV 1,026,000

Includes:

- Mexico Ecodevelopment Program IV
- Organización Comunitaria y Capacitación para la Gestión y Conservación en la Reserva de la Biosfera "El Cielo" - 2

Mexico Ecodevelopment Program V 1,069,000

Includes:

- Building a Biosphere Reserve Through Community Planning and Designation in the Sierra Madre Occidental, Chihuahua
- Community Organization and Training for the Management and Conservation of the El Cielo Biosphere Reserve, Tamaulipas
- Southern Mexico Ecodevelopment Program V

Northern Mexico Ecodevelopment 160,000

Includes:

- Feasibility Study Northern Mexico GCC
- Organización Comunitaria y Capacitación para la Gestión y Conservación en la Reserva de la Biosfera "El Cielo" - 1
- Ecological Sensitivity Mapping as a Tool for Conservation and Natural Resource Management in Northeastern Mexico

EVALUACIÓN ECOLÓGICA Y SOCIAL DE LA INTRODUCCIÓN DE CARPAS COMO ESPECIE DE CULTIVO DULCEACUÍCOLA EN POZAS SOMERAS DEL SISTEMA ALTO LERMO 14,900

IMPROVING GRAZING MANAGEMENT AND BIODIVERSITY IN MOUNTAIN MEADOWS THROUGH BIOECONOMIC MODELLING 14,962

INVENTORY OF THE ENTOMOLOGICAL FAUNA OF THE LACANDON FOREST. CHIAPAS: LEPIDOPTERA: HETEROCERA 15,080

MAINTENANCE OF BIODIVERSITY IN THE TEHUACAN VALLEY: SOCIAL, ECONOMIC, AND GEOGRAPHIC FACTORS INFLUENCING HUMAN USE OF WILDLAND RESOURCES 15,153

OYAMEL FIR FORESTS AND OVERWINTERING MONARCH BUTTERFLIES 15,000

Participatory Leadership Workshop/Mexico 26,847

PATRONES DE DISTRIBUCION GEOGRAPHICA DE CACTACEAS AMENAZADAS DEL DESIERTO CHIHUAHUENSE 15,000

Publication of Montes Azules Research Volume 15,000

QUANTIFYING USE AND EVALUATING VALUE OF ETHNOBOTANICAL RESOURCES IN THE SIERRA DE MANANTLAN BIOSPHERE RESERVE 15,000

SILVICULTURE FOR SUSTAINABLE TROPICAL FORESTRY IN MOUNTAIN MEADOWS THROUGH BIOECONOMIC MODELLING 15,000

Strategic Proposal Design Workshop 25,000

SUSTAINABLE SILVICULTURE AT THE "PLAN PILOTO FORESTAL" IN QUINTANA ROO 14,950

MEXICO SUBTOTAL: \$4,662,392

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Netherlands Antilles

CONSERVING THE BIOLOGICAL HERITAGE OF DOMINICA: INCORPORATING BIODIVERSITY CONCERNS INTO DEVELOPMENTAL PLANNING	15,000
NETHERLANDS ANTILLES SUBTOTAL:	\$15,000

Panama

RESTORATION OF EASTERN PACIFIC CORAL REEFS (COSTA RICA, PANAMA, COLOMBIA): AN APPROACH TO MAINTAIN REGIONAL BIODIVERSITY	16,586
SEA TURTLE RESEARCH AND PROTECTION PROGRAM: BASTIMENTOS ISLAND NATIONAL MARINE PARK	15,000
THE IMPLEMENTATION OF A LONG-TERM MONITORING PROJECT OF AMPHIBIAN POPULATION IN PANAMA	15,000
PANAMA SUBTOTAL:	\$46,586

Paraguay

BUTTERFLIES OF PARAGUAY	14,323
MONITORING HUNTING IMPACT ON VERTEBRATES IN THE MBARACAYU RESERVE, PARAGUAY	14,940
PARAGUAY SUBTOTAL:	\$29,263

Peru

AMAZONIAN AVIAN GAME: USE AND CONSERVATION	10,058
BIODIVERSITY, HISTORY, AND FUTURE OF RIO ABISEO NATIONAL PARK	15,000
CAMPESINO OWNERSHIP AND CONSERVATION OF THE VICUÑA: AN ANALYSIS OF MANAGEMENT TECHNIQUES IN THE SALINAS-AGUADA BLANCA NATIONAL RESERVE, AREQUIPA, PERU	14,997
DYNAMIC OF NATURAL REGENERATION IN A TROPICAL FOREST HARVESTED USING THE "STRIP-SHELTERBELT" SYSTEM	14,399
HUMAN IMPACT ON NATIVE PLAN RESOURCES OF THE ARID PERUVIAN CENTRAL COAST	12,500
JURISDICTIONAL CONFLICTS IN THE PUBLIC ADMINISTRATION OF THE ENVIRONMENT IN PERU AND THE PROCESS OF CONSTITUTING A NATIONAL SYSTEM FOR THE ENVIRONMENT	14,500
LA MUJER Y LAS PLANTAS SILVESTRES EN LA COMUNIDAD AGUARUNA HUAMBIASA DEL RIO MARANON	15,100
MANAGING WILDLIFE TO CONSERVE AMAZONIAN FORESTS: SETTING UP MANAGEMENT FOR THE TAMSHIYACU-TAHUAYO COMMUNITY RESERVE	12,750
MANEJO SOSTENIDO DEL BOSQUE TROPICAL: EL ROLE DE LA INTERACCION QUIROPTERO - PLANTA	15,000

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Peru (continued):

PROTECCIÓN DE LOS BOSQUES DE POLYLEPYS, MEDIANTE LA PARTICIPACIÓN COMUNAL ACTIVA CON GENERACIÓN DE INGRESOS COMO INCENTIVOS ECONÓMICOS PARA LA COMUNIDAD EN EL ABRA DE MÁLAGA, DEPARTAMENTO DEL CUSCO, PERÚ	15,000
Rapid Assessment Program for Peru	72,075
THE BIODIVERSITY INVENTORY OF THE PODOCARPUS FOREST "EL CHAUPE" & THE TABACONAS/NAMBALLE SANCTUARY IN THE REGION NOR MARAÑON	14,980
THE HUANCHACO EXTRACTIVE RESERVE: INTEGRATING ENVIRONMENTAL PROTECTION AND SUSTAINABLE DEVELOPMENT IN PERU	12,500
PERU SUBTOTAL:	\$238,859

St. Kitts

PROMOTING THE DEVELOPMENT OF A NATIONAL PARKS AND PROTECTED AREAS SYSTEM: AN NGO LED RESEARCH PROGRAM	15,000
ST. KITTS SUBTOTAL:	\$15,000

Uruguay

Planning for National Biodiversity Strategy - Uruguay	10,000
URUGUAY SUBTOTAL:	\$10,000

LATIN AMERICA AND THE CARIBBEAN TOTAL: \$9,562,798

BSP TOTAL: \$31,199,761

Appendix 3

Alphabetical Listing Of Institutions Funded by the Biodiversity Support Program (FY 1989-1996)¹

Recipient	Project Title	Funding Type*	Amount	Subtotal
Academy for Mt. Environic	• Spring Water Bottling Enterprise 2	BCN grant	\$27,600	\$27,600
Africa Resources Trust	• Sustainable Use Workshop • BIOME Cross Regional Analysis • BAA II: Campfire books grant	BSP non-core BSP non-core BSP non-core	\$10,000 \$10,780 \$25,500	\$46,280
African Wildlife Foundation	• BIOME Cross Regional Analysis • PARCS I • PARCS II Years 1 & 2 • PARCS II Year 3 • Indian Oceans	BSP non-core BSP non-core BSP non-core BSP non-core BSP non-core	\$3,347 \$69,180 \$398,565 \$92,840 \$100,000	\$663,932
African Centre for Technology Studies	• Environmental Governance in East/Southern Africa	BSP non-core	\$152,000	\$152,000
A.M.C.F.E.	• Biome Cross Regional Analysis • BAA II grant	BSP non-core BSP non-core	\$8,547 \$13,006	\$21,553
Appropriate Tech. International	• Natural Products Expo East • Community based ecosystem management, Humla, Nepal • Natural Resources in the Garhwal Himalayas • Biodiversity Conservation in the Garhwal Himalayas	BCN grant BCN grants BCN grant BCN grant	\$15,000 \$599,893 \$49,993 \$571,201	\$1,236,087
Arizona Rainforest Alliance	• Community Forestry/Sierra Tarahumara • Building a Biosphere Reserve in Mexico	BSP non-core BSP non-core	\$78,200 \$55,000	\$133,200
ASE/IUCN	• Publication of Gnusletter I • Publication of Gnusletter II	BSP core BSP core	\$1,000 \$1,000	\$2,000

* Funding Type: BSP core = USAID Global Bureau funding
BSP non-core = Funding from USAID Regional Bureaus and/or Missions

¹ Does not include Conservation Impact Grants

Recipient	Project Title	Funding Type*	Amount	Subtotal
Atlantic Center for the Environment	• NGO Manager Training	BSP core	\$4,891	\$40,000
	• NGO Manager Training	BSP non-core	\$35,109	
Biological Sciences for the Community	• Development of local enterprises, Gunung Haliman Park	BCN grants	\$496,380	\$496,380
Biosources Development & Conservation Program	• Int'l Congress on Utilization of Tropical Plants	BSP core	\$13,000	\$33,469
	• Parataxonomist course/field ethnobotanist training	BSP non-core	\$20,469	
Botanical Society of Chile	• Botanical Conference	BSP core	\$2,000	\$2,000
C.D.P.C. (Cordillera)	• Ancestral Mapping Philippines	BSP non-core	\$32,006	\$32,006
CAHDEA	• First Indigenous Conference on Biodiversity Conservation in Central America	BSP core	\$5,000	\$5,000
CANARI	• Study Tour to St. Lucia for UNICORS Haitians	BSP non-core	\$13,932	\$13,932
CARE International Madagascar	• BIOME Cross Regional Analysis	BSP non-core	\$6,268	\$6,268
Cassia Lestari	• Developing Community Forest	BCN grant	\$12,192	\$12,192
Centre for Development and Population Activities	• Technical Assistance to PARCS II	BSP non-core	\$75,747	\$75,747
Center for Marine Conservation	• CMC Marine Workshop	BSP core	\$1,536	\$19,656
	• Production Support for Marine Publication	BSP core	\$18,120	
CFET	• Training for UNICORS	BSP non-core	\$45,116	\$45,116
CIPA-MEX	• Conservacion Biologica y Cultural De Los Bos.	BSP non-core	\$15,000	\$43,680
	• Imperial Woodpecker Project	BSP non-core	\$28,680	
Conservation International	• BAA I: African People, African Parks, book dissemination	BSP non-core	\$3,175	\$113,000
	• CNA Papua New Guinea	BSP non-core	\$11,303	
	• Map, Papua New Guinea	BSP non-core	\$33,500	
	• Geographic Priority Setting	BSP non-core	\$40,121	

* Funding Type: BSP core = USAID Global Bureau funding
 BSP non-core = Funding from USAID Regional Bureaus and/or Missions

Recipient	Project Title	Funding Type*	Amount	Subtotal
Conservation International continued:				
	<ul style="list-style-type: none"> Landowner Based Conservation Rapid Ecological Assessment Peru/PNG Asia/Pacific Region Initiative 	<ul style="list-style-type: none"> BCN grants BSP non-core BCN grant 	<ul style="list-style-type: none"> \$405,449 \$145,000 \$899,940 	\$1,538,488
CWB	<ul style="list-style-type: none"> Women & Biodiversity Conference 	BSP core	\$2,500	\$2,500
Dept. Lands & Surveys	<ul style="list-style-type: none"> Sustainable Use Forests West Samoa 	BCN grant	\$27,300	\$27,300
Forest Guardians	<ul style="list-style-type: none"> Sierra Madre Project 	BSP non-core	\$50,000	\$50,000
Friends of the Earth Togo	<ul style="list-style-type: none"> Climate Change for Sustainable Development 	BSP non-core	\$10,000	\$10,000
Fundacion VIDA	<ul style="list-style-type: none"> Organ. devel. workshop Honduras Study Tours Environmental Encounter 	<ul style="list-style-type: none"> BSP non-core BSP non-core BSP non-core 	<ul style="list-style-type: none"> \$4,400 \$9,777 \$10,586 	\$24,763
Ghana Assoc. for the Conserv. of Nature	<ul style="list-style-type: none"> BIOME Cross Regional Analysis 	BSP non-core	\$6,200	\$6,200
Haribon Foundation	<ul style="list-style-type: none"> Coastal Resource Management 	BCN grant	\$23,875	\$23,875
Harvard Institute for International Devel.	<ul style="list-style-type: none"> Sustainable Biological Resources in Sinharja 	BCN grant	\$49,913	\$49,913
Harvard University	<ul style="list-style-type: none"> Community Forest Management Extractive Buffer Zone Reserves in Gunung Pal 	<ul style="list-style-type: none"> BCN grant BCN grant 	<ul style="list-style-type: none"> \$37,264 \$547,560 	\$584,824
Imazon	<ul style="list-style-type: none"> Mining Policies Brazil 	BSP non-core	\$95,000	\$95,000
INBio	<ul style="list-style-type: none"> Parataxonomists Course Madagascar Parataxonomists Course Costa Rica Parataxonomists Course Costa Rica 	<ul style="list-style-type: none"> BSP non-core BSP core BSP non-core 	<ul style="list-style-type: none"> \$2,500 \$40,000 \$100,168 	\$142,668
Institute of Biodiversity Nepal	<ul style="list-style-type: none"> Strategies of Biod. Khapted Region 	BCN grant	\$39,500	\$39,500
Institute of Rural Reconst.	<ul style="list-style-type: none"> Medicinal Plant Collection 	BCN grant	\$50,000	\$50,000
Int'l Council for Bird Preservation	<ul style="list-style-type: none"> Himalayan Jungle Project 	BSP non-core	\$30,000	\$30,000

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 BSP non-core = Funding from USAID Regional Bureaus and/or Missions

Recipient	Project Title	Funding Type*	Amount	Subtotal
IUCN (The World Conservation Union)	• Social Sustainability Manual	BSP non-core	\$21,500	\$71,250
	• Enhancing the Capacity of African Sustainable Use	BSP non-core	\$49,750	
Kalahan Education Foundation	• Forest Farms Development Project	BCN grant	\$321,190	\$321,190
Kasetsart University	• Conservation of Biodiversity	BCN grant	\$46,865	\$46,865
KENGO	• BIOME Cross Regional Analysis	BSP non-core	\$6,006	\$4,435
Kenya Museum	• BAA I: Biodiversity Conference	BSP non-core	\$7,500	\$7,500
Kerala Forest Institute	• Conservation of NTFP	BCN grant	\$37,130	\$37,130
Keystone Center	• PNG CNA	BSP non-core	\$25,000	\$25,000
King Mahendra Trust	• Local Guardianship of Species	BCN grant	\$455,450	\$455,450
Lembaga Alam Tropika Indonesia	• National Workshop on Land Delineation	BSP non-core	\$38,000	\$87,750
	• Bufferzone Development	BCN grant	\$49,750	
Malawi DNPW&T	• BAA I grant	BSP non-core	\$3,000	\$3,000
Manila Observatory	• Philippine National Map	BSP non-core	\$10,000	\$489,758
	• Pantaron Forest Protection	BCN grant	\$52,960	
	• Bendum, Pantaron Forest Management Project	BCN grant	\$426,798	
Marie Selby Botanical Gardens	• Forest Canopy Ecology Biodiversity Conservation	BSP core	\$5,000	\$5,000
Mariposa Monarca	• Rest. Monarch Butterfly Reservation	BSP non-core	\$44,377	\$44,377
Michigan State Univ.	• GCC II Grant	BSP non-core	\$19,000	\$19,000
Milne Bay Eco-Forestry	• Formation of Milne Bay Association	BCN grant	\$47,360	\$47,360
Motupore Island Res. Department	• Coastal Resource Workshop	BSP non-core	\$45,425	\$45,425
NATURAMA	• BIOME Cross Regional Analysis	BSP non-core	\$53,832	\$112,322
	• BAA I and II: Sustainable Management Surrounding Kabore Tambi N.P.	BSP non-core	\$58,490	

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 BSP non-core = Funding from USAID Regional Bureaus and/or Missions

Recipient	Project Title	Funding Type*	Amount	Subtotal
NY Botanical Garden	• Commemorative Issue Bulletin	BSP non-core	\$3,000	\$68,000
	• Forests and People Kalimantan	BSP core	\$25,000	
	• Amboro Inventory Bolivia	BSP non-core	\$40,000	
ONADEF	• GCC II: Development, Evaluation, and Validation of Satellite-derived Vegetation Maps	BSP non-core	\$35,000	\$35,000
Pacific Heritage Foundation	• Community Based Eco-Forestry	BCN grants	\$499,802	\$499,802
Partners with Melanesia	• APRE Grants	BSP non-core	\$27,130	\$127,124
	• Managalas Conservation Area	BCN grants	\$99,994	
Peregrine Fund	• BIOME Cross Regional Analysis	BSP non-core	\$9,970	\$76,970
	• BAA I: Developing the ICDP Paradigm in Madagascar	BSP non-core	\$67,000	
Philippine Assoc. for International Development	• Domain Mapping Philippines	BSP non-core	\$97,933	\$97,933
PLASMA	• Peoples and Forests Mapping	BSP non-core	\$75,000	\$75,000
Prog. for App. Technology	• Forests for Life	BCN grant	\$49,916	\$49,916
PVO-NGO/NRMS (World Learning)	• Pastoral Sector Conference	BSP non-core	\$10,000	\$22,500
	• Bufferzone Management Workshop	BSP core	\$12,500	
Rainforest Alliance	• Natural Resources and Rights Program	BCN grant	\$6,700	\$6,700
Research and Conservation Foundation of PNG	• Crater Mountain Wildlife Management Area	BCN grant	\$498,107	\$498,107
Royal Forest Department	• Flora of Thailand Publication	BSP core	\$12,000	\$110,822
	• National Botanical Assessment	BSP non-core	\$38,822	
	• Huay Kha Khaeng/Thung Yai Florula	BSP non-core	\$60,000	
Save the Children Foundation	• Community-Based Conservation	BCN grant	\$48,541	\$98,473
	• Forests and Farmers	BCN grant	\$49,932	

* Funding Type: BSP core = USAID Global Bureau funding
 BSP non-core = Funding from USAID Regional Bureaus and/or Missions

Recipient	Project Title	Funding Type*	Amount	Subtotal
Smithsonian Institution	• Symposium on Nuts Saving the Rainforest	BSP core	\$10,000	
	• Wildlife Conservation Management Course	BSP core	\$14,425	
	• Bio. Dynamics of Forest Fragments I and II	BSP non-core	\$150,366	
				\$174,791
Sonoran Institute	• Recursos Naturales Tarahumara	BSP non-core	\$61,000	
				\$61,000
Tata Energy Institute	• Conservation of Biodiversity West Ghats	BCN grant	\$49,850	
				\$49,850
Terra Nostra	• Training El Cielo Biosphere Reserve	BSP non-core	\$134,600	
				\$134,600
The Mountain Institute	• Community Resource Management	BCN grant	\$50,000	
	• Sikkim Biodiversity and Ecotourism	BCN grant	\$449,465	
				\$499,465
The Nature Conservancy	• Travel to Database Workshops	BSP core	\$7,200	
	• TA Fundacion Vida	BSP non-core	\$7,099	
	• Indonesian Database	BSP core	\$18,631	
	• Ecosystem Inventory	BSP core	\$25,000	
	• Assistance to Development Trust Fund in PNG	BSP non-core	\$36,000	
	• TNC Arnavon 1 and 2	BCN grant	\$99,076	
	• CDC South Pacific	BSP non-core	\$65,000	
	• Geographic Priorities	BSP core	\$69,854	
	• TNC Lore Lindu National Park	BCN grant	\$79,992	
	• Priorities for Marine Ecoregions in LAC	BSP non-core	\$110,123	
	• Community Marine Conservation and Enterprise Development	BCN grant	\$545,372	
• Nature Based Tourism Lore Lindu National Park	BCN grant	\$584,892		
				\$1,648,239
The Religious of the Good Shepherd/RGS-TFM	• Peoples and Forests Mapping Assistance	BSP non-core	\$31,284	
				\$31,284
Tides Center	• Case Study of Mapping Process	BSP non-core	\$8,204	
	• Participatory Land Use Mapping Methodology	BSP non-core	\$14,619	
				\$22,823

* Funding Type: BSP core = USAID Global Bureau funding
BSP non-core = Funding form USAID Regional Bureaus and/or Missions

Recipient	Project Title	Funding Type*	Amount	Subtotal
US National Park Service	• PHPA Indonesia	BSP non-core	\$103,299	\$103,299
UC Berkeley	• Natural Forest Regeneration Policy	BSP non-core	\$173,965	\$173,965
Uganda Institute of Ecology	• Endangered Wildlife Symposium	BSP non-core	\$2,117	\$2,117
Uganda Ministry of Nature and Tourism	• GCC III: Climate Change Adaptation Strategy	BSP non-core	\$15,000	\$15,000
UMD/Goddard/ NASA	• GCC I • GCC II: Time-Series Satellite Data • CARPE	BSP non-core BSP non-core BSP non-core	\$95,370 \$170,000 \$42,476	\$307,846
UN Non-Govt. Liaison	• NGO Participation in UNCED, part 1 and 2	BSP core and non-core	\$45,000	\$45,000
UNICORS	• Pic Macaya Protection Project	BSP non-core	\$181,940	\$181,940
UNIDOS	• Study Tours, Dominican Rep.	BSP non-core	\$12,002	\$12,002
Univ. de Louvain, Labotatoire de Télédetection	• GCC II: Mapping of vegetation types in the Zairian tropical forest	BSP non-core	\$30,000	\$30,000
Univ. of Arizona	• Lake Tanganyika Conference	BSP core	\$51,768	\$51,768
Univ. of Massachusetts	• Integrated App. of Tropical Forests	BCN grant	\$610,404	\$610,404
Univ. of Nevada	• BAA I: Conservation of Biodiversity in Kaokoland	BSP non-core	\$6,000	\$6,000
Univ. of Rhode Island	• Coastal Resources Management	BCN grant	\$26,097	\$26,097
Univ. of So. Pacific	• Natural Prod. Development • Natural Prod. Development and Conservation in Fiji	BCN grant BCN grant	\$49,774 \$69,150	\$118,924
Vie et Foret	• BIOME Cross Regional Analysis	BSP non-core	\$7,776	\$7,776
VIKALPA	• Research on the Macro Environment for NTFP	BSP non-core	\$9,553	\$9,553
Wetlands for Americas	• Freshwater Priorities	BSP non-core	\$39,000	\$39,000

* Funding Type: BSP core = USAID Global Bureau funding
BSP non-core = Funding from USAID Regional Bureaus and/or Missions

Recipient	Project Title	Funding Type*	Amount	Subtotal
Wildlife Conservation Society	• Biodiversity Conservation Priorities	BSP non-core	\$10,000	
	• Conservation Assessment, Congo	BSP core	\$13,244	
	• Papua New Guinea CNA	BSP non-core	\$25,074	
	• Crater Mountain Wildlife Management	BCN grant	\$50,000	
	• GCC II: Lac Lobeke	BSP non-core	\$50,000	
	• Ecuador Cloud Forest	BSP non-core	\$78,805	
	• BAA II: Tri-National Grant	BSP non-core	\$85,000	
	• PARCS I and II	BSP non-core	\$711,885	
	• Mapping Project Kaa-Iya Bolivia	BSP non-core	\$142,000	
• Korup National Park	BSP non-core	\$137,935		
				\$1,303,943
Wildlife Fund Thailand	• NGO Seminar on Conservation	BSP non-core	\$20,000	
	• Karen Natural Resources Management	BCN grant	\$50,000	
	• Small Grants Program	BSP non-core	\$71,360	
	• Thung Yai/Karen	BSP non-core	\$147,308	
				\$288,668
Wildlife Preservation Trust International	• Strategic Tourism Policy Review Lore Lindu	BCN grant	\$25,000	
				\$25,000
Woods Hole Resource Center	• Restoring Agricultural Productivity I and II	BSP non-core	\$231,692	
	• Restoring Agricultural Productivity III	BSP non-core	\$167,856	
				\$399,548
World Resources Institute	• Debt for Nature Booklet	BSP core	\$5,000	
	• Start Up Assistance	BSP core	\$12,000	
	• BOSCOA Evaluation	BSP non-core	\$12,000	
	• Biodiversity Conservation Priorities	BSP non-core	\$14,920	
	• Community Based Tenurial Rights	BCN grant	\$24,287	
	• Cameroon	BSP non-core	\$24,754	
	• BAA Grant East Africa	BSP non-core	\$25,000	
	• Conservation Funding 89 and 91	BSP core	\$137,500	
	• Priority Paper	BSP core	\$49,754	
	• Deforestation trends SE Asia	BSP non-core	\$50,326	
	• GCC Africa	BSP non-core	\$123,999	
				\$479,540
World Wildlife Fund	• Studies on Indigenous Peoples, LAC	BSP non-core	\$2,500	
	• GCC I: Remote Sensing, Africa	BSP non-core	\$2,700	
	• GCC I: GPS, Africa	BSP non-core	\$3,000	
	• Papua New Guinea CNA, Science	BSP non-core	\$3,500	

* Funding Type: BSP core = USAID Global Bureau funding
BSP non-core = Funding from USAID Regional Bureaus and/or Missions

Recipient	Project Title	Funding Type*	Amount	Subtotal
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World Wildlife Fund continued:

	• BIOME Cross Regional Analysis, Africa	BSP non-core	\$7,838	
	• Proposal Design Technical Assistance, LAC	BSP non-core	\$5,294	
	• Huay Kha Khaeng/ Thung Yai	BSP non-core	\$6,000	
	• Technical Assistance Fundacion Vida	BSP non-core	\$6,583	
	• Biodiversity Conservation Priorities	BSP non-core	\$7,600	
	• Proposal Design BOSCOA	BSP non-core	\$8,212	
	• Subic Bay	BSP non-core	\$8,753	
	• Monitoring and Evaluation Africa	BSP non-core	\$10,000	
	• PARCS Supplemental	BSP non-core	\$10,000	
	• CARPE	BSP non-core	\$10,535	
	• ICDP Knowledge, Values, Social Organization	BSP core	\$10,000	
	• Regional Training Program in Central Africa	BSP non-core	\$10,065	
	• ODP Training Grant Nepal	BSP core	\$15,000	
	• Integrated Conservation and Development	BSP core	\$16,685	
	• Conservation Education CAR	BSP core	\$21,065	
	• Gender Issues in Development	BSP core	\$20,000	
	• Mafia Island	BSP core	\$27,908	
	• BAA I: Mafia Island	BSP non-core	\$85,000	
	• Gender Issues in Development	BSP non-core	\$30,000	
	• PEP Evaluation and Monitoring	BSP core	\$30,000	
	• South Pacific Program Officer	BSP non-core	\$30,000	
	• GCC II: Dzanga-Sangha Reserve	BSP non-core	\$28,789	
	• Human Resource Publication Guides	BSP core	\$34,000	
	• Biodiversity Conservation Priorities	BSP non-core	\$43,121	
	• PEP/FSP	BSP non-core	\$47,000	
	• LAC Aquatic/Marine	BSP non-core	\$47,263	
	• Butterfly Farming Arfak	BCN grant	\$229,232	
	• Community-Based Conservation Palawan	BCN grant	\$442,000	
	• ODP Publications and Workshops	BSP core	\$75,000	
	• PARCS I and II	BSP non-core	\$591,180	
	• Biodiversity Central Europe	BSP non-core	\$90,000	
	• TRAFFIC East and Southern Africa	BSP non-core	\$97,000	
	• BAA I: Namibia Grant	BSP non-core	\$96,161	
	• Macroeconomics Study GCC	BSP non-core	\$100,000	

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BSP non-core = Funding from USAID Regional Bureaus and/or Missions

Recipient	Project Title	Funding Type*	Amount	Subtotal
World Wildlife Fund continued:				
	• Madagascar Conservation Activities	BSP non-core	\$99,977	
	• Participatory Mapping as Tool for Conservation	BSP non-core	\$105,000	
	• Les Arcadins Marine Park	BSP non-core	\$110,000	
	• Belize Conservation Development and Protected Areas	BSP non-core	\$110,414	
	• ODP workshops	BSP core	\$120,000	
	• Annapurna and NECTARI	BSP non-core	\$139,346	
	• Tropical Forestry Year 3	BSP non-core	\$180,000	
	• Local guardianship in Royal Chitwan National Park	BCN grant	\$181,157	
	• Tropical Forestry Years 1 and 2	BSP non-core	\$517,086	
	• Mexico Ecodevelopment I	BSP non-core	\$541,773	
	• Biodiversity Conservation Prioritization India	BSP non-core	\$550,000	
	• Mexico Ecodevelopment II	BSP non-core	\$715,986	
	• Mexico Ecodevelopment III	BSP non-core	\$731,000	
	• Mexico Ecodevelopment IV	BSP non-core	\$800,000	
	• Mexico Ecodevelopment V	BSP non-core	\$839,211	
				\$8,049,934
Xerces Society	• Ecological Monitoring Madagascar	BSP non-core	\$131,000	
				\$131,000
Yayasan Citra Mandiri	• Mapping Mentawai Villages on Siberut Island	BSP non-core	\$12,230	
				\$12,230
Yayasan Dian Tama	• Forest-Based Enterprise Indonesia	BCN grant	\$55,448	
	• Development of Sustainable Forest Enterprise	BCN grant	\$466,249	
				\$519,697
Yayasan Hualopu Ambon	• Participatory Marine Resource Mapping Workshop	BSP non-core	\$8,728	
	• Sustainable Community Based Marine Resources Management	BCN grant	\$295,843	
	• Sustainable Marine Biodiversity	BCN grant	\$49,768	
				\$354,339
Yayasan KEHATI	• Indonesia Biodiversity Foundation	BSP non-core	\$204,500	
				\$204,500
Yayasan Kelola Manado	• North Sulawesi NGO Workshop	BSP non-core	\$24,405	
				\$24,405
Yayasan Kerjasama Pendidikan Hukum Masyarakat	• Workshop on Natural Resources Management Irian Jaya	BSP non-core	\$16,800	
				\$16,800
Yayasan Pelangi	• Indonesia Biodiversity Conservation Foundation	BSP non-core	\$176,183	
				\$176,183

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Appendix 4

BSP October 1991 Midterm Evaluation Findings & Recommendations and Current Status

1. Significant Achievements Noted in Midterm Evaluation

<i>Achievements (1991)</i>	<i>Current status</i>
BSP is an extraordinarily successful program, receiving very positive feedback from Missions and Regional Bureaus.	Continuing. See "WORKING WITH USAID" in the Discussion section (p. 86).
BSP was ranked in the highest category of all S&T/FENR projects in 1990 and 1991.	Continuing. See "WORKING WITH USAID" in the Discussion section (p. 86).
BSP was among the highest of all AID projects for the rate of buy-ins. Regions and Missions generally found the buy-in process satisfactory.	Continuing. See "WORKING WITH USAID" in the Discussion section (p. 86).
BSP was very successful in reaching beyond the immediate members of the consortium to the broader conservation community. This is evident both in the range of implementors and collaborators and in BSP's ability to recruit appropriate technical assistance providers.	Continuing. See "BSP CONSORTIUM FUNCTION" in the Discussion section (p. 88).
BSP has undertaken a broad range of activities, which are of high quality and completed in a timely fashion. Training events were particularly praised by participants for their professional quality and timeliness. The research program was also singled out for a high quality peer review program.	Continuing. See "CAPCITY-BUILDING" in the Discussion section (p. 84).
BSP has been effective in providing technical assistance that infuses biodiversity concerns into USAID's internal programming and strategies.	Continuing. See "CAPCITY-BUILDING" in the Discussion section (p. 84).
BSP has a high quality staff that is well balanced in terms of its academic and development experience.	Continuing. See "APPROACH AND ADMINISTRATION, Administration and Staff" in the Discussion section (p. 80).
BSP has been highly responsive to USAID.	Continuing. See "WORKING WITH USAID" in the Discussion section (p. 86).

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2. Recommendations

<i>Recommendation</i>	<i>Illustrative Actions 1992-96</i>
A. Recommendations related to strategic planning and articulation of strategies	
Develop a strategic plan	BSP Strategy includes mission statement, identifies 5 critical issue areas, sets out goal and objectives for each
Use formal mission statement & strategy as a basis for negotiating buy-ins	Done
Articulate a strategy to assess, monitor, evaluate & summarize biodiversity conservation efforts in a focused way	Analytical Agenda Action Plan identifies conditions for sustainable development and conservation; sets priorities for topics and questions to be analyzed
Focus on <u>how</u> to conserve natural areas; define elements for sustainable conservation	Articulated in analytical Agenda
B. Recommendations related to specific components	
More resources and comprehensive strategy for information, evaluation, networking; more emphasis on evaluating impacts, drawing lessons learned, sharing information. Should be the underpinning for other components.	See discussion of analytical action plan above. See BCN annual reports. BCN's first widely disseminated annual report to be issued in February 1997.
Direct research programs toward answering critical questions about conservation and development, identifying effective approaches	Done. See Analysis Program
Increase technical assistance	Continuing
Develop a specific strategy for outreach; consider hiring full time director	full-time director and communications officer on board. Communications strategy developed.
C. Recommendations related to administration, information management, reporting	
Improve financial & especially technical reporting to interested parties.	Done
Clarify reporting responsibilities (i.e. make sure Missions & implementors know what they are)	Done
Develop & implement policy to assure proper acknowledgments	Done.
Make an effort to track consortium member activities directly related to BSP activities (to shed light on cost sharing)	Some informal efforts made.

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D. Others	
Promote WID through seminar series, include WID issues in research RFPs; track gender-based project impacts	<ul style="list-style-type: none"> • BSP submitted proposal to WID office for training of staff and grantees on gender analysis • BSP supported the development of a manual for gender-based analysis for natural resource management activities (1993) • small grants RFP included women • women are particularly targeted as beneficiaries in the BSP component of the Nepal EFEA project (Ban Udyam) • BSP supported a “Women and Biodiversity” conference at Harvard in 1991
Continue to focus on project and program sustainability through capacity-building, training based on needs assessments, development strategies	All projects continue to focus on this

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Appendix 5

BSP's Applied Research Grants Program: A Review of Accomplishments and Impact

Margaret M. Symington

Introduction

Many conservation organizations and donors have been allocating fewer resources to small research grants in recent years. Their management intensity, the difficulty measuring project impacts and the need for donors to focus their scarce resources on self-identified priorities have discouraged funding for such programs, despite anecdotal evidence that small grants can be a very effective use of conservation funds. The purpose of this paper is to examine one small research grants program to evaluate its accomplishments and impacts to date and to identify characteristics that distinguish "successful" projects from "unsuccessful" projects. This knowledge may encourage conservation organizations and donors to design and fund small grants programs that are more effective in the future.

Background

Since 1991, the Biodiversity Support Program (BSP)¹ has supported applied research on topics relevant to biodiversity conservation and management through a competitive small grants (maximum \$15,000) program for individuals and institutions in developing countries. The

¹ The Biodiversity Support Program is a consortium of World Wildlife Fund, The Nature Conservancy and World Resources Institute and is funded by the U.S. Agency for International Development.

program has been enthusiastically received by researchers working in developing countries with over 1000 proposals received by BSP in the three years of the competition from 1991 to 1993. 121 projects in 40 countries have received funding through the program to date.

Biodiversity research which is supported by BSP may be primarily ecological, economic, anthropological, or sociopolitical in focus or may use an interdisciplinary methodology that combines two or three of these approaches. Research proposals are solicited on particular topics which are listed in a request for proposals and vary from year to year. Projects are selected for funding based on scientific merit, potential conservation and/or policy impact, and feasibility. Project progress is monitored through written interim and final technical reports, with field visits undertaken only if a BSP staff member will be in country for some other reason and is able to arrange to meet with the researcher.

Proposals are reviewed by BSP staff, consortium member staff, USAID mission staff, and other key in-country contacts. Final funding decisions are made by an independent panel of experts that includes one member from each of the BSP consortium organizations and other individuals from both the academic and NGO conservation communities who are

selected on the basis of geographic and thematic expertise.

Grants are made only to researchers from USAID-assisted countries. Over the three years, the program has made 63 grants (52%) to researchers in 16 countries in Latin America and the Caribbean, 32 grants (26%) to researchers in 14 countries in Africa and 24 grants (20%) to researchers in 8 countries in the Asia and Pacific region. One grant each (0.8%) was also made to researchers in Eastern Europe and the Near East. These percentages are approximately consistent with the regional distribution of proposals received over the same time period. The program is very competitive; the 121 projects funded from 1991-1993 were selected from 1001 proposals received. Institutional affiliations of grantees vary; 60% of grantees are affiliated with universities, museums and herbaria; 26% with non-governmental organizations (NGOs), and 14% with government institutions, including government funded research institutes.

Evaluation Methodology

In 1994, USAID budget cuts forced suspension of the small grants program. BSP decided to take advantage of the hiatus to carry out an evaluation of the accomplishments and impact of the grants program to date. 28 of the 45 grantees from the competition's first year and 10 of the 34 grantees from the competition's second year had submitted final reports as of December 1993. These 38 completed grants, comprising slightly less than a third of the total number of grants awarded by BSP, were selected as the subject of the evaluation..

Defining Indicators of Success

It has been said that successful research projects should provide training

to students, solutions to problems and information to users. These are also the three major objectives of the BSP small grants program: an improved capacity within the host country to carry out biodiversity conservation-related research, valid and scientifically significant results, and dissemination of those results to achieve conservation and/or policy impact. The evaluation attempted to measure the success of the grants program in achieving these three objectives by establishing quantitative indicators of success, and measuring each project against these indicators. The process of judging projects against quantitative benchmarks of success was important to avoid reducing the evaluation to a series of anecdotes.

The three objectives of building local capacity, achieving scientifically significant results and conservation/policy impact, were weighted equally. Three indicators of each objective were defined and assigned point values summing to 50 points (Table 1). For example, collaboration with decision makers, an indicator of conservation/policy impact, was assigned a value of 10 possible points, or 20% of the total for the objective. Projects were assigned 0, 5, or 10 points based on a assessment of whether the project demonstrated none, some or close collaboration with decision makers.

Assessing Project Results

The information needed to assess projects was obtained primarily from the grantee's interim and final technical reports. In addition to being reviewed by BSP staff, final reports were mailed to technical experts for peer review. Some of these experts were personally familiar with the projects and thus were able to include in their assessment information additional to that contained in the written final report. Grantees were also asked to

complete a self-evaluation that was especially useful in obtaining information on conservation impacts that had occurred following submission of the final report.

Insufficient information was available for some of the completed projects to reliably rate them according to the indicators in Table 1. BSP was unable to obtain peer reviews for several other projects. These projects were thus eliminated from consideration and the evaluation focused on 30 projects for which sufficient information to assess their accomplishments and impact could be obtained. Project profiles for each of these 30 projects were prepared and points assigned for each indicator based on these profiles (Appendix 1).

Results

The total number of points per project ranged from 35 to 135, out of a possible 150. The average score was 72, and the median 65. The regional averages were 73 for LAC (n=18), 57 for Asia (n=6) and 83 for Africa (n=6). The difference between the average Asia score and the average score for LAC (Mann-Whitney U-test, $U=32.5$, $p=.072$) and Africa ($U=9$, $p=.066$) borders on significance, despite the small sample size. The average score for capacity-building was 24; scientific significance 28 and conservation impact, 20.5. The difference between the mean score for scientific significance and conservation impact is significant (Mann-Whitney U-test, $U=271$, $p<.005$). Scores for scientific significance and conservation impact were correlated (Spearman rank correlation, $r_s=.35$, $p=.05$) as were scores for capacity-building and conservation impact ($r_s=.39$, $p=.03$). Scores for capacity-building and scientific significance were not correlated.

Disaggregating projects by the institutional affiliation of the grantee

reveals some interesting differences. Overall, projects implemented by NGOs received an average of 86 points, whereas those implemented by museum/botanical gardens and research institutes received 57.5 and 52 points, respectively. Projects implemented by universities received 77 points. The difference between research institutes and NGOs is significant (Mann-Whitney U-test, $U=5$, $p<.05$), as is the difference between research institutes and universities ($U=17.5$, $p<.05$).

Success in achieving the three objectives also differed depending on the institutional affiliation of the grantee. NGO implementers had the highest average conservation impact (30 points out of a possible 50), while universities, museums/botanic gardens and research institutes had much lower average conservation impacts (19, 18 and 16 points respectively). However, there was no difference between NGOs and universities in achieving scientifically significant results (both averaging 31 points). Museums/botanic gardens and research institutes both had lower average scores for scientific significance (20 and 21 points). There was also no difference between universities and NGOs in building local capacity (27 and 25 points respectively), although these were higher than the averages for museums/botanic gardens and research institutes (20 and 15 points).

Discussion

Based on the sample of projects evaluated, the BSP small research grants program has been more successful at achieving scientifically significant results than at achieving a conservation impact. This result may be partially due to the fact that scientific significance is easier to assess immediately following completion of

a project than is conservation impact. In only a few cases could the conservation impact of a project be identified immediately. For example, in a project examining sea turtle nesting behavior on beaches on the Pacific coast of Costa Rica, the nightly activity of the university researchers, combined with the educational efforts of the project, reduced the percentage of nests destroyed by poachers from an estimated 90% to 20%.

But more usually, there is a significant time lag between the completion of the research and the conservation impact. For example, two years after a rapid ecological assessment of the Pantanal National Park in Brazil highlighted the need to expand the park to encompass critical unprotected habitat, the Brazilian NGO that carried out the research successfully negotiated the purchase of an 81,510 ha ranch that contained this critical non-seasonally flooded habitat to add to the park.

The latter example illustrates well the need for projects to have a mechanism by which research results can be translated into conservation action. This probably accounts for the higher conservation impact score of projects implemented by NGOs. The conservation impact of projects implemented by university-based researchers that present results in scientific meetings and send copies of final reports to government agencies is likely to be much less than projects in which the results are immediately made available to be used by organizations that have advocacy, lobbying and/or actual management of conservation areas within their mandate. Two projects in which there was a partnership or explicit linkage between a university-based researcher and a conservation-oriented NGO illustrate this point.

In one grant, a university researcher in Mexico mapped the distributions of endangered cacti in the Chihuahuan desert. Two years later, when the Mexican government was considering opening a toxic waste dump, a Mexican conservation advocacy NGO used the results of the research, which showed that the area under consideration for the dump was precisely the area that contained the highest number of endangered and rare species, to lobby the government to cancel the project. Although they were not successful in getting the project canceled, the government did require the company to incorporate numerous environmental mitigations, and the government is now providing substantial support to several cactus conservation initiatives. In this case, the research of a well-respected Mexican scientist lent credibility to a conservation advocacy effort that might otherwise have been dismissed by the government.

In another case, a Costa Rican researcher who was attending graduate school in a conservation biology program in the U.S., was also on the board of directors of a local NGO involved in the management of the protected area where the research was carried out. This linkage allowed research results to be immediately incorporated into management plans for the area.

The higher scores for capacity-building received by projects implemented by universities and NGOs was a result of their frequently large student/staff training components. In some of the projects assessed to be most successful at capacity-building, the principal investigator was enrolled in a Ph.D. program and had several masters and bachelors students participating in the project as part of their degree training. The lack of student/staff training capabilities in many museums,

botanic gardens and research institutes makes them less attractive project implementers from a capacity-building point of view.

We relied heavily on the peer reviews provided by outside experts in assessing scientific significance. The difficulty many developing country researchers have in publishing their results precluded using publications alone as a measure of scientific significance. Publications are also important for disseminating research results, and when researchers publish in popular media, such as newspapers and magazines, they can be important for building local constituencies as well.

Conclusions and Recommendations

The changing donor landscape in biodiversity conservation, with an increasing percentage of funds being provided by large multi- and bilateral donors, such as the GEF and USAID, has resulted in increased funding for fewer, larger projects. Donors must be cautious that this increased focus does not result in an overinvestment in "model" projects. Small grants programs in general, and small research grants programs in particular, fill an essential funding niche. Smaller projects are much more likely to be "indigenously driven" and based on locally determined priorities. In developing countries, where trained human resources are frequently a limiting factor, small grants, and the capacity-building function they serve are very important.

For conservation organizations and donors interested in biodiversity conservation to fund research, however, they must be convinced that a conservation impact will eventually result. Although it is difficult to predict *a priori* which projects will have the greatest conservation or policy impact

since many of these impacts are the result of unexpected opportunities, certain program design criteria can increase the probability that small research grants will be an effective conservation tool.

1. Partnerships between academic institutions (especially students pursuing graduate degrees) and more action-oriented conservation NGOs in project design and implementation are extremely useful. University-based researchers can bring academic rigor, knowledge of the current literature, and cutting edge ideas to a project. NGOs can translate research results into conservation action. This boosts both the conservation impact and scientific significance of the project.
2. Providing technical support to grantees is critical, although usually beyond the capabilities of most donors and even most conservation organizations, especially if the grants program has an extensive geographic and thematic scope. Linking a grantee with a formal mentor, especially through a graduate degree program, improves the probability of achieving scientifically significant results. Mentors can review technical reports and assist grantees with publishing their results. Supporting the field work of developing country graduate students, who come with the necessary technical support built in, is usually a highly effective use of funds.
3. It is important to support networking activities as an integral part of small grants programs. Travel to conferences and exposure to current work in the field through written reports and site visits are valuable for promoting the exchange of ideas among grantees as

well as for providing grantees with important recognition of their work.

4. Grants program administration is also important. A small grants program must have a certain amount of administrative flexibility in order to be able to respond appropriately to grantees' needs. Frequent written communication through fax and/or e-mail can be an effective substitute for site visits and can increase a grantee's commitment to a project. Communication with grantees

following project completion also increases the probability of being informed of important, but delayed, conservation impacts.

As of this writing, BSP has received funding from USAID for another year of the small grants program and will be incorporating many of the recommendations above into a redesigned program. We hope to boost the conservation impact of the program, while at the same time maintaining its strong scientific and capacity-building components.

Table 1: Indicators of Project Accomplishments

Objective 1: Building Local Capacity (Score: range 5-50)

60% Training/Career advancement (30 pts. possible)

- 5 - researcher trained
- 5 - researcher receives degree
- 10 - student(s) receive degree
- 5 - non-degree technical training provided
- 5 - research assistants trained

20% Collections/Infrastructure² (10 pts. possible)

- 0 - no collections or infrastructure
- 5 - some collections or infrastructure
- 10 - significant collections or infrastructure

20% Follow-on funding obtained (10 pts. possible)

- 0 - none
- 5 - researcher receives grant
- 10 - researcher receives grant larger than BSP grant

Objective 2: Scientific Significance (Score: range 0-50)

40% Achievement of objectives/validity of results (20 pts)

- 0-10 pts. for objectives, based on peer reviews
- 0-10 pts. for methodology, based on peer reviews

40% Advancement of the field (20 pts possible)

² Examples include: specimen collections deposited in local museums or botanic gardens; databases established, improved or maintained; facilities constructed or improved.

0-10 pts. for results obtained, based on peer reviews
0-10 pts. for results that are new and non-trivial

20% Publications (10 pts possible)

- 0 - none
- 5 - any publication
- 10 - peer reviewed publication

Objective 3: Conservation/Policy Impact (Score: range 0-50)

20% Dissemination events³ (10 pts possible)

- 0 - none
- 5 - 1-5 events
- 10 - > 5 events

20% Collaboration with decision makers (10 pts possible)

- 0 - none
- 5 - some
- 10 - close

60% Management recommendations obtained/implemented (30 pts)

- 0-15 pts. for management recommendations obtained
- 0-15 pts. concrete conservation/policy impact resulting

³ Examples include: public speeches, presentations at scientific meetings, and/or workshops with local community members.

Appendix 6

Individuals Interviewed and Consulted for the BSP Evaluation

This is a list of people who were either interviewed in person or by phone, responded to the survey by fax or e-mail, or participated in the Findings and Conclusions Workshops. The total number of people in this list does not correspond to the number of responses for each category included in the composite of survey results referred to in the text for two reasons: 1) not all people responded to all survey questions, and 2) some interviews were conducted in group format and counted as one response. There was even representation from Africa, Asia and the Pacific, and Latin America and the Caribbean.

Interviewee	Organization	Country	City
Alcorn, Janis	BSP	USA	Washington, DC
Arora, Deo Ray	USAID India	India	New Delhi
Atok, Kristianus	Yayasan Karya Sosial Pancur Kasih	Indonesia	Pontianak
Barriga, Ernesto	AID Rep, US Embassy	Colombia	Bogota
Belding, Barbara	USAID Namibia	Namibia	Windhoek
Berrones Benitez, Eucebia	Ejiditarios De Alta Cimas	Mexico	Alta Cimas, El Cielo
Bisson, Jerry	USAID/G/ENV/ENR	USA	Washington, DC
Blaise, Jean François	UNICORS/PPM	Haiti	Les Cayes
Boca Negra, Juan Martínez	Ejidos de Julilo y Joya de Salas	Mexico	Alta Cimas, El Cielo
Boege, Eckhart	Pronatura Peninsula de Yucatan	Mexico	Oaxaca
Brokaw, Jeffrey	USAID/LAC/RSD-E	USA	Washington, DC
Brown, Michael	PVO-NGO/NRMS	USA	Washington, DC
Bunting, Bruce	World Wildlife Fund	USA	Washington, DC
Bussolo, Dolline	KENGO	Kenya	Nairobi
Butler, John	World Wildlife Fund	USA	Washington, DC
Byers, Bruce	BSP Consultant	USA	Washington, DC
Castañeda, Javier	WWF-Mexico	Mexico	Mexico City
Castilleja, Guillermo	WWF-Mexico	Mexico	Mexico City
Cauley, Hank	BSP	USA	Washington, DC
Chapin, Mac	Center for Support of Native Lands	USA	Washington, DC
Cohen, Andy	University of Arizona/Lake Tanganyika	USA	Pheonix
Cohen, Gary	AID Rep, Gambia	Gambia	Banjul
Cornelius, Steve	World Wildlife Fund	USA	Washington, DC
Cruz Ruís, José Luis	Ejidos de Julilo y Joya de Salas	Mexico	Alta Cimas, El Cielo

Interviewee	Organization	Country	City
Cumming, David	WWF-Zimbabwe	Zimbabwe	Harare
Cutshall, Charles	USAID Zimbabwe	Zimbabwe	Harare
Dietz, Lou Ann	World Wildlife Fund	USA	Washington, DC
Dinerstein, Eric	World Wildlife Fund	USA	Washington, DC
Djati, Ketut	USAID Indonesia	Indonesia	Jakarta
Drga, Donald	USAID/LAC/RSD	USA	Washington, DC
Esguada Talencon, Abraham	Ejidos de Julilo y Joya de Salas	Mexico	Alta Cimas, El Cielo
Fajer, Eric	USAID/LAC/RSD-E	USA	Washington, DC
Fox, Tom	World Resources Institute	USA	Washington, DC
Gaylord, Lisa	USAID Madagascar	Madagascar	Antananrivo
Gill, Cynthia	USAID/G/ENV/ENR	USA	Washington, DC
Goldman, Richard	USAID India	India	New Delhi
Gonzales, Mauricia	Linea Biosfera	Mexico	Oaxaca
Green, Gina	The Nature Conservancy	USA	Arlington, VA
Hale, Lynne	Coastal Resources Center/PROARCA	USA	Kingston, RI
Harritt, Margaret	USAID Nicaragua	Nicaragua	Managua
Hernandez, Alberto	La Union de Ejidos	Mexico	Oaxaca
Hester, James	USAID/PPC/ENV	USA	Washington, DC
Hutton, Jonathan	African Resources Trust	Zimbabwe	Harare
Janzen, Daniel	University of Pennsylvania	USA	Philadelphia
Johnson, Twig	USAID/LAC/RSD	USA	Washington, DC
Jones, Brian	Ministry of Wildlife, Conservation and Tourism	Namibia	Windhoek
Justice, Chris	University of Maryland, NASA	USA	Washington, DC
Kamau, Irene	World Wildlife Fund	USA	Washington, DC
Kooijk, Hans van	Agro-Consult del Caribe	Mexico	Oaxaca
Kuhn, Louis H.	USAID Sri Lanka	Sri Lanka	Colombo
Langrand, Olivier	WWF Madagascar	Madagascar	Antananrivo
Lanjouw, Annette	Wildlife Conservation Society	Kenya	Nairobi
Larson, Patty	World Wildlife Fund	USA	Washington, DC
Leighty, Bruce	BSP	USA	Washington, DC
Levelt, Robert	UNICORS/PPM	Haiti	Les Cayes
Loken, Eric	USAID Kenya	Kenya	Nairobi
Lopez, Aurelio	Pronatura Peninsula de Yucatan	Mexico	Oaxaca
Lovejoy, Thomas	Smithsonian Institution	USA	Washington, DC
Mabi, Djeda	ONADEF	Cameroon	Douala
Magdalena, Jaime	Linea Biosfera	Mexico	Oaxaca
Magistro, John	BSP	USA	Washington, DC

Interviewee	Organization	Country	City
Maldonado Cruz, Armando	Ejidos de Julilo y Joya de Salas	Mexico	Alta Cimas, El Cielo
Maravi, Edgardo	World Wildlife Fund	USA	Washington, DC
Margoluis, Richard	BSP	USA	Washington, DC
Marin, Francisco	Ejido de San José	Mexico	Alta Cimas, El Cielo
Mason, Doug	USAID/G/ENV/ENR	USA	Washington, DC
McCluskey, Delbert	USAID Philippines	Philippines	Manila
McFadden, Patricia	BAA Advisor	Zimbabwe	Harare
Medellín Morales, Sergio	Terra Nostra, A.C.	Mexico	Alta Cimas, El Cielo
Miller, Greg	The Nature Conservancy	USA	Arlington, VA
Miller, Kenton	World Resources Institute	USA	Washington, DC
Mittermeier, Russell	Conservation International	USA	Washington, DC
Moser, Kathy	The Nature Conservancy	USA	Arlington, VA
Mujakachi, Lynda	African Resources Trust	Zimbabwe	Harare
Munggoro, Dani Wahyu	LATIN	Indonesia	Bogor
Munroe, Rob	Zimtrust	Zimbabwe	Harare
Murombedzi, James	Centre for Applied Social Studies	Zimbabwe	Harare
Murphree, Marshall	Centre for Applied Social Studies	Zimbabwe	Harare
Newman, Audrey	The Nature Conservancy	USA	Arlington, VA
Newman, Kate	BSP	USA	Washington, DC
Nomoko, Moriba	AMCFE	Mali	Bamako
Nsanjama, Henri	World Wildlife Fund	USA	Washington, DC
Ntiamoa-Baidu, Yaa	University of Ghana	Ghana	Accra
Nuñez, Oscar	Defensores de la Naturaleza	Guatemala	Guatamala City
Pearl, Mary	Wildlife Preservation Trust International	USA	Philadelphia
Peters, Charles	New York Botanical Garden	USA	New York
Philly, Michael	USAID/G/ENV/ENR	USA	Washington, DC
Philoctete, Charles-Emile	USAID Haiti	Haiti	Port-au-Prince
Pollock, Fred	USAID Nepal	Nepal	Kathmandu
Prickett, Glenn	Conservation International	USA	Washington, DC
Provencher, Maria	World Wildlife Fund	USA	Washington, DC
Rabarisoa, Rivo	The Peregrine Fund	Madagascar	Antananrivo
Randall, Alan	The Nature Conservancy	USA	Arlington, VA
Reade, Lewis	USAID/ANE/US-AEP	USA	Washington, DC
Redford, Kent,	The Nature Conservancy	USA	Arlington, VA
Reid, Walt	World Resources Institute	USA	Washington, DC
Resch, Timothy	USAID/AFR/SD/PSGE	USA	Washington, DC
Reyis Ariela, Margarita	Ejiditarios de Alta Cimas	Mexico	Alta Cimas, El Cielo
Richards, David	BSP Consultant	USA	Vermont
Rieger, Jim	USAID Mexico	Mexico	Mexico City

Interviewee	Organization	Country	City
Robinson, John	Wildlife Conservation Society	USA	New York
Rojas, Susana	Pronatura Peninsula de Yucatan	Mexico	Oaxaca
Sahanaya, Wouter	USAID Indonesia	Indonesia	Jakarta
Saterson, Kathryn	BSP	USA	Washington, DC
Serrano Garay, Victoria	Ejidatarios de Alta Cimas	Mexico	Alta Cimas, El Cielo
Seymour, Frances	World Wildlife Fund	USA	Washington, DC
Simmons, Ross	Smithsonian Institution	USA	Washington, DC
Snelson, Deborah	Africa Wildlife Foundation	Kenya	Nairobi
Some, Laurent	BSP	USA	Washington, DC
Stern, Peggy	Harvard, Arnold Arboretum	USA	Boston
Stoner, Benjamin	USAID Indonesia	Indonesia	Jakarta
Stoner, Eric	AID Rep, US Embassy	Brazil	Brasilia
Sugrue, Bill	USAID/C/ENV/UP	USA	Washington, DC
Symington, Meg	BSP	USA	Washington, DC
Taylor, George	USAID/C/ENV	USA	Washington, DC
Taylor, Jim	KEHATI	Indonesia	Jakarta
Taylor, Rodney	BSP	USA	Washington, DC
Tolisano, Jim	BSP Consultant, College of Santa Fe	USA	Santa Fe, NM
Toroti, Cleophas	African Centre For Technology Studies	Kenya	Nairobi
Tschirkey, John	The Nature Conservancy	USA	Arlington, VA
Vedder, Amy	Wildlife Conservation Society	USA	New York
Veerkamp, John	CARE/World Conservation Society	Madagascar	Antananrivo
Wahab, Abdul	USAID Haiti	Haiti	Port-au-Prince
Wasike, Susan	KENGO	Kenya	Nairobi
Widjanto, Ernie	USAID Philippines	Philippines	Manila
Wilkie, David	Tufts University	USA	Washington, DC
Wright, Michael	Africa Wildlife Foundation	USA	Washington, DC
Wyckoff-Baird, Barbara	LIFE/World Wildlife Fund	Namibia	Windhoek
Zadroga, Frank	USAID Mexico	Mexico	Mexico City
Zeba, Souleymane	NATURAMA	Burkina Faso	Ouagadougou
Zerner, Charles	Rainforest Alliance	USA	New York

Appendix 7

BSP's Analytical Agenda

Analytical Goal and Conditions for Compatible Conservation and Development

January 14, 1997

BSP's analytical **goal** is to contribute to answering the following two questions.

Under what conditions are biodiversity conservation and social, economic, and political development objectives compatible across a landscape of diverse uses of biological resources?

What are the most effective strategies and tools for achieving these conditions?

BSP's analysis program is based on an analytical framework which identifies five ideal conditions for sustainable biodiversity conservation, both inside and outside protected areas. The conditions are as follows:

- I **Clarity of conservation objectives and techniques for their support, implementation, and assessment:** Biodiversity conservation goals and objectives must be clearly identified, specified, supported, and continually assessed and refined during the implementation of soundly-designed initiatives.
- II **Social processes, partnerships, and dialogue.** All stakeholders must have a voice in determining goals and objectives, and be involved, through equitable partnerships, in developing and implementing systems for biological resources management.
- III **Incentives for ethical biodiversity valuation, protection, and use:** All stakeholder groups must acknowledge and support the value and use of biodiversity in an ethical and sustainable manner. Incentives, both market and non-market, play an important role in biodiversity conservation across the landscape, and vary between cultures, socio-economic groups and political arrangements. Intrinsic and non-material value of biodiversity must be considered in addition to its material and economic uses.
- IV **Policies favoring appropriate biological resource use systems:** Policies must promote the conservation and sustainable use of biological resource.

- V Awareness, knowledge, and capability:** Awareness, knowledge, and capability of individuals and institutions play an important role in enabling people to perform the tasks that will help establish conditions I-IV.

Integration: Interaction, combination, sequencing, and synergy among various conditions. To increase conservation success, conditions I-V, and the strategies to establish them, must not be viewed or practiced in isolation but in combination. Analytically, and in terms of strategic planning, organization, and management, this integration requirement can be regarded as a sixth condition.

Selected Research Topics by Condition

CONDITION I: Clarity of conservation objectives, and techniques for their support, implementation, and assessment

Related Topics:

- 1) *Adaptive Management for Biodiversity Conservation*
- 2) *Setting Biodiversity and Conservation Priorities: Approaches and Impacts*

CONDITION II: Social processes, partnerships, and dialogue

Related Topics:

- 1) *Decentralization and Devolution for Biodiversity Management*
- 2) *Institutional Arrangements: The Role of NGOs*

CONDITION III: Incentives for ethical biodiversity valuation, protection, and use

Related Topics:

- 1) *The Role of Sustainable Agriculture in the Conservation of Biodiversity*

Appendix 8

BSP Publications

General Series

Designing Integrated Conservation and Development Projects by Michael Brown and Barbara Wyckoff-Baird (63 pp., 1992, English/Spanish/French) highlights conclusions about the successful design of ICDPs, focusing primarily on non-biological aspects. The authors draw on their own and many others' experience worldwide to outline categories of issues that need to be considered and provide questions for assessing options and feasibility. The report is directed to policy makers, practitioners, and donors.

Sustainable Harvest of Non-Timber Plant Resources in Tropical Moist Forest: An Ecological Primer by Charles M. Peters (47 pp., 1994, English,/Spanish/French/Bahasa Indonesia) is a manual providing a concise overview of tropical forest ecology and outlines a framework for defining the level of resource harvest that can be sustained over time by the plant population being exploited. The manual aims to meet the needs of NGOs, entrepreneurs, donors, community organizations, extension agents, and forest managers.

Indigenous Peoples, Mapping, and Biodiversity Conservation: An Analysis of Current Activities and Opportunities for Applying Geomatics Technologies by Peter Poole (85 pp., 1995, English) analyzes the results of a global search for community-based projects that have used mapping technology for natural resource management and land claims and offers guidelines for

appropriate mapping technologies. The book contains project summaries, references and contact information for 63 projects.

Biodiversity in the Balance: Approaches to Setting Geographic Conservation Priorities by Nels Johnson (116 pp., 1995, English) examines the scientific basis for setting biodiversity conservation priorities, reviews practical experience, and recommends 10 principles for making priority setting an effective tool. The book is targeted to policy makers, donors, scientists, and conservation management personnel.

Regional Series

Africa

African Biodiversity: Foundation for the Future by the Biodiversity Support Program (149 pp., 1993, English/French) presents an overview of the challenges facing Africans in terms of conserving their biological heritage and proposes a framework of recommendations and actions that address those challenges. The report delineates principles that can help in setting priorities and implementing biodiversity conservation initiatives. The analysis is intended to help USAID's Africa Bureau and missions in Africa, African governments, and both international and African NGOs to more effectively conserve biological diversity while promoting sustainable development.

Conserving Biodiversity in Africa by Jim Webster (111 pp., 1994, English) is a review of USAID Bureau for Africa's

biodiversity grants and strategies. The report provides a base of practical information that will advance understanding of what is being done to promote biodiversity conservation programs.

Protected Area Conservation Strategy by Barbara Pitkin (78 pp., 1995, English/French) is an overview of the PARCS assessment of protected area management in Africa. The report presents findings and conclusions on the training needs and opportunities for protected area managers in Africa, while providing a detailed description of the PARCS assessment methodology.

Understanding and Influencing Behaviors in Conservation and Natural Resources Management by Bruce Byers (125 pp., 1996, English/French) presents the findings and conclusions of a four-year study that aims to understand what motivates people's decisions, practices, and actions that affect the environment. More than 100 people from academia, government and non-governmental organizations participated in the study. Aimed primarily at planners and managers of people-oriented conservation and natural resources management programs, the book also provides field-level implementers and environmental educators much useful information.

What's Your Role?: Training for Organizational Impact by Ralph Stone (142 pp., 1997, English/French) is a handbook designed to help training officers develop programs that will enable staff of protected area authorities achieve optimum job performance and to show how training within an organization is a primary means of achieving organizational impact in protected area management.

Asia

Papua New Guinea Conservation Needs Assessment (2 vols., 1993, English/Tok Pisin) analyzes the issues that arise as conservation action proceeds in PNG. The book offers recommendations to improve the chances for conservation success, and provides biodiversity assessments that incorporate geographic analysis. Included are the findings and recommendations of the Conservation Needs Assessment Workshop held in April 1992 in Madang, Papua New Guinea.

Latin America and the Caribbean

A Regional Analysis of Geographic Priorities for Biodiversity Conservation in Latin America and the Caribbean by the Biodiversity Support Program (116 pp., 1995, English) highlights areas in Latin America and the Caribbean that merit special focus because of their importance for biodiversity conservation at the regional level. The report describes an approach to developing a biodiversity conservation priority-setting framework that incorporates biological importance and threat factors in setting priorities. The report provides recommendations to USAID and other groups interested in formulating geographic biodiversity investment strategies.

Eastern Europe

Conserving Biodiversity in Bulgaria by the Biodiversity Support Program (116 pp., 1994, English/Bulgarian) is the product of an intensive investigation into the status and fate of Bulgaria's biological diversity. The report summarizes recommendations, scientific analysis, and conservation goals of more than 75 Bulgarian scientists, government officials, and NGO representatives. The report also discusses the development of a

comprehensive conservation program and establishes priorities for immediate action.

Adaptive Management Series

Measures of Success: A Systematic Approach to Designing, Planning, and Monitoring Conservation and Development Projects by Richard Margoluis and Nick Salafsky (to be published in 1997) is a guidebook that uses four hypothetical scenarios to lead the reader through project conceptualization, implementation, and monitoring. *Measures* is written with conservation and development project practitioners in mind, and provides many useful tools that can assist in beginning new projects or improving ongoing projects.

Public Information

Biodiversity: Facts on the Foundation of Life edited by Norma Adams (6 pp., 1996, English) links the importance of

biodiversity to a healthy environment, the global economy, food security, human health, and recreational activities. Intended for the general public, the booklet offers suggestions on what people can do as individuals and as a global society to help conserve biodiversity. Through easy to understand definitions and relevant examples, *Facts* makes the case for biodiversity protection.

Biodiversity Conservation Network 1996 Annual Report: Stories from the Field and Lessons Learned (72 pp., 1996, English) evaluates BCN's enterprise-oriented approach to community-based conservation in the Asia/Pacific region. A story from each of the 20 BCN-funded implementation grants is provided to illustrate the program's mission and approach. The report also presents lessons learned from BCN's grant-making/hypothesis-testing approach.

Appendix 9

April 1996 Midterm Evaluation of the Biodiversity Conservation Network: Executive Summary

John Mellor Associates

The Biodiversity Conservation Network (BCN) is a program dedicated to enlisting the help of indigenous and local people in the conservation of biological resources. To this end, the BCN supports enterprises that earn their income from the sustainable use of those resources. A major task is to monitor resource use, enterprise profitability, and social organization.

More specifically, BCN's function is to (1) monitor the biological resource base to ensure its sustainable management; (2) establish and monitor profitable enterprises that give indigenous and local people a stake in that resource management; (3) develop institutional structures that enable indigenous and local people to participate in all phases of the income-earning enterprise, in the sustenance of the resource base, and in effective action to protect the resource base from internal and external forces; (4) facilitate networking across projects; and (5) promote policy changes essential to biodiversity conservation and to related enterprises.

The BCN is simple in concept, but complex in its operation. Since some of the above actions must be performed in sequence, they take considerable time to achieve their full effect. The present review examines the factors critical to the success of BCN's operation, the adequacy of the monitoring procedures for each of its functions, its progress in establishing enterprises, the policy issues affecting this progress, and institutional developments

designed to ensure indigenous participation in the effort as a whole. The review team consisted of specialists in biodiversity and its monitoring, enterprise management, social institutions and organization, and policy (see Appendix 6).

The analysis is based on a review of BCN project reports, interviews with numerous persons responsible for formulating and running the network, visits to 3 field sites, meetings and telephone interviews with key personnel directly involved in the work of most of the projects, and discussions with national policy makers and representatives of foreign assistance organizations. A questionnaire was also administered to all the implementation grantees. A draft report was reviewed by key project personnel and discussed in a seminar for BCN staff. This final report reflects those interactions and suggestions.

How Is The Program Doing?

The BCN is by and large on track. Essential administrative structures, while still evolving in response to feedback from the field, are in place. Financial flows, while somewhat slow (28 percent disbursed by the end of the third year), are on track with respect to the realities of project contracting and implementation. Although monitoring urgently needs to be simplified, it has received substantial attention in comparison with other environmental projects and is headed

basically in the right direction. Enterprise profitability is at the level expected, but individual accounting systems need improvement. In addition, the BCN is making good progress in understanding and addressing important social organization issues. Emphasis should now shift to the development and utilization of local social structures.

The grant agreement between the U.S. Agency for International Development and the Biodiversity Support Program was signed on September 30, 1992. After a brief initial delay, a responsive, efficient administrative system was established with headquarters in Washington D.C. and a regional office in Manila. The organizational structure is continually evolving to meet felt needs, and an increasing proportion of the staff is being deployed to the region. Only four regular staff members are now located in Washington: the project director, one senior program officer, one project coordinator, and the program secretary.

The Regional Representatives' Office in Manila has eight regular staff, two of whom are posted in other regions, one in Indonesia and the other in India. Five of the eight are dedicated technical experts in biodiversity conservation, social organization, and enterprise development.

As a first step in applying the BCN concept, the program launched an open and transparent system of selecting projects. It provided a wide range of projects for testing the concept and for identifying problems and future modifications needed to achieve widespread emulation and success. The effort was then widely advertised, particularly in the institutionalized conservation community, and over 400 proposals and concept papers were

received. A distinguished selection panel was appointed with worldwide representation (see Appendix 4) to assist in the award process.

It soon became apparent that most applicants lacked the experience to formulate a proposal detailing their project's relevance to the BCN concept and did not have the capacity to carry out the project. Thus 34 applicants were awarded planning grants in support of technical assistance in feasibility study, project development, and proposal preparation. A total of 20 proposals were selected for implementation grants (see Appendix 5). Seventy-five percent of these were drawn from the pool given proposal preparation grants. This selection process was expensive and time-consuming—it was completed in the thirty-third month of the project. However, the lessons learned made it possible to devise a far less expensive set of procedures for the future.

The total grant of \$20 million is to be disbursed in five tranches. The first, \$7.9 million, was received from USAID in 1993 and the second, \$4.0 million, in 1995. The third tranche, \$1.5 million, is expected in 1996. The fourth tranche, \$4.5 million, is due in the third and fourth quarter of 1997, and the last payment, \$2.1 million, is due in 1998. The project has committed \$11.56 million to grants, of which \$1.64 million has been disbursed for 34 planning grants averaging about \$48,379 each; \$94,317 for 6 small research grants averaging \$15,720 each; and \$9.8 million for 20 implementation grants averaging \$490,986 each. The smallest implementation grant, amounting to \$179,632, is for the ARFAK project in Indonesia, and the largest, totaling \$899,940 and awarded to Conservation International, covers a number of projects in different countries of Asia. The implementation grant

obligations were expected to be disbursed in three years, from 1994 to 1996. As already mentioned, however, less than 28 percent of the amount obligated in each of the three years was actually disbursed.

Of the 20 projects selected, 7 were designed to promote ecotourism (one in the marine environment), 12 to utilize nontimber forest products, and 2 to harvest timber resources. The projects are being implemented in 7 countries: 6 in Indonesia, 3 in the Philippines, 3 in India, 2 in Nepal, 3 in Papua-New Guinea, 1 in Fiji, and 2 in the Solomon Islands. Each project has an on-site agency to oversee the work. Through the diversity of the projects and their wide geographic distribution, the program has established a sound basis for judging the success of the BCN concept and its implementation.

Most of the enterprises (at least 15 of the 20) were ongoing efforts prior to project funding and thus will meet the three-year time horizon required to show the effectiveness of an enterprise. The fact that these are ongoing enterprises should in no way bias judgments about the value of the BCN concept. Unlike the enterprises, the indigenous institutions for ensuring local management were almost all in the early phases of development at the beginning of the project. Thus it will clearly take longer than three years to assess the long-term social, institutional, and biological viability of the projects, especially where indigenous takeover of the projects is concerned.

Although three years may be enough time in which to establish and prove the various monitoring systems or to detect the direction of change, it will take much longer to judge the project's overall effect on biodiversity. A longer time frame will also be required to assess the important

impacts on local community organization. This suggests that once the monitoring systems are in place, grants will need to be extended to achieve BCN objectives, at least for the monitoring activities, and perhaps for the continued development of appropriate community structures. In any case, the institutional structure built by the BCN represents a large investment and should continue to evolve and provide important services far beyond the present AID grant.

An intense effort went into the review, not to mention a high level of expertise and experience. Thus the preliminary assessment of the likely effectiveness of several aspects of the BCN and the recommendations for improving it and for increasing the probabilities of success will be of great assistance in shaping the future of the program. Most important, the review has clearly established the soundness of the BCN concept.

First, it shows that biological resources used by very poor people cannot be preserved even with police action if the social and economic needs of the indigenous and local people are ignored. As with wildlife preserves, the situation becomes dire when the interests of the indigenous and local people are in direct conflict to those of the animals in their ecosystem.

Second, it demonstrates that profitable enterprises that draw upon biological resources in a sustainable manner can be established in a wide range of ecological conditions. In general, the enterprises BCN selected had large operating margins and low capital costs; thus their potential for success was high. Some projects will undoubtedly prove their success within the three-year time frame.

Third, in several cases national policies will need to be changed to ensure the success of BCN activities. BCN resources are being used to pursue those policy changes, with early indications of a high success rate. By way of example, legislative changes now under way will provide indigenous and local people a major share of the revenues from Chitwan Park in Nepal; land tenure changes in Kalahan prior to BCN also demonstrate how such policy can be modified. As this report cogently argues, the benefits to local people attempting to harvest nontimber forest products under the TERI project will be slim without major institutional change. Indeed, policy impact must remain a primary concern beyond the three-year time horizon to ensure long-term success.

Fourth, indigenous and local people readily understand the relationship between sustaining the resource base and their livelihoods. Educational programs in the BCN projects have already awakened many of them to a broad concept of resource sustainability that incorporates concern for biodiversity itself. Educational programs in Kalahan, for example, have elicited indigenous support for the protection of primary forest resources. Such a response is best achieved if biodiversity-oriented educational programs are presented as part of an overall social and economic development effort.

Fifth, monitoring systems are difficult to implement through indigenous means. Therefore they must be simple and clearly related to the objectives of indigenous and local people. That means the BCN needs to simplify its monitoring efforts. It can do so by providing specific, results-oriented technical assistance to the project monitoring activities. A simplified monitoring system will not only have greater applicability across projects, but it

will accelerate the implementation of the correct activities.

Sixth, it takes a great deal of time to train indigenous and local people to take full charge of enterprise development, monitor the resource base, and build support mechanisms for conservation. Equally important, implementation agencies at the local level must be committed to the turnover of activities. That commitment will have to be fostered by the BCN, since local support groups often fail to undertake the actions needed to make the effort completely indigenous. Because these groups tend to identify with the indigenous and local people, they often, unknowingly and naively, behave in a somewhat patronizing manner. The BCN needs to be more vigorous in encouraging the indigenous takeover of project activities.

In summary, the BCN concept is being proved. Newly established enterprises are beginning to turn a profit, indigenous and local people are learning how to protect their resource base, the participating nongovernment organizations are testing monitoring systems, and the required policy changes are becoming increasingly clear. The next critical step is to greatly simplify the monitoring systems so they can be implemented by the indigenous and local people themselves. Above all, local people need to be organized and more directly involved in all aspects of biodiversity conservation. This, however, will take far longer than the time currently mapped out for BCN projects.

Monitoring

As already mentioned, the monitoring of biological, economic, and social processes is central to the BCN concept. Three workshops (two in Los Banos,

Philippines, and one in Bangalore, India) have been held to determine what form such monitoring should take. But in cutting across all the projects, the workshop approach produced a complex monitoring system that is too cumbersome to implement effectively and too expensive to sustain beyond the present projects. Furthermore, this system has been devised by those purportedly speaking for indigenous and local people but not by the people themselves. To bring them into the process, meetings must take place at the project level. That point should be emphasized in the BCN's follow-up activities. Such meetings would probably give rise to a simpler, more efficient monitoring system, one that stressed sustainable harvesting of the economically productive resource and that could continue beyond the subsidies provided by the project.

Simple, appropriately focused monitoring systems based on scientific principles can only be arrived at by examining the needs of indigenous and local people. The review team suggests that such bare-bone systems be instituted for each of the network's three fundamental objectives in projects already on the ground: biological conservation, economic profitability, and institutional viability. In addition, some high-level technical assistance and more local personnel may be needed at the country level.

Biological Sustainability

Thus far, biological monitoring has been experiencing three kinds of problems. In some cases, such as the TERI project in India, a high level of scientific effort has gone into shaping the monitoring system, and the results are likely to be scientifically sound, but almost no indigenous and local people have been

involved. In others, such as Kalahan in the Philippines, project implementation personnel have expressed an interest in intensive monitoring, but they have no knowledge of the basic scientific principles that need to be applied to make monitoring cost-effective. In still other cases—for example, Humla—local people are involved in the enterprise, but they do not fully grasp the need for biodiversity and sustainable monitoring, and hence there is no basis for implementation. In general, the monitoring plans are too complex to be implemented efficiently and certainly do not lend themselves to continuation after BCN subsidies are ended.

The review team attaches great importance to monitoring biodiversity. Monitoring, team members point out, is usually overlooked or downplayed in internationally financed biodiversity projects, and the BCN deserves high praise for its emphasis on biological, social, and enterprise monitoring. The team's suggestions therefore concentrate on further strengthening the BCN's monitoring capabilities. Since so little is usually done in this area, the team also encourages the BCN to develop community-level monitoring procedures that can be widely emulated.

Biological monitoring should focus on the actual resource being utilized by the enterprise. The first important step is to enumerate the species directly affected by the enterprise; the second is to conduct periodic inventories of minimal sample size to measure significant changes in species distribution and abundance. The indigenous and local people need to participate in all discussions of the importance of maintaining their resource, the dangers of over-exploitation, and the role of monitoring in regulating the use of

the resource. Their input into the details of the monitoring process will greatly improve its effectiveness.

Monitoring should be inexpensive and easy for indigenous and local people to manage. At times, conservation concerns and interests may call for a survey of somewhat larger areas than the local people are utilizing. If that is the case, a primary concern should be who is going to pay for the survey, how it will be paid for in the future, and the value of such an effort if it is not to be kept up over time. Above all, it is essential to determine what resources local people use and consider important to conserve.

Economics of the Enterprise

With the aid of basic cash flow information, the review team was able to make a preliminary assessment of the financial viability of BCN enterprises and to elucidate BCN's general approach to monitoring an elaborate program. The team concluded that grantees need to keep enterprise accounts separate from other NGO accounts as far as is possible and require assistance in this regard. For biodiversity monitoring, they recommended a simple system of enterprise accounts that can be applied across all the projects and thus be used to compare the success record and sources of success among enterprises.

Institutional Organization and Participation

So far, indigenous and local people have not been sufficiently involved in the development of project activities to give them a stake in the outcome. Instead, the NGO often speaks for the local people and thus tends to leave them out of the process as a matter of course. In several cases—the TERI project is one—the enterprise touches only a small proportion

of those gathering the resources. Attention needs to be given to how to organize the participation of indigenous and local people and develop simple systems for monitoring that participation.

Basic Concepts

Several basic concepts lie at the heart of the BCN system, in addition to the central belief that enterprises dependent on the biological resource should be used to enlist support for conservation. These concepts have to do with population density, income dynamics, macro impact, the intermediary role of the BCN, and specialization.

Population Density

In general, the natural resource base of biologically diverse environments can only support low population densities. However, that means sparsely populated areas like Humla, Nepal, can take advantage of biologically based enterprises to improve the aggregate incomes of their inhabitants.

Conversely, in areas with dense populations of very poor people, any income effect of the biologically based enterprises will be lost in the general poverty. The mass of poor will overwhelm the protective efforts of the few. This is a serious problem in Royal Chitwan National Park, in the terai of Nepal. In such circumstances, the BCN effort will fail unless an attempt is also made to raise incomes more broadly. This is not to say that the BCN should be directly involved in such activities, but that the program needs to recognize the problem and to encourage other agencies to take the necessary steps to resolve it. Since such encouragement is vital to BCN interests, it must be an explicit part of the network's policy mandate.

For the most part, the problem is already being taken care of in the BCN countries experiencing rapid economic development. For example, there is no serious danger that the plains people near the TERI project will overwhelm the natural resource because incomes there have risen appreciably as a result of effective agricultural development. Now, the returns to raiding the biological resource are far lower than those gained by other means. The problem is acute, however, in the few countries or regions of Asia not yet experiencing much economic growth, such as Nepal. It would be an immense and perhaps insurmountable problem if the BCN concept was introduced in Africa. In that case, the issue would have to be given explicit attention in the planning stages.

Income Dynamics

In a developing country, per capita incomes rise over time, often rapidly, owing to advances in technology and increases in real prices. BCN enterprises need to identify the means by which incomes can be increased gradually over time. One possibility is to raise productivity, although in general it will be more difficult to continually increase the productivity of biological resources gathered in a natural state than in settled agriculture. The potential contribution of improved technology in this regard should not be ignored, and the opportunity for market differentiation must be seized.

The critical point is that BCN needs to think not in static terms of a single increase in incomes, but rather in terms of how incomes can be increased continually over time—at least up to the time when employment and income opportunities in the rest of the economy will pull people completely out of poor areas. Although such a move may occur, it will probably

take place well into the future, particularly if the people are somewhat marginalized by the social attitudes of majority communities. A more dynamic approach would be to address what are now largely neglected technical issues in resource development and market development, notably those connected with green markets in developed countries, where higher prices may be quite feasible.

Macro Impact

A common problem with BCN enterprises, particularly those oriented toward nontimber forest products, is that they directly employ only a small proportion of the people drawing from the natural resource base. Those enterprises should be looked upon as pilot projects for identifying large potential and for showing the way to a broader set of activities. For a macro impact, greater attention will have to be given to the gatherers themselves—a group neglected in both the Kalahan and TERI projects. It is also vital to encourage private sector activities so as to stimulate competitive marketing and processing on a far larger scale than the BCN project can directly support. At the same time, development activities could explore the potential for raising incomes in areas in which natural resource preservation is important.

The Intermediary Role of BCN

Although the BCN is considered an intermediary, its projects employ two or more intermediaries between the sources of funds and the indigenous and local people. The BCN needs to ensure that the local people are indeed organized and speaking for themselves. The report outlines specific ways in which the BCN can promote such participation. In addition, the BCN needs to carry technical assistance all the way to the local organizations of indigenous and local

people. Most of the intermediaries that the BCN works with and that are essential to its purpose have little capacity to provide technical assistance in monitoring, in business management, and in the technical aspects of biological resource development.

Specialization

The BCN has developed a diverse portfolio of projects to properly test its key hypotheses. If the network is to develop further, however, it needs a mechanism for wholesaling intermediary services for large funders; otherwise it will be unable to achieve a macro impact. In addition, it must develop a base for the efficient provision of its services and must increase its technical competence. To do so, it will have to divide its own portfolio of projects into groups that will promote such efficiencies and help develop a concept on which to concentrate in the future.

Recommendations

The following recommendations are set forth in order of priority and pertain to a BCN project that appears en route to fulfilling its objectives. They should be seen as supplements to an effective operation.

1. Develop simple techniques for monitoring biodiversity, enterprise profitability, and social structures of participation. This may require some additional funding in order to provide technical assistance from outside consultants for specialized aspects of monitoring. The local staff may need to be expanded in this area. The BCN also needs to persuade NGOs on the scene that local people should be helping to develop and implement systems of monitoring.
2. Make sure that indigenous and local people are participating in all aspects of project activities. Local NGOs should not be confused with the indigenous and local people themselves. Those NGOs of course play a vital role in establishing the institutional structures that will involve local people. But they must remember that the structures should be designed specifically for this purpose. This is another area in which the BCN needs to have direct contact with indigenous and local peoples.
3. Begin to plan for a larger enterprise impact by increasing the competitiveness of the private sector in nontimber forest products. BCN projects tend to be implemented in areas where the infrastructure is poor and thus they attract relatively few private operators. This activity will have a longer time horizon than current enterprise activities and thus would require the project to be extended.
4. Be aware of the relationship between broader development efforts on the perimeter of the biological resource bases and encourage other institutions to take up appropriate action where necessary.
5. Identify the broader policy issues of concern, from the rights of indigenous and local people to land tenure, and develop a plan for policy action across projects and for a general set of policy thrusts. As part of that thrust, the help of NGOs should be sought to generate action at each appropriate level of government.
6. Classify projects and develop a concept of specialization that will make it

possible to supervise a large portfolio of projects with the utmost efficiency.

7. Seek funding from AID beyond the present grant, preferably for another five years, to enable the BCN to pursue and spread its central concept as modified by the experience of the first five years.

BCN As A Bellwether For The International Community

International support for preserving the biological resource base in developing countries is massive. Foreign assistance is already pouring vigorously in this direction. The BCN has a rare opportunity to ensure that those resources fulfill their mission: it can help indigenous and local people conceptualize projects, improve their capacity to articulate their needs, and apply the foreign resources to meeting those needs.

Despite all the limitations and inefficiencies noted in this report, the BCN offers a far more cost-effective approach to biodiversity conservation, with a much more fully developed panoply of resources and approaches, than is typical of other approaches. It stands out for the clarity of its conceptualization, breadth of its approach, and holistic nature of its philosophy. In short, it lays a strong foundation for larger efforts. The international review committee constituted for the award of the BCN grants provides the network with an extensive network of reputable advocates for its approach. The BCN should continue to build on its ongoing involvement with the committee members seeking further input and comment and obtaining outreach.

Above all, that strength lies in the BCN's primary objective: to enable local

people to raise their incomes by monitoring the sustainable, economic utilization of biological natural resources. The network provides technical assistance to enterprises that pursue that objective. It mobilizes local people to protect the resource base in their own interest. It relies on national NGOs to provide the protection and support for nascent indigenous organizations. And it provides technical assistance to the monitoring operations so essential to the sustainable use of biological resources.

The foreign assistance community needs to be made aware of each of these elements of the BCN story. That will help to guide environmentally oriented foreign assistance into the appropriate channels and define appropriate levels of foreign assistance. Through the breadth of its projects, the BCN can also demonstrate the priorities for foreign assistance, the kinds of technical assistance that are currently lacking, and the need to sustain and preserve biological resources for the benefit of overall development.

The burden the BCN must carry is unquestionably a heavy one. But the value of the collective experience gained through the mass of its projects will be enormous.