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# Biodiversity Analysis and Technical Support for USAID/Africa (BATS) ANNUAL WORKPLAN: FY 2007

**20 November 2006**

This publication was produced for review by the United States Agency for International Development. It was prepared by the Biodiversity Analysis and Technical Support team.

**Biodiversity Analysis and Technical Support for USIAD/Africa**

**Is Funded by the U.S. Agency for International Development  
(EPIQ IQC: EPP-I-00-03-00014-00, Task Order 02)**

**and**

**Is Implemented by  
Chemonics International Inc.  
The World Conservation Union  
World Wildlife Fund  
International Program Consortium**

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## List of Acronyms

ABCG	Africa Biodiversity Consultative Group
BATS	Biodiversity Analysis and Technical Support for USAID/Africa
CTO	Cognizant Technical Officer
DCHA	Bureau for Democracy, Conflict, and Humanitarian Assistance
FS/IP	USDA Forest Service/International Programs
GDA	Global Development Alliance
IPC	International Programs Consortia, Inc
IUCN	The World Conservation Union
LOE	level of effort
PMP	Performance Monitoring Plan
PMU	Project Management Unit
STTA	short-term technical assistance
TA	technical assistance
WWF	World Wildlife Fund

## Section I – USAID and Biodiversity in Africa

### A. Program Description and Purpose

The objective of the Biodiversity Analysis and Technical Support for USAID/Africa (BATS) task order is to build capacity within the Africa Bureau and its missions to develop biodiversity conservation programs and assess other program activities to improve their support for conservation. By incorporating best practices into operational plans and Mission Strategic Plans, this project will serve as a platform for raising applied awareness of USAID's biodiversity conservation agenda.

BATS will serve as a support facility that provides services to meet mission and partner needs in the areas of:

- Assessing USAID biodiversity conservation experience and determining steps forward
- Reviewing and improving the environmental impacts of extractive industries alliances
- Supporting conservation in states vulnerable to crisis, in crisis, or emerging from crisis
- Conducting 118/119 assessments and analyses of biodiversity threats and opportunities within Operational Plans

### B. Organizational Structure

This task order is being implemented by the Chemonics team, which consists of Chemonics and subcontractors: The World Conservation Union (IUCN), World Wildlife Federation (WWF), and International Programs Consortia, Inc (IPC). In addition to the Chemonics team, activities under this task order will also involve the BATS partners, the Africa Biodiversity Consultative Group (ABCG) and USDA Forest Service/International Programs office (FS/IP). The partners will contribute technical staff and resources when available and applicable but will not be managed directly by the Chemonics team. Any resources they wish to contribute will not be accounted for as part of this task order budget or assigned level of effort (LOE). Exhibit 1 on the following page shows the organizational structure of the Chemonics team, the task order partners, and USAID.

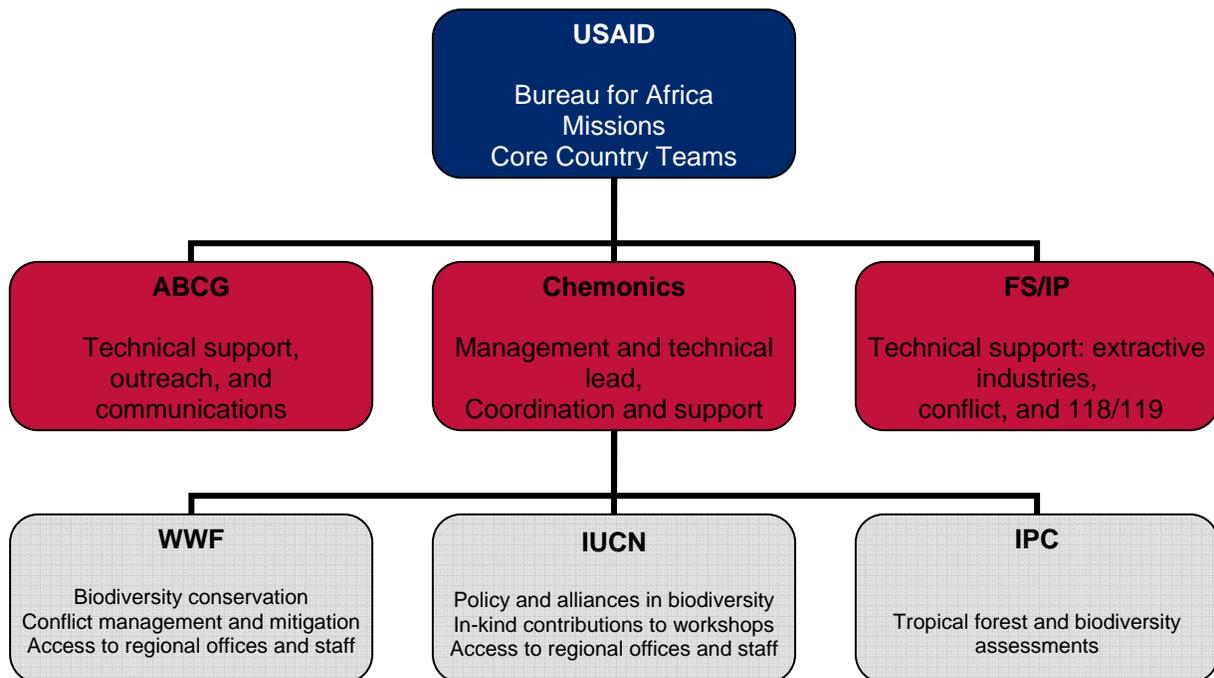
The organizational structure of the Chemonics team is designed to allow for maximum flexibility to meet the needs of USAID/Africa while also ensuring accountability for results. Team Leader David Gibson will take primary responsibility for ensuring the technical objectives of the project are met. He will also directly supervise key staff, the project management unit, and administrative support units. To accomplish the various tasks set out in the work plan, we will make use of short-term technical assistance, both local and expatriate, to ensure specified results for each assignment are achieved.

Project staff comprising the core team and key technical personnel as listed below.

<b>Position</b>	<b>Name</b>	<b>Responsibility</b>
Team Leader/ Biodiversity Conservation Specialist	David Gibson	Manage work plan and achievement of tasks; oversee and conduct 118/119 assessments
Environmental Policy Specialist	Joy Hecht	Lead Task A, provide technical assistance for other tasks on an as-need basis

<b>Position</b>	<b>Name</b>	<b>Responsibility</b>
Extractive Industry Specialist	Renée Morin	Lead Task B, provide project management support from Chemonics home office
Conflict Management Specialist	Jon Unruh	Lead Task C and coordinate activities with extractive industry efforts as necessary

**Exhibit 1. Organizational Chart**



## Section II – First Year Work Plan

### A. The Work Planning Process

The work planning exercise was conducted during the project start-up workshop on October 25, 2006, which also covered team orientation, team building and partner coordination. The start-up workshop took place for one day, and participants included the Chemonics key technical staff and project management unit, representatives from our subcontractors, IUCN and WWF, representatives from ABCG and FS/IP, and several USAID participants, including the Cognizant Technical Officer (CTO), Tim Resch.

During the work planning exercise, specific subtasks were identified, resources and potential contributions from implementing partners were discussed, and a general timeline for each major task was drafted. Following the workshop, a Gantt chart was developed to capture activities, milestones, and an estimated implementation timeline. Internal team planning during the weeks following the workshop led to submission of this annual work plan for the 2007 project year.

### B. Results Framework

BATS is primarily a service-based task order that includes several defined deliverables in addition to “as needed” technical assistance to missions. Because of the nature of this task order, we are not proposing a typical results framework. Instead of developing specific indicators for each task, we will measure the results of this task order in terms of meeting milestones and related deliverable targets. Our results framework is presented in Exhibit 2, below. Milestones are indicated at the end of each Task discussion and are summarized as part of the Performance Monitoring Plan (PMP).

#### Exhibit 2. Results Framework

	Task A	Task B	Task C	Task D
RESULTS	USAID Africa biodiversity policy and programs improved through guidance incorporation and dissemination	USAID alliances with extractive industries improved for forest management and biodiversity conservation	USAID activities in biodiversity conservation within rebuilding and developing countries improved	USAID Operational Plans improved by incorporating results of tropical forestry and biodiversity assessments
SUBTASKS	Conduct historical review and assessment of past twenty years of USAID biodiversity conservation in Africa	Document USAID/ industry experience and develop toolkit(s) and/or guidebooks	Provide TA to missions to integrate biodiversity conservation into strategic objectives	Develop or update 15 118/119 assessments upon prioritized basis
	Identify future trends and recommend actions for future USAID biodiversity conservation in Africa	Provide TA to missions on extractive industry alliances	Improve and elaborate on Foreign Assistance Framework relative to biodiversity conservation	Build 118/119 awareness and capacity with missions, USFS, ABCG and other partners
	Conduct outreach efforts	Develop and support web site		Provide TA to missions for biodiversity programming support as required

## C. Technical Activities

Details of individual tasks are described in the following four subsections. Following these descriptions we present the Life of Project Schedule in Exhibit 3, which shows subtask durations and related milestones.

### C.1 Task A – Twenty Years of Biodiversity in Africa

Beginning with the first earmarks for USAID biodiversity conservation in 1987, USAID's portfolio of biodiversity activities in Africa has grown and evolved, with current spending between \$50-60 million per year. Under this task, Chemonics and its partners will review that experience, identify the lessons learned from its investment, and examine current trends in natural resource management and conservation, which will inform USAID's strategic programming in biodiversity future conservation work in Africa.

Staff and Partners	
Position	Name
Biodiversity Review Lead	Joy Hecht
Task A Support	Julia Watkins
Task A Support	Judy Oglethorpe
FS/IP Primary Contact	Marc Bosch
ABCG Primary Contact	Nancy Gelman

#### Subtasks

1. *Conduct historical review and assessment of past twenty years of USAID biodiversity conservation in Africa*

Joy Hecht will lead the identification and review of documents from the past twenty years of USAID biodiversity conservation experience. The majority of these documents will be synthesis documents related to USAID biodiversity work in Africa, but some documents will relate to how other stakeholders have approached and addressed biodiversity conservation in Africa and other parts of the world. We will also review and assess documents providing detail about specific USAID projects or specific efforts by other organizations.

We will produce a written report documenting USAID's experience in biodiversity conservation over the past twenty years. The report will address how and why approaches to biodiversity conservation have changed over time, and the results of the review and assessment will form a major portion of a broader report on twenty years of USAID biodiversity conservation in Africa.

2. *Identify future trends and recommend actions for future USAID biodiversity conservation in Africa*

The Task A team will identify future trends in biodiversity conservation and recommend strategies for future action. This will be based both on the historical analysis and on discussions with USAID, ABCG member organizations, USAID contractors if appropriate, and other actors in the biodiversity conservation field.

As part of this effort, we will address the following types of questions:

- What kinds of projects/interventions are desirable or realistic in the context of current and expected USAID priorities?
- Where is work on biodiversity conservation headed in other organizations?

- What will be USAID’s comparative advantage within the larger context of biodiversity conservation work?

The results of this sub-task will form the second part (or last chapter) of the broader report on twenty years of USAID biodiversity conservation in Africa and will be an important element in the communications activities, which will be carried out through other portions of the BATS project. Ms. Hecht may travel to key countries to augment her research and validate assumptions.

3. *Conduct outreach efforts*

Completion of this sub-task will include holding one or possibly more workshops in Washington DC and Africa to present the historical analysis and discuss approaches for the future. However these activities are more likely to be part of later phases in the implementation of the BATS project in Year 2. Possible communication pieces we would assist in developing would include policy fact sheets, technical notes, and audio/visual aids.

**Potential Partner Contributions**

Several member organizations from ABCG have experts with extensive knowledge of biodiversity conservation projects in Africa. Nancy Gelman will provide a list of primary contacts from the member organizations who are specialists in this field. Through interviews with Joy Hecht, these experts will help identify projects, programs, and approaches that have been used to implement biodiversity conservation in Africa and other parts of the world over the past twenty years. These experts may also be available for a workshop to review the historical assessment of the past twenty years of USAID biodiversity conservation work in Africa as well as to recommend future trends and actions for USAID biodiversity conservation programming in Africa. ABCG will also be involved in outreach efforts for this task.

**Milestones**

- Draft of historical review and assessment (Month 6)
- Workshops in Africa to review findings, trends and key future actions (Month 7)
- Compile future trends and recommendations (Month 8)
- Final report: Twenty years of USAID Biodiversity Conservation in Africa (Month 9)

**C.2 Task B – Managing Extractive Industries**

Extractive industries include a wide range of commodities such as oil and gas, gold, diamonds and gems, and other renewable and non-renewable natural resources, each with a unique value chain and set of stakeholders. The Africa bureau’s primary focus for extractive industries is on economic impacts; distribution of benefits, control and access; and links to conflict. The environmental implications of extractive industries are poorly understood and marginally addressed, putting USAID and their alliances at risk. Several operating units are designing and implementing new initiatives in this sector, often under the Global Development Alliance (GDA) framework.

<b>Staff and Partners</b>	
<b>Position</b>	<b>Name</b>
Extractive Industries Lead	Renee Morin
Task B Support	Julia Watkins
Task B Support	TBD
FS/IP Primary Contact	Michael Chaveas
ABCG Primary Contact	Nancy Gelman

## Subtasks

### 1. *Document USAID/industry experience and develop toolkit/guidebook*

We will prepare a practical toolkit that highlights outstanding case studies, important literature, and successful implementation strategies organized by the following primary commodity classes: timber, mining, oil and gas, and fisheries. Secondary commodity classes such as non-timber forest products and bushmeat will be incorporated into the toolkit but will not be given the same level of effort as the primary classes. We will document USAID's experience in extractive industry initiatives through desktop and in-country research and interviews with experts and industry representatives. As ABCG members and FS/IP have entered into multiple initiatives with extractive industry groups, we will incorporate their experience into the toolkit. We will also review existing and potential GDAs to identify opportunities for integrating biodiversity conservation and forest management concepts.

Renee Morin will lead this effort and will solicit input from working group members as necessary to develop the toolkit/guidebook. Activities under this subtask include:

- Identify ABCG contacts to interview
- Identify USAID experts to interview
- Conduct initial literature review
- Draft outline of toolkit
- Collect documentation and prepare toolkit
- Make results available via the FRAME website and other media

### 2. *Provide TA to missions on alliances*

The primary activity under this subtask is to develop and launch an extractive industry toolkit for biodiversity conservation. This effort will be coordinated as part of the overall communications strategy for all four main tasks. Communication of available resources to missions will include both hard copy and electronic distribution of the toolkit. Upon request, the Chemonics team will be prepared to travel to the appropriate mission and provide guidance on industry alliances. Short-term technical assistance (STTA) with appropriate experience will be identified as necessary. Ms. Morin will work with the requesting mission to define a scope of work before travel so that the needs of the mission are efficiently met. In anticipation of launching the toolkit, Chemonics will identify and review current and potential alliances entered into by Africa Region missions and will approach these missions to offer technical assistance (TA) services as part of the communications strategy.

In addition to providing toolkit-based TA, the Chemonics team is prepared to support Lesley Johnston (USAID/AFR) with conducting reviews of extractive industry initiatives that involve multiple donors and work with USAID to construct the agency's position. This TA will be provided on as requested basis.

### 3. *Develop and support web site*

Showcase the report, toolkit, and other products from Tasks A, C, and D on an easy-to-navigate Web site that will be accessible to USAID mission staff and the general public. This

content will be folded into the pre-existing FRAME web site. Lilit Yoo will be the web master for this effort. Ms. Yoo will coordinate efforts with the FRAME Web site's primary host.

We will produce an expanded scope of work for this effort as our communication plan is developed. This scope of work will include details on the site map, standard operating procedures, and communications strategy for the web site itself.

### Potential Partner Contributions

ABCG. Several member organizations from ABCG, including Conservation International, have extensive experience in extractive industry programs. ABCG's experts in the field of extractive industry interactions will be available for interviews and information transferal to augment the resources that will be compiled into the tool kit. Nancy Gelman will provide a list of primary contacts from the member organizations who are specialists in this field. ABCG may also be able to offer access to local technical assistance and/or use of office space in Africa for various countries. As ABCG is not currently funded under this task order, their involvement during the first six months may be limited to non-LOE based activities. Once funding is obtained, ABCG's involvement will most likely increase and they may be able to offer expatriate technical assistance to either mission and/or extractive industry donor reviews.

FS/IP. The Forest Service is prepared to contribute their experiences in interacting with extractive industries in Africa and abroad. They will act as a document and technical assistance resource during the development of the tool kit. In addition, FS/IP may be able to contribute specific LOE in certain countries if site visits or mission assistance is required. The terms of this contribution will need to be determined on an as needed basis. USFS could provide some of our extractive industries specialist for STTA to missions as well, either as part of a team with Chemonics and/or ABCG members, or independently, depending on how we want to prioritize this aspect of the work.

### Milestones

Toolkit launched (Month 9)

Provide TA to missions (ongoing/as needed)

Web site protocol approved/launched (Month 6)

### C.3 Task C – Biodiversity Conservation for States Vulnerable to/Recovering from Crisis

Crisis countries, which often have a rich renewable and non-renewable resource base, face a range of developmental challenges that vary over time, by country, or even by parts of a country. These challenges can include weak governance, corruption, political exclusion, elitism/patrimonialism, factionalism, ungoverned spaces, transitional moment, violent conflict, and public disengagement. Conserving biodiversity during periods of crisis is crucial to protect livelihoods and future economic potential.

Staff and Partners	
Position	Name
Conflict Specialist	Jon Unruh
Task C Support	Brian App
Task C Support	Judy Oglethorpe
Task C Support	Stephen Kelliher
FS/IP Primary Contact	Oliver Pierson
ABCG Primary Contact	Nancy Gelman

## Subtasks

The objectives of Task C are currently being defined by key stakeholders. In the first quarter of 2007 we will convene Tim Resch and Doreen Robinson of USAID/NRM, Cynthia Brady of the Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA), and Oliver Pierson of FS/IP to clearly define the objectives and way forward for this task.

The following subtasks are presented as illustrative activities that will need to be refined as Task C is developed:

1. *Provide TA to missions to integrate biodiversity conservation into strategic objectives:*

Under Task C Jon Unruh and working group members will evaluate countries and determine their eligibility for assistance from BATS as it relates to conflict and biodiversity issues. Once the audience of missions and countries has been defined, Mr. Unruh and additional STTA will conduct the following activities:

- Review countries in need of 118/119 assessments (as defined under Task D) to determine the possibility of synergy and resource leveraging across BATS components
- Incorporate education and awareness elements of conflict/NRM/livelihoods issues into communications pieces and offerings to missions
- Define and describe to missions how assistance with integrating biodiversity into rebuilding and developing countries' Operational Plans will be provided.
- Provide assistance to missions upon request.

2. *Improve and elaborate on Foreign Assistance Framework*

We will produce 'best practice' guidelines for rebuilding countries based on regional clusters. Clusters of countries will be determined by recognizing transboundary issues where political and biodiversity issues are inextricably linked across several countries (e.g., Horn of Africa – Sudan, Ethiopia, Eritrea, Djibouti, and Kenya Uganda, Rwanda). The cluster approach is based on the principal that individual countries must collaborate in order to successfully address biodiversity conservation issues. Offering guidance under clusters will also increase resource efficiency under BATS and optimally allow us to reach a wider audience.

We will prioritize conflict/crisis countries and sub regions with regard to biodiversity conservation needs and provide TA to missions in these countries in the form of workshops, training, toolkits, and case studies that highlight relevant conflict and biodiversity conservation experiences.

## Potential Partner Contributions

ABCG. Nancy Gelman will provide a list of primary contacts from the member organizations who are specialists in the field of conflict and biodiversity. ABCG may also be able to offer access to local technical assistance and or use of office space in Africa for various countries.

FS/IP. Members of the forest service will provide technical assistance as-needed based on relevant country experience. FS/IP has country presence in several areas where missions may request support and may offer their experts to assist with TA requests. FS/IP can also offer access to reports and studies on conflict and biodiversity in Africa.

## Milestones

Initial communications tools developed (Month 6)  
Cluster-based best practice guidelines produced (Month 9)  
Provide TA to missions (ongoing/as needed)

### C.4 Task D – Support for Biodiversity and Tropical Forestry Assessments

The development of USAID/Department of State operational plans will require biodiversity and tropical forestry assessments as per Section 118 and 119 of the Foreign Assistance Act. Under the New Guidance for Operating Unit Operational Plans, all countries receiving USAID assistance must meet Section 118/119 requirements regardless of size or whether they are presence or non-presence countries (Annex 1 – Guidelines for FAA 118/119 Compliance). Bilateral USAID missions in Africa have previous 118/119 analyses in place, but quality varies and assessments may need to be updated. The primary goal of this task will be to provide USAID missions and non-presence countries with support in completing these assessments.

Staff and Partners	
Position	Name
Biodiversity Conservation Lead	Dave Gibson
118/119 Specialist	Steve Dennison
118/119 Specialist	Greg Minnick
118/119 Specialist	Stephen Kelleher
118/119 Specialist	Richard Warner
ABCG Primary Contact	Nancy Gelman
FS/IP Primary Contact	Joe Kruger

#### Subtasks

1. *Develop or update 15 118/119 assessments upon prioritized basis*

It will be important to effectively manage limited resources for 118/119 assessments. Based on the prioritization described below, we expect to conduct three levels of assessment. Each type of assessment will assess the threats and key actions necessary to conserve biodiversity and tropical forests and determine if and how the Operational Plan meets identified conservation needs. Depending on mission interest, any of the analyses can be requested to provide succinct and practical guidance on how programs may be modified to more directly and positively impact conservation. The typology includes:

- A. Rapid desk top analyses of secondary documentation and telephone interviews with USAID staff. Both will be conducted by individuals or teams outside of country, resulting in a 8-10 page review of the conditions; (low and moderate priority countries)
- B. Desktop review of available documentation, supplemented by a 5-7 day capital city validation and interview process. Analyses will be conducted by either an expatriate or qualified host country national, resulting in a more accurate depiction (25-30 page) of current threats and USAID program interactions; (*moderate priority countries*) and
- C. An extensive (2-3 week) assessment that compliments a thorough document review, extensive interviewing of USAID staff and key conservation community members, and a field-based assessment of the threats and management conditions within key conservation areas. Analyses will be conducted by a 2-3 person team, resulting in a 30-50 page report. (*high priority countries*)

Analysis and the dedication of scarce resources should be determined by several variables including:

- Quality and age of previous assessments
- Availability of necessary documentation
- Extent and nature of political, economic or social changes with a bearing on biodiversity and tropical forest conservation
- Size and complexity of a mission's portfolio
- Extent to which the program is addressing natural resources management
- Nature and extent of natural resource assets and the relative threats to their protection and stewardship.

Annex A provides an illustrative prioritization based on available information. Given the variability and less than standardized approach to the conduct of 118/119 assessments to date, this information needs to be carefully reviewed prior to finalization and updated routinely via one or more USAID tracking mechanisms, including ENCAP, FRAME and the NRM Portal.

As part of carrying out assessments for identified countries, we will support development of a 118/119 tracker and monitoring system to assist USAID in planning for future 118/119 assessments.

2. *Build 118/119 awareness and capacity with missions, USFS and ABCG*

Integrating 118/119 assessments into USAID mission programming is most successful when missions are fully integrated into an assessment process that is conducted early in strategy development process. Whenever possible, missions should be encouraged to use existing staff, contractor or grantee resources to conduct assessments. When work load or staffing does not direct mission involvement, BATS will support missions by providing support from the Chemonics consortium team, the US Forest Service's International Program office or both. Chemonics will support training of FS/IP staff during a January workshop in order to develop a cadre of qualified staff. We will also periodically review compliance with 118/119 requirements and support additional needed training.

3. *Provide TA to missions for biodiversity programming support as required*

In addition to conducting 118/119 assessments under Task D, we will provide additional support to missions upon request for biodiversity programming. As part of this general support we will provide inputs to the Annual 118/119 Report to Congress upon request.

### **Potential Partner Contributions**

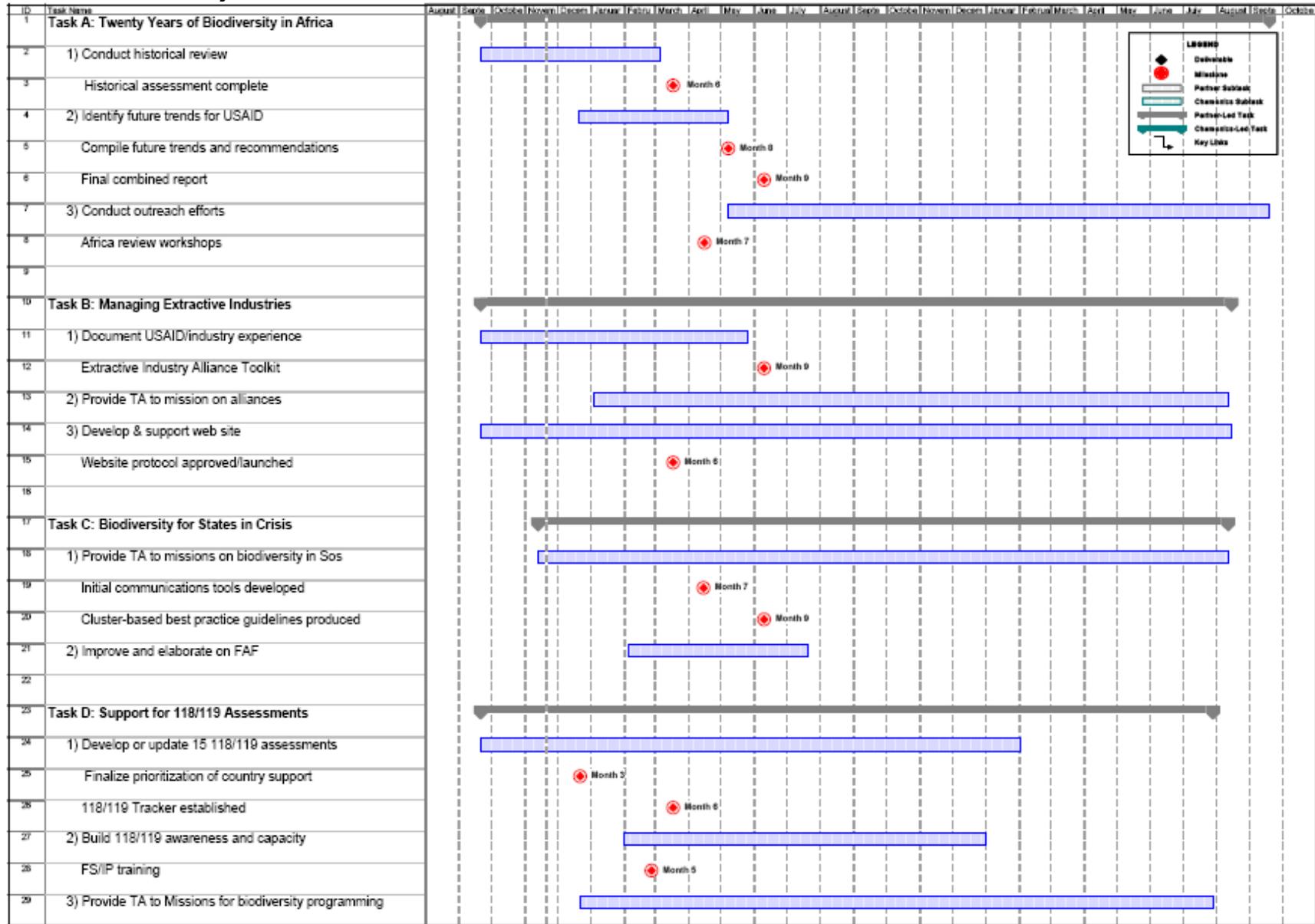
ABCG. Members of ABCG will be utilized to the greatest extent possible and, depending on available funding, may actively support 118/119 assessments in key countries.

FS/IP. It is anticipated that qualified FS/IP personnel will concentrate their efforts on low and moderate priority countries and occasionally support assessments in high priority countries in collaboration with Chemonics team members. The Chemonics consortium will generally focus its efforts on moderate and high priority countries.

**Milestones**

- Final prioritization of country support (Month 3)
- 118/119 Tracker established (Month 6)
- FS/IP 118/119 assessment training conducted (Month 5)

### Exhibit 3. Life of Project Schedule



## **D. Communications Strategy**

### **Goal**

The BATS team will provide analytical and technical assistance to USAID/Africa by designing and implementing programs that integrate natural resource and biodiversity conservation into development activities in Africa. While providing this assistance, our communications goal will be: To increase access to products, information, and related resource materials on natural resource and biodiversity conservation that will work to inform the design and implementation of USAID/Africa programs. A communication action plan will be necessary to coordinate both resources and activities during this two-year implementation period. A large component of the project will be the effective dissemination of results to influence decision-makers within USAID/Africa missions and bureaus, and within Africa itself.

### **Approach**

Our internal organizational tactic for our communications strategy will be to overlap and combine communications tasks both within and across the four main task areas when and where it makes sense to do so, and assign tasks based upon our partners' strengths, resources, and geographic locations. We have developed an all BATS mailing list for our project partners and established a closed web-based workspace on the FRAME web site. Once project members agree upon the project's mission statement and key messages, and as the findings of our research become clearer, we will communicate out those messages and findings and continue to do so throughout the life of the project. As part of our approach we will develop a stakeholder analysis chart and a detailed communications action plan.

### **Target Audiences**

We will be targeting a wide audience that includes both specialists and laypeople. Our products must be persuasive, informative, and easily understood as they will be often reviewed by disparate audiences.

Our target audiences are typically very busy people who may not be interested in our communications products. We must be prepared to study our audiences from the onset and gauge what would appeal to them. Based upon our analysis and discussions held during the first work planning session, the following will be our key audiences:

- USAID/Washington decision-makers
- US Government core country teams in Africa
- USAID Foreign Service Nationals
- DCHA
- African natural resource management specialists
- Missions that deal with extractive industries
- Private industry actors

### **Messages**

The clarity and reinforcement of messages is key to any successful communications plan. Our mission statement and key messages help us all to communicate in a unified manner. Whether talking to our stakeholders or developing project materials, these statements can serve as the

springboard for conversations and interviews to help us describe our project and its benefits. As BATS progresses our message will evolve, but our initial messages are presented below:

#### Mission Statement

BATS promotes sustainable use of Africa's resources by developing practical solutions for implementing biodiversity conservation programs for the USAID/Africa Bureau and its missions.

#### Key Messages (from project partners to external stakeholders)

- *BATS is a unique group of highly-qualified individuals and organizations. This is what we can offer you....*
- *BATS gives decision-makers access to top-quality information and research.*
- *Things have changed! We're all seeing a new way forward, and our historical perspective on biodiversity will help inform your planning....*
- *Integrating biodiversity concerns into programming is the only way to ensure sustainable development, and a better, more secure future for Africa.*
- *Incorporating conservation into development is everybody's job and we have the support tools to make it easier including... (e.g. policy briefs on why, tech notes on how, primers on when.)*

### **E. Program Management Activities**

#### **Program Administration**

We have a project management unit based in Washington, D.C. to manage the administrative, contractual, and financial needs of our consortium at no direct cost to the contract. The PMU staff also serve in technical roles: Mr. Gibson is the home-office director and team leader/biodiversity conservation specialist; Ms. Morin is the home-office manager and extractive industry specialist; and Brain App a home office manager, and Julia Watkins the home-office associate, provide mid-level technical and research support. By serving in dual functions, these team members will ensure closely coordinated management for this Washington, D.C.-based project, while maximizing resources for technical execution of the tasks.

Mr. Gibson will be the last eyes on all deliverables as part of our commitment to high quality outputs. Our subcontractors will give support via their Africa offices and technical support networks, which augment the resources available through other Chemonics-managed projects in Africa.

As part of the work planning process we established a core group with one representative from Chemonics (Dave Gibson), USAID (Tim Resch), ABCG (Nancy Gelman), FS/IP (Oliver Pierson). Headed by CTO Tim Resch, this core group is essential to ensure that the four primary tasks and outcomes are sufficiently integrated and implemented. The group will meet quarterly, at a minimum.

We have also created working groups for each of the four tasks. These groups will provide input to development of activities under each task. Conference calls and/or meetings will be held as needed.

### **African Capacity Fund**

We have created an African Capacity Fund in the amount of \$20,000. We foresee accessing this fund primarily for local subcontractors and for providing workshop support as needed. Any monies distributed from this fund will follow standard contracting and procurement procedures.

Potential first-year activities are:

- To add value to the lessons learned exercise by supporting sub-regional ABCG-led workshops focused on validating guidance for future programs by missions and local stakeholders under Task A
- To partially support regional training under Task D by using the *Best Practices for Biodiversity and Tropical Forest Assessments* handbook developed by Mr. Gibson and *Tropical Forest and Biodiversity (FAA 118 and 119) Analyses: Lessons Learned and Best Practices from Recent USAID Experience*. The objective of this training would be to build in-country capacity for conducting assessments

### **F. Task Order Partners and Resources**

ABCG consists of conservation nongovernmental organizations with significant presences in Africa. ABCG brings extensive experience in executing and promoting biodiversity conservation programs and networking with a wide range of local and international resources. ABCG is currently not funded under this initiative. The level of their participation will depend on the availability of future funds. Contributions would include access to member organizations' expert advice and documentation, access to local technical assistance, and use of local facilities.

FS/IP is a longtime partner of USAID and offers a cadre of technical specialists, such as wildlife biologists, forest economists, hydrologists, disaster management specialists, tourism and recreation specialists, and policymakers. They intervene in the areas of sustainable forest management and biodiversity conservation worldwide. FS/IP can contribute technical assistance as needed specifically for tasks C and D. They currently have presence in three African countries and will offer their STTA as appropriate to individual tasks.

### Section III – Performance Monitoring Plan

The PMP for this task order has been modified from typical indicator-driven monitoring to incorporate milestones as measures of project performance. Because BATS is highly dependent on mission technical assistance requests and is heavily based on developing toolkits and other biodiversity resources, we will present project progress and results in terms of milestones met or achieved. Each task's results and related milestones are presented in the table below. The BATS quarterly reports will include information on the status of milestones for each task and we will measure our progress against these markers.

<b>Results</b>	<b>Milestones</b>	<b>Timeframe</b>
<b>Task A</b>		
USAID Africa biodiversity policy improved through guidance incorporation and dissemination	Historical assessment of past twenty years of USAID biodiversity conservation in Africa	Month 6
	Africa review workshops	Month 7
	Compile future trends and recommendations	Month 8
	Final combined report completed	Month 9
<b>Task B</b>		
USAID policy for alliances with extractive industries improved for forest management and biodiversity conservation	Toolkit launched	Month 9
	Provide mission TA	Ongoing/as needed
	Web site protocol approved/launched	Month 6
<b>Task C</b>		
USAID activities in biodiversity conservation within rebuilding and developing countries improved	Initial communications tools developed	Month 7
	Cluster-based best practice guidelines produced	Month 9
	Provide TA to missions	Ongoing/as needed
<b>Task D</b>		
USAID Country Operational Plans improved by incorporating results of tropical forestry and biodiversity assessments	Finalize prioritization of country support	Month 3
	118/119 Tracker established	Month 6
	FS/IP 118/119 assessment training conducted	Month 5

## Annex 1 Illustrative Ranking and Prioritization FAA 118/119 Requirements

Country	Dates of Analysis	Funding	Program Complexity	Biological Threat	BATS Priority	Study Level/ Year
Angola	Mar-06	Low	Low	High	Low	
Benin	Dec-05	Low	Low/MCA	Low	Low	
Botswana	Sep-88	Low	Non-presence	Medium	Medium	
Burkina Faso		Low	Low	Moderate	High	A/07 Chem
Burundi	Dec-05; Mar-03	Low	Limited	Medium	Low	
Cameroon		Low	Non-Presence/ CARPE	High	Medium	07
Cape Verde		Low	Non-Presence/MCA	Low	Low	
Central African Republic		Low	Non-Presence/ CARPE	High	Medium	07
Chad		Low	Limited to relief	uncertain	Low	
Comoros		None	Limited	Low	Low	
Congo (Brazzaville)		Limited	Non-Presence/ CARPE	High	Medium	07
Cote D'Ivoire		Limited	Non-Presence/CARPE	High	High	B+/07
DRC	Dec-05; Dec-03	High	Non-Presence/CARPE	High	Medium	
Djibouti	Dec-05	Low	Non-Presence	Low	Low	
Equatorial Guinea		Moderate	Non-Presence/CARPE	High	Medium	B/07 Chem
Eritrea		Moderate	Relief only	Moderate	Low	
Ethiopia	Dec-05; Mar-04	High	Significant	Moderate	Medium	B-C/07 FS/IP
Gabon		Low	Non-Presence/ CARPE	High	Medium	
Gambia		Low	Low	Low	Medium	A/07 FS/IP
Ghana	Dec-05; Apr-02; Jan96	Moderate/MCA	Significant	Moderate	Low	
Guinea	Dec-05; 98	Low	Moderate	High	Low	
Guinea Bissau		Low	Low	Low	Low	
Kenya	Dec-05; Apr-00	High	High	High	High	B-C/07 Chem-FS/IP

Country	Dates of Analysis	Funding	Program Complexity	Biological Threat	BATS Priority	Study Level/ Year
Lesotho		Low/MCA	Low	Low	Medium	A/07 FS/IP
Liberia	Nov-05	High	High	High	Medium	C/07 FS/IP
Madagascar	Feb-02	Moderate	Moderate	High	High	C/07 Chem- FS/IP
Malawi	Nov-05	Moderate/MCA	Moderate	Moderate	Low	
Mali	Dec05; Feb-02 (Apr-89)	Moderate/MCA	Moderates	Low	Medium	B/07
Mauritania		Low	Low	Low	Medium	A/07 Chem
Mauritius		Low	Low	Low	Low	
Mozambique	Dec-02	Moderate/MCA	High	High	High	C/07 Chem- FS/IP
Namibia	Dec05; Apr-03	Moderate	Low	Moderate	Low	
Niger		Low	Relief	Moderate	High	A-B/07
Nigeria	Dec05; Apr-02	High	High	Moderate	Medium	
Rwanda	Dec05; Feb-03	Moderate	Moderate	High	Low	
Sao Tome & Principe		Low	Low	Low	Low	
Senegal		Low/MCA	Low	Moderate	High	C/07 Chem- FS/IP
Seychelles		Low	Low	Moderate	Low	B
Sierra Leone	Dec-05	Moderate	Moderate	Moderate	Medium	
Somalia	Desktop	Low	Low	Moderate	Medium	
South Africa	Nov-05	Moderate	Moderate	Low	Low	
Swaziland		Low	Low	Low	Medium	A/07 FS/IP
Sudan	Mar-03	High	High	Moderate	Low	
Tanzania	Dec-05; Jan-04	Low/MCA	Moderate	High	Low	
Togo		Low	Low	Low	Medium	A/07 FS/IP
Uganda	Jun-06	Moderate	High	High	Low	
Zambia	Jun-02	Moderate/MCA	Low	Moderate	Moderate	
Zimbabwe	Incomplete draft	Low	Relief	High	High	A-B/07 Chem
West Africa		High	High	Moderate	???	
East Africa	May-00	High	High	High	???	
Southern Africa	Jun-03	Low	Moderate	Moderate	Moderate	
CARPE	Nov-02	High	Moderate	High	High	