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Biodiversity Support Program

Africa and Madagascar Program

Annual Work Plan, FY 2001 - 2002

1 October 2000 – 31 December 2001

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

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ACRONYMS

| | |
|--------|--|
| ABCG | Africa Biodiversity Collaborative Group |
| ACE | Armed Conflict and Environment |
| AFR/SD | USAID's Bureau for Africa, Office of Sustainable Development |
| BSP | Biodiversity Support Program |
| CARPE | Central African Regional Program for the Environment |
| DRC | Democratic Republic of Congo |
| FY | Fiscal Year |
| IGCP | International Gorilla Conservation Program |
| IUCN | World Conservation Union |
| NGO | Non-governmental organization |
| RCSA | USAID's Regional Center for Southern Africa |
| SUI | Sustainable Use Initiative |
| TBNRM | Transboundary natural resource management |
| TNC | The Nature Conservancy |
| USAID | US Agency for International Development |
| WRI | World Resources Institute |
| WWF | World Wildlife Fund-US |

I. INTRODUCTION

This is the final work plan for the Biodiversity Support Program (BSP)'s cooperative agreement with USAID's Bureau for Africa, Office of Sustainable Development (AFR/SD). It covers the period October 1, 2000 to December 31, 2001. It describes the ongoing activities currently funded under the new agreement to be completed by BSP's Africa and Madagascar Program.

The work plan is organized into three sections, the first being this Introduction. Section II presents the Africa and Madagascar Program's proposed work for the fifteen-month period, organized by activity. In the discussion of each activity, there is a general description, followed by a listing of the expected results including an explanation of how BSP intends to bring each activity to a conclusion.

Section III contains the appendices, which include: A) a summary of anticipated international travel by BSP staff, consultants, and grantees; and B) the Africa and Madagascar Program's detailed planning calendar, highlighting major milestones and events expected to take place during the period of the plan.

A few Central African Regional Program for the Environment (CARPE) grants remain to be completed under BSP's main cooperative agreement with Global Bureau, Environment Center, Office of Environment and Natural Resources of USAID. For a full picture of the Africa Program's work in FY 2001 and FY 2002, therefore, this work plan should be read in conjunction with the work plan for that cooperative agreement.

II. PROPOSED ACTIVITIES AND RESULTS

During the period of this plan the Africa and Madagascar Program of BSP will complete its analytical activities looking at certain innovative approaches to biodiversity conservation in Africa. In its work the Africa and Madagascar Program emphasizes:

- capacity building in Africa;
- neutral facilitation and brokering;
- development of new partnerships within and between sectors;
- networking and exchanges across Africa;
- a broad landscape approach to biodiversity conservation;
- African participation in, and ownership of, activity processes; and
- accessing African ideas and perspectives on biodiversity issues.

Specifically, the Africa and Madagascar Program will finalize the analyses in its transboundary, armed conflict and CARPE activities, ensuring communication of results and lessons. The Program will then prepare its ‘legacy’ to ensure that results are available to policy-makers and practitioners after BSP closes. Staff will also work with USAID and other partners to encourage continuation of promising lines of work in future years, arising from BSP Africa activities. Administrative closeout of individual activities, the field presence in Central Africa, and the Washington DC-based operation will take place during this plan period.

Due to BSP’s limited time frame, no further financial support is planned to IUCN’s Sustainable Use Initiative (SUI). This decision has been made in light of delays in SUI activities supported under the other cooperative agreement, and a certain lack of clarity at present about its key findings and communication needs.

There is considerable overlap among the four activities outlined in this work plan. For example, the transboundary and armed conflict activities have a large overlap, as many areas with potential for transboundary management of natural resources are also areas affected directly or indirectly by armed conflict. Both activities are working in the Congo Basin, where the Central Africa Regional Program for the Environment (CARPE) aims to promote forest conservation. Wherever possible, synergies will continue to be fostered among our activities, and close collaboration promoted among BSP staff and BSP partners in the US and in Africa.

1. Transboundary Natural Resource Management

The objective of this activity is to enhance understanding of the current status, trends, major issues, opportunities and constraints of transboundary natural resource management (TBNRM) development in sub-Saharan Africa, and to promote TBNRM development where appropriate.

In 1998 BSP undertook a study on the opportunities and constraints for development of TBNRM in Southern Africa, funded by USAID's Regional Center for Southern Africa (RCSA). Results showed that there is good potential and great interest in the region for this type of development, which is an appropriate tool for promoting ecoregional conservation where priority ecoregions cross international boundaries. Efficiency, equity and sustainability are key pillars of TBNRM, and stakeholder participation and partnerships at various levels are essential for success. The study also identified a number of constraints to TBNRM.

Transboundary conservation developments are also occurring in other parts of the African continent, and, in some cases, different kinds of results are emerging compared with Southern Africa. In the latter, opportunities for tourism and community-based natural resource management are two major driving factors. Elsewhere in Africa, important factors are likely to include: trade in wild species; transboundary protected areas; management of shared natural resources and related institutional arrangements; and mitigation of the impacts of armed conflict.

In phase 2 of the activity, with AFR/SD funding, BSP is conducting reviews of the current status and major issues of TBNRM and transboundary protected area development in the other three sub-Saharan regions: West, Central and Eastern Africa. Additionally, case studies are being undertaken to identify key TBNRM issues in specific transboundary sites. This will be followed by an analysis of key trends, issues, opportunities and constraints at a pan-African level, drawing out similarities and differences between regions, the reasons for them, and lessons learned. An exchange of transboundary experiences on a pan-African level will then be promoted through the organization of a pan-African workshop, in order to enhance understanding of the opportunities and constraints for TBNRM development. It is anticipated that some form of guidelines will be developed and disseminated as a result of these exchanges. If time and funding permit, BSP will provide technical support following up on relevant recommendations from this activity.

Expected Results and Benchmarks for FY 2001 and FY 2002:

- Reviews of TBNRM in West, Central and Eastern Africa will be completed in collaboration with people and organizations from those regions. Additionally, case studies will be completed to highlight in more detail the experiences in specific transboundary sites.
- All studies will, together with the comparable study from Southern Africa, be used to prepare a pan-African analysis on TBNRM, with the purpose of advancing the current understanding of the potential and limitations for TBNRM development in Africa.
- A participatory process will be initiated to develop draft general guidelines for TBNRM specific to Africa, probably with a small working group including key practitioners and policy-makers. The process will build on the principles identified in the Southern African study and will incorporate the results from the other African regions, as well as taking into account results from elsewhere in the world.
- A pan-African workshop on TBNRM will be organized with representation of the relevant actors from the four pan-African regions. This will enrich understanding of opportunities

and limitations for TBNRM development, promote information exchange about TBNRM, and help to build capacity for TBNRM development.

- Conclusions of the pan-African analysis and some form of guidelines will be published, launched, publicized, and disseminated in hard copy and on the web to promote understanding and awareness of TBNRM issues in Africa to a wide audience of practitioners, policy-makers, and donors. The studies and reviews undertaken as a basis for this work will be assessed on a case-by-case basis and published if considered appropriate.
- Greater understanding of TBNRM will continue to be promoted through presentations at a variety of relevant meetings during the period of this plan.
- If time and funding permit, additional activities may include: building further capacity and collaboration, provision of technical advice, and communicating results at a more focused level (e.g. study tours; meetings between stakeholders across boundaries to discuss opportunities for collaboration).
- In order to ensure continuation of work in this field after 2001, BSP will: identify promising lines of future work; encourage donor interest in supporting it; and encourage other partners to work in these areas. This will include hand-over of BSP information, results and activities to others as appropriate.
- Finally, administrative close-out of this activity will be undertaken.

2. Armed Conflict and the Environment

Armed conflict represents a serious threat to many sub-Saharan African countries today, with many either at risk of conflict, engaged in conflict, emerging from conflict, in a long-term recovery phase, or affected indirectly by conflict occurring elsewhere. Armed conflicts have a devastating impact, shattering economies, devastating human lives, fragmenting societies, and degrading the environment. The resulting loss of biodiversity and depletion of natural resources have long-term consequences that are often felt for many years after hostilities end.

BSP's Armed Conflict and the Environment activity was started in 1998 to identify and raise awareness about the negative impacts of armed conflict on the environment, and develop concrete strategies for mitigating these impacts before, during, and after conflict. The activity covers: promoting understanding of the impacts of armed conflict on biodiversity and sustainable livelihoods in sub-Saharan Africa; identifying and promoting opportunities for impact mitigation; devising strategies for enhancing collaboration among the conservation, relief, and development sectors; building the capacity of these sectors and of policy-makers to cope with disasters while conserving biodiversity and the natural resource base; and increasing awareness among donors of priorities for further support in this area.

During its initial phase, the activity researched the impacts of armed conflict on the environment and explored opportunities for mitigating these impacts; identified and met with potential

partners to discuss emerging themes; and defined BSP's role in this field. The second phase involved exploring a variety of options for mitigating the negative impacts of armed conflict on the environment, and assessing their relative effectiveness. The activity's final phase will build on previous phases by continuing with ongoing analyses, communicating results, and enhancing the capacity of conservation organizations working in areas affected by armed conflict.

Expected Results and Benchmarks for FY 2001 and FY 2002:

- A "Preparing for the Future" workshop will be held in the Democratic Republic of Congo (DRC). It will highlight the challenges currently facing conservation efforts in that country, identify gaps in ongoing activities, explore strategies for improving coordination among the conservation, humanitarian, and development sectors, and identify conservation opportunities and challenges during the post-conflict period. This workshop will be open to the general public.
- A meeting will be held between World Conservation Union (IUCN) and the International Gorilla Conservation Program (IGCP) to exchange information and identify ways to improve collaboration between their respective activities in and around the Virunga Volcanoes National Park.
- Case studies will be completed for a number of African countries to document constraints and opportunities for conservation-related work during periods of armed conflict.
- Case studies will be completed for a number of African countries to document the constraints and opportunities for conservation-related work in post-conflict rehabilitation and development situations, and for influencing post-conflict decision-making affecting biodiversity and sustainable development.
- A pan-African workshop will be held to bring together case study authors and other practitioners to share experiences from countries currently engaged in conflict and recently emerged from conflict. This workshop will draw out lessons learned and help develop concrete strategies for mitigating the negative impacts of armed conflict on the environment.
- Analyses of findings from BSP's work and other research will be continued, leading to the formulation of concrete recommendations and guidelines for mitigating impacts of armed conflict on the environment. These will be produced and disseminated in hard copy and on the web; results may also be disseminated via other outreach channels.
- General areas of analysis will include:
 - constraints and opportunities for improving coordination between the conservation, development, and relief sectors, and potential strategies for bridging this gap;
 - challenges and opportunities for conservation during times of armed conflict;
 - challenges and opportunities for conservation during post-conflict rehabilitation;

- improving understanding of the connection between human welfare, the environment, and armed conflict.
- BSP will collaborate with WWF in its work to produce guidelines for NGO security during times of conflict.
- The electronic (internet) listserv developed under this activity will be maintained until the conclusion of the activity to promote information sharing between individuals and organizations and facilitate improved coordination among the relief, environment, and development communities.
- Outreach events will include presentations at the Wildlife Conference of the College of African Wildlife Management (Mweka, Tanzania) in December 2000, at a BSP brown bag session, and at other Washington, DC-based gatherings.
- In order to ensure continuation of work in this field after 2001, BSP will: identify promising lines of future work; encourage donor support; and encourage other partners to work in these areas. This will include hand-over of BSP information, results and activities to others as appropriate.
- Finally, administrative close-out of this activity will be undertaken.

3. Central African Regional Program for the Environment (CARPE)

The Congo Basin contains the second largest remaining expanse of tropical moist forest in the world. This forest plays a key role in global carbon sequestration, contains a wealth of biodiversity and has significant economic importance to countries of the basin. However, parts of the forest are already degraded and logging, agricultural expansion and other activities threaten the remaining integrity of the forest. CARPE aims to identify and begin to establish the conditions and practices required for the conservation and sustainable use of the natural resources of the Congo Basin in a manner that addresses local, national, regional and international concerns.

CARPE has many government and NGO partners. Sectoral topic teams have responsibility for organizing, supporting, tracking, and reporting on the implementation of sectoral tasks. These teams cover forest management, protected areas, community forest resource management, governance, and monitoring. BSP has the role of ‘air traffic controller’ for this complex program. It has coordinated the development of an analytical and results framework, has synthesized the results of the first phase of CARPE, and is coordinating CARPE communication. It manages a field office in Gabon and focal points in Cameroon and DRC, and runs a small grants program through the Strategic Objective Support Fund to enable more participation of partners in the region. It also organizes the CARPE advisory group.

Expected Results and Benchmarks for FY 2001 and FY 2002:

- BSP will continue to build African NGO capacity through a series of training activities in financial and administrative management and in strengthening NGO communication and networking abilities, specifically in Cameroon, Democratic Republic of Congo, and Gabon.
- BSP will collaborate with USAID and other CARPE partners in fine-tuning a plan for the next three years of CARPE, linked to CARPE partners' detailed work plans, and refining a new structure for administering the next phase as BSP is closing.
- BSP will complete its grants program in DRC, then close out this program in the region and the US.
- Through the regional office and the focal points, BSP will continue to coordinate CARPE related activities in the field and promote linkages with other partners in the region until the field office closes.
- The CARPE communications strategy will be implemented through a number of activities including:
 - publication in English and French of a series of issues briefs on the results of the first phase of the CARPE, with dissemination to key target audiences including decision-makers, practitioners and donors.
 - networking and information sharing in the region which BSP will continue to promote through its final issue of the CARPE newsletter and other activities.
 - dissemination of more specific results and key messages of the first five years of CARPE by other means (e.g. the CARPE and BSP websites, CD-ROM).
 - ensuring that CARPE experiences, results and lessons from the first phase are well documented and readily accessible after BSP closes.
- As appropriate, BSP will hand over relevant CARPE functions (air traffic controller, grant management, organization of the advisory body, capacity building, networking and communication) to USAID staff and/or other CARPE partners, to ensure continuity of those functions which will continue beyond 2001.
- Finally, administrative close-out of this activity will be undertaken.

4. Communication, Outreach and Capacity Building

The Africa and Madagascar Program's communication strategy places high priority on identifying and communicating useful lessons from both individual activities and the program at large, in the most appropriate forms, to focused priority audiences of practitioners, policy-makers

and USAID. Communication and outreach will be done both directly by BSP and indirectly through partners, in a variety of ways including publication dissemination, presentations at conferences, brown bags, and workshops, and through informal networking. The communication strategy also covers development of an appropriate documentation legacy after BSP closes. As part of the legacy, the enduring part of the BSP website will be placed on the WWF site for five years. If funds permit, CD-ROMs will be prepared containing BSP publications, since hard copies have limited distribution, and access to the internet in many parts of Africa is still limited and expensive.

In FY 2001, the Africa Program will continue to build capacity for biodiversity conservation, within constraints of budget and time. This includes continued participation in and capacity building support to the African Biodiversity Collaborative Group (ABCG).

Expected Results and Benchmarks for FY 2001 and FY 2002:

- New publications will be disseminated in hard copy and placed on the BSP website in order to reach a wider target audience for BSP results.
- Partners with BSP-funded publications will continue to be supported to place the publications on their websites; if they do not have websites, BSP will offer to put them on its site. The BSP website will continue to develop reciprocal links with websites of partners.
- The BSP website will be edited as a legacy site and placed on the WWF website for five years after BSP closes, in order to ensure that BSP publications continue to be available on the internet.
- Hard copy sets of Africa Program publications will be sent to selected libraries in the US and to national and regional libraries in Africa as part of BSP's legacy.
- If funds permit, a CD-ROM will be prepared with BSP publications and distributed widely to practitioners, policy-makers and others in Africa and elsewhere.
- Displays of BSP Africa and Madagascar Program results will be presented at selected meetings and conferences in order to reach specialized audiences.
- Brown bags will be presented on Disasters, Transboundary and CARPE activities in a BSP brown bag series during the course of the year, and specific results will be presented in smaller meetings to BSP consortium partners, USAID and other partners, in order to promote understanding of results.
- Special communication event(s) may be planned before BSP closes, to communicate final results and lessons learned.
- Other communication, outreach and capacity building activities will be identified and implemented during the course of the year as opportunities arise.

APPENDICES

A. PROPOSED TRAVEL

Africa and Madagascar Program is submitting with its annual work plan a list of anticipated program travel for fiscal years 2001-02, regardless of prior approval, as a precaution to ensure compliance with allowable foreign travel costs. The following is anticipated possible international travel by BSP staff, consultants, and grantees for fiscal years 2001-02:

| Destination | Number of trips | Purpose |
|------------------------------|-----------------|---|
| Belgium | 4 | ACE: 1 from U.S. for outreach and meetings CARPE: 3 from U.S. for meetings |
| Botswana | 1 | TBNRM: 1 from U.S. for outreach |
| Burkina Faso | 1 | TBNRM: 1 from U.S. for outreach |
| Cameroon | 20 | ACE: 1 from U.S. for outreach CARPE: 7 from U.S. for site visits, monitoring and support to Focal Point and local partners. CARPE: 5 from within Africa for research exchange CARPE: 6 from within Central Africa for field office activities TBNRM: 1 from U.S. for outreach |
| Central African Republic | 3 | ACE: 1 from U.S. for outreach CARPE: 1 from Gabon for field office activities TBNRM: 1 from U.S. for monitoring of case studies |
| Congo (Republic of) | 4 | ACE: 1 from U.S. for outreach TBNRM: 2 from U.S. for monitoring of case studies and outreach CARPE: 1 from Gabon for field office activities |
| Cote d'Ivoire | 2 | CARPE: 1 from U.S. for partner activities; 1 from Gabon for field office activities and training |
| Democratic Republic of Congo | 28 | ACE: 3 from U.S. for workshop planning, follow-up and outreach ACE: 6 from U.S., 3 from Europe, 10 from Central and East |

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| | | Africa, 1 from Sierra Leone, and 1 from Mozambique for Preparing for Peace workshop CARPE: 3 from Gabon for site visits CARPE: 1 from U.S. for site visit |
| Ethiopia | 1 | ACE: 1 from U.S. for outreach |
| France | 3 | CARPE: 1 from U.S. for meetings; 2 from U.S. or Africa for research exchange |
| Gabon | 19 | CARPE: 10 from U.S. for site visits, close-out preparations, and support to the field office and partners CARPE: 1 from Cameroon and 1 from DRC for field activities CARPE: 1 from Belgium, 1 from Indonesia, 2 from Cameroon, 2 from DRC, 1 from CAR for research exchange and meetings |
| Ghana | 1 | TBNRM: 1 from U.S. for outreach |
| Guinea | 3 | ACE: 1 from U.S. for outreach TBNRM: 2 from U.S. for monitoring of case studies and outreach |
| Jordan | 1 | TBNRM: 1 from U.S. for World Conservation Congress |
| Kenya | 6 | ACE: 1 from U.S. for outreach CARPE: 2 from within Africa for research exchange and meetings TBNRM: 2 from U.S. for monitoring of case studies and outreach General: 1 from U.S. for outreach |
| Liberia | 1 | ACE: 1 from U.S. for outreach |
| Mauritania | 1 | TBNRM: 1 from U.S. for monitoring of case studies |
| Mozambique | 2 | ACE: 1 from U.S. for outreach General: 1 from U.S. for outreach |
| The Netherlands | 6 | ACE: 1 from U.S. for outreach CARPE: 2 from U.S. or Africa for research exchange and meetings General: 3 from U.S. for home leave and repatriation of TBNRM Senior Program Officer |

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|-----------------------|-----|---|
| Niger | 2 | TBNRM: 2 from U.S. for monitoring of case studies and outreach |
| Rwanda | 1 | ACE: 1 from U.S. for outreach |
| Sao Tome and Principe | 1 | CARPE: 1 from U.S. for meetings |
| Senegal | 2 | TBNRM: 2 from U.S. for monitoring of case studies and outreach |
| Sierra Leone | 1 | ACE: 1 from U.S. for outreach |
| South Africa | 119 | ACE: 4 from U.S., 2 from Europe, 10 from West Africa, 15 from East Africa, 15 from Central Africa, and 5 from Southern Africa for Pan-African Workshop CARPE: 2 from within Africa for research exchange and meetings TBNRM: 4 from U.S., 4 from U.S. and/or Europe, 14 from West Africa, 14 from Central Africa, 14 from East Africa, and 14 from Southern Africa for Pan-African Workshop TBNRM: 1 from U.S. for outreach General: 1 from U.S. for outreach |
| Switzerland | 3 | ACE: 1 from U.S. for outreach TBNRM: 1 from U.S. for outreach General: 1 from U.S. for outreach |
| Tanzania | 6 | ACE: 2 from U.S. for Mweka Conference and outreach TBNRM: 2 from U.S. for monitoring of case studies and outreach General: 2 from U.S. for Mweka Conference and outreach |
| Uganda | 2 | ACE: 1 from U.S. for outreach General: 1 from U.S. for outreach |
| United Kingdom | 5 | CARPE: 2 from U.S. and/or Africa for research exchange and meetings General: 3 from U.S. for meetings |
| United States | 24 | ACE: 3 from Europe and 3 from Africa for workshop CARPE: 1 from Cameroon, 1 from DRC, and 3 from Gabon for field office staff visits to HQ CARPE: 2 from Cameroon, 2 from Gabon, and 2 from DRC for research exchange and meetings CARPE: 3 from Gabon for repatriation of CARPE Regional Coordinator and family |

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| | | TBNRM: 1 from Kenya, 1 from South Africa, 1 from Guinea, and 1 from Niger for workshop |
| Zimbabwe | 2 | TBNRM: 1 from U.S. for outreach General: 1 from U.S. for outreach |

B. FY 2001-02 CALENDAR OF MAJOR EVENTS AND MILESTONES

The Africa and Madagascar Program has developed a Calendar of Major Events and Milestones to provide its staff with an across-the-program view of events that will result from program activities. This reflects anticipated events rather than establishing rigid deadlines, with the understanding that timelines for individual activities are subject to many variables.

A copy of the FY01-02 Calendar of Major Events and Milestones is included to give USAID an idea of the variety and intensity of activity that will take place during the year.

BSP Africa and Madagascar Program Milestones and Work Priorities, FY 2001-2002

| | Oct-00 | Nov-00 | Dec-00 | Jan-01 | Feb-01 | Mar-01 | Apr-01 | May-01 | Jun-01 | Jul-01 | Aug-01 | Sep-01 | Oct-01 | Nov-01 | Dec-01 |
|--|---|--------|--|--------|--|---|---|---|--|--|--|---|--------|--------|--|
| CARPE | | | <ul style="list-style-type: none"> * Finish the majority of CARPE grants * Participation in Yaoundé Summit follow-up ministerial meeting | | <ul style="list-style-type: none"> * Finish of grants in DRC * Review results | <ul style="list-style-type: none"> * Participation in Yaoundé Summit follow-up ministerial meeting | <ul style="list-style-type: none"> * Dissemination of the briefing sheets | <ul style="list-style-type: none"> * CARPE focal points close * Handing over the Field Office management to new structure | <ul style="list-style-type: none"> * Handing over the Field Office management to new structure * CARPE field office closes | | | | | | <ul style="list-style-type: none"> * Final closeout |
| TBNRM | | | <ul style="list-style-type: none"> * Participation in Mweka Conference, Tanzania to promote project findings and stimulate discussion | | | | <ul style="list-style-type: none"> * Completion of TBNRM Regional overviews and case studies * Pan-African TBNRM workshop | <ul style="list-style-type: none"> * Pan-African analysis on TBNRM | <ul style="list-style-type: none"> * Guidance on TBNRM * Outreach | <ul style="list-style-type: none"> * Outreach | <ul style="list-style-type: none"> * Outreach | <ul style="list-style-type: none"> * Publication launch | | | <ul style="list-style-type: none"> * Final closeout |
| ACE | | | <ul style="list-style-type: none"> * Participation in Mweka Conference, Tanzania to promote project findings and stimulate discussion | | <ul style="list-style-type: none"> * Organize DRC Workshop to improve coordination between relief, development, and environment sectors | | <ul style="list-style-type: none"> * Completion of case studies * Pan-African workshop to analyze findings from case studies and develop guidelines for mitigating armed conflict impacts | <ul style="list-style-type: none"> * Final analysis and synthesis of project findings | <ul style="list-style-type: none"> * Outreach * Guidance on issues relating to armed conflict and the environment | <ul style="list-style-type: none"> * Outreach | <ul style="list-style-type: none"> * Outreach | <ul style="list-style-type: none"> * Publication launch | | | <ul style="list-style-type: none"> * Final closeout |
| Communication, Outreach and capacity building | <ul style="list-style-type: none"> * Outreach, World Conservation Congress | | <ul style="list-style-type: none"> * | | | | | | | <ul style="list-style-type: none"> * Outreach, Society for Conservation Biology | | <ul style="list-style-type: none"> * Finalization of legacy web site * Dissemination of legacy hard copy sets and CD-ROMs | | | <ul style="list-style-type: none"> * Final closeout |

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