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Biodiversity Analysis and Technical Support for USAID/Africa (BATS)

FINAL REPORT: September 2006 to November 2008



November 2008

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.

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EPIQ II IQC Contract No. EPP-I-00-03-00014-00, Task Order 02**

Biodiversity Analysis and Technical Support for USAID/Africa (BATS) is funded by the U.S. Agency for International Development, Bureau for Africa, Office of Sustainable Development (AFR/SD). This program is implemented by Chemonics International Inc., World Conservation Union, World Wildlife Fund, and International Program Consortium in coordination with program partners the USDA Forest Service/International Programs and the Africa Biodiversity Collaborative Group.

Recommended Citation

App, Brian. 2008. Biodiversity Analysis and Technical Support for USAID/Africa (BATS) FINAL REPORT: September 2006 to November 2008. Chemonics International, Washington, DC.

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ON THE COVER: Lake Manyara Biosphere Reserve, Tanzania.
BATS / Brian App

ACRONYMS

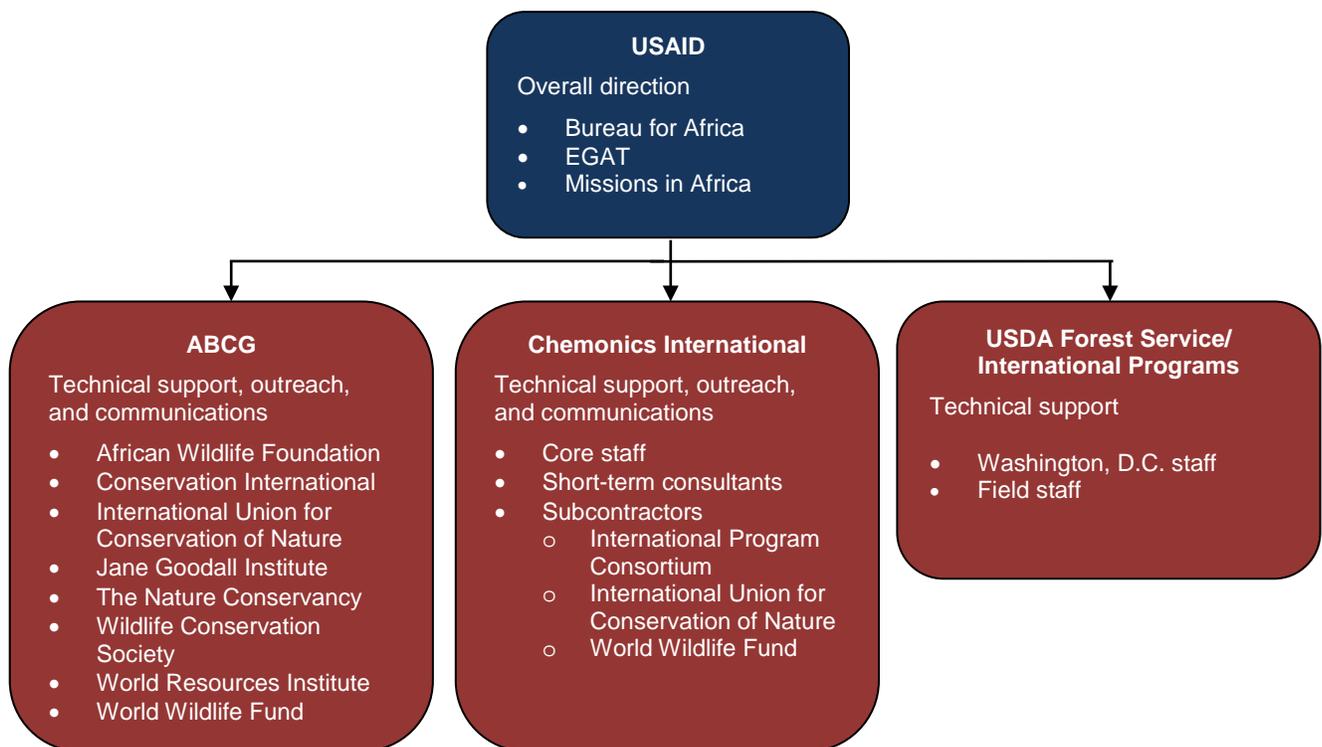
ABCG	Africa Biodiversity Collaborative Group
ANP	Akagera National Park (Rwanda)
BATS	Biodiversity Analysis and Technical Support for USAID/Africa
CAWM	College of African Wildlife Management (Tanzania)
CBNRM	Community-based natural resource management
CTO	Cognizant Technical Officer
EGAT	Economic growth, agriculture, and trade
EI	Extractive industries
EPIQ	Environmental Policy and Institutional Strengthening Indefinite Quantity Contract
ETOA	Environmental threats and opportunities assessment
FS/IP	USDA Forest Service/International Programs
GDA	Global Development Alliance
IPC	International Program Consortium
IUCN	World Conservation Union
LIFE	Living in a Finite Environment program (Namibia)
MEEFT	Ministry of Environment, Waters and Forests, and Tourism (Madagascar)
USAID	United States Agency for International Development
WWF	World Wildlife Fund

INTRODUCTION

Since September 2006, the Biodiversity Analysis and Technical Support for USAID/Africa (BATS) program has helped to build capacity within the Bureau for Africa and its field missions to more effectively incorporate biodiversity conservation into programming decisions. Through timely biodiversity assessments, targeted analyses, generation of technical materials, and other program development support activities, BATS helped missions integrate biodiversity best practices into operational plans, improved conformance with relevant environmental regulations, and served as a platform for strategic planning of USAID’s biodiversity conservation agenda in Africa.

The BATS program is a multi-partner USAID Bureau for Africa effort under the Environmental Policy and Institutional Strengthening Indefinite Quantity Contract (EPIQ II) that includes Chemonics International, the Africa Biodiversity Collaborative Group (ABCG) under a cooperative agreement, and the U.S. Forest Service International Programs (FS/IP) under an interagency agreement (see Exhibit 1 below). While all groups have separate funding and work plans, the three entities met regularly with USAID to coordinate their activities. This report details the activities of the BATS program over the Chemonics contract period, from September 2006 to November 2008. Although the EPIQ BATS activity ended in November 2008, other elements of the program are ongoing, and this report describes activities undertaken with and by program partners as well as those carried out under EPIQ BATS, which are the focus of this report.

Exhibit 1. BATS Organizational Structure



To aid in coordination, a core group was formed with representatives of the BATS partners. Members of the core group changed over the life of the program and at times grew to include additional members in proportion to the needs of the tasks at hand. Members of the core group, and those individuals most involved with the direction of the program and products, include; Nancy Gelman for ABCG; Brian App, Maura Brazil, Sarah Cooper, Dave Gibson, Renee Morin, Stephanie Otis, Julia Watkins, and Kate Woods from Chemonics; Michael Chaveas, Oliver Pierson, and Shelly Saxen from FS/IP; John Waugh from IUCN the International Union for Conservation of Nature (IUCN); Judy Oglethorpe from the World Wildlife Fund (WWF); and Tim Resch from USAID.

While the BATS mechanism remained flexible and responsive to USAID needs, services provided generally fell into the task areas listed below. Each topic is discussed separately in this report.

- Capturing USAID biodiversity conservation experience in Africa
- Managing extractive industries for biodiversity conservation
- Supporting biodiversity conservation for states vulnerable to or recovering from crisis
- Conducting biodiversity and tropical forests assessments

Throughout the life of the program, BATS teams undertook 11 short-term technical assistance assignments in Africa (Angola, Benin, Ethiopia, Guinea, Madagascar, Mali, Mozambique, Namibia, Rwanda, and Sierra Leone); produced 22 technical documents, including 16 FAA 118/119 biodiversity and tropical forests assessments and two environmental threats and opportunities assessments (ETOs); delivered presentations at three African conservation workshops (Botswana, Tanzania, and Washington, D.C.); and conducted training for USDA Forest Service staff in Kalispell, Montana. Communications and knowledge sharing tied all these elements together, and BATS worked to make program materials available online, building the knowledge base available to environmental practitioners.

Through extensive in-country mission debriefs or knowledge-sharing activities in Washington, D.C., BATS sought to feed into the USAID planning processes. For example, for an ETOA in Madagascar, team leader Steve Dennison returned to Antananarivo to present the findings and participate in an environmental stocktaking seminar¹, while team members Jason Ko and Marc Bosch presented the findings at a U.S. Forest Service event in Washington, D.C. In another example of the impact of BATS activities, U.S. Forest Service staff trained in Kalispell completed FAA 118/119 biodiversity and tropical forests reports, while the others remain on a shortlist to complete future assignments.

A key BATS program element was the partnering of USAID with contractors, nongovernmental organizations (NGOs), and other U.S. government agencies, all of whom brought their resources, experiences, and perspectives to BATS activities. This partnership was evident in the review and feedback for BATS products, as well as collaboration in formatting and producing documents. Chemonics and FS/IP worked especially closely on joint teams to complete FAA 118/119 assessments throughout Africa, while ABCG organized workshops and outreach activities to

¹The seminar was part of a larger six month activity (April – September 2008) to review USAID's contribution to the environment and rural development sectors in Madagascar over the last 10-15 years.

highlight BATS products. In addition to their collaboration with the EPIQ BATS contract, both ABCG and FS/IP carried out individual BATS-related tasks independent of the EPIQ II contract.

With a focus on the future of biodiversity in Africa, ABCG identified critical themes for conservation, including global climate change, emerging diseases, and payments for ecosystem services. In one example, ABCG is working with the College of African Wildlife Management (CAWM) to address the impacts of HIV/AIDS and held a workshop in February 2008 to discuss the role of the conservation community in implementing multi-sectoral solutions to the HIV/AIDS crisis. In another example, to help the conservation community to understand Emerging Infectious Diseases, ABCG undertook activities including an investigation of the environmental impacts of Avian Influenza in Ghana, held meetings in Tanzania to learn about the wildlife disease data collected and current plans for preparedness, and presented lessons learned in the topic through a post-graduate training course at CAWM as well as holding a August 7, 2008 meeting in DC on the topic of “Emerging Infectious Diseases in Africa: What Can the Conservation Community Do To Prepare?”.

FS/IP has a long history of working with USAID to support activities aimed at improving the use and management of natural resources in Africa, and their collaboration under the BATS program has complimented and broadened that relationship. BATS activities conducted independent of the Chemonics and the EPIQ II contract included an August 2008 Regional Wildfire Management Training with the Angolan Forestry Institute and Namibian Forest Department, and the development of a terms of reference for a 118/119 Biodiversity and Tropical forest assessment in the Democratic Republic of the Congo.

Organized by the four primary task areas, plus communications management, this report provides an overview BATS program activities on completion of the EPIQ II contract in November 2008, as well as conclusions, recommendations, and major issues discussed in the numerous materials produced by BATS teams.

CAPTURING USAID BIODIVERSITY CONSERVATION EXPERIENCE IN AFRICA

USAID has been working on biodiversity and conservation issues for more than 30 years. Research into what has been done, the results, and an examination of the reasons why activities were successful or not provide valuable understanding for building on previous successes and learning from past challenges. With this in mind, the primary objective of this task was to document lessons learned from USAID/Africa's biodiversity conservation initiatives and catalyze the discussion on priorities for future action.

Over the life of the contract, two major BATS assessments examined the USAID investment in African biodiversity conservation work: *Protecting Hard Won Ground: USAID Experience and Prospects for Biodiversity Conservation in Africa*, and *USAID Support to the Community-Based Natural Resource Management Program in Namibia: LIFE Program Review*. While the former provided a general overview of USAID investments, the latter provided a detailed examination of one investment in particular. Additional activities under this task included workshops to present these materials and raise the awareness of USAID's biodiversity conservation agenda.

USAID Biodiversity Programming Documents

Protecting Hard Won Ground describes the history, lessons, and challenges of USAID involvement with biodiversity conservation in Africa. It was based on a review of documents and interviews with key conservation and development personnel. Given the extensive information available and the somewhat subjective nature of a broad investigation, the report sought to spotlight the most important events and programs and analyze the evolution of programming in this area. Key findings of the report were as follows:

- *The need to engage stakeholders in the design and implementation of projects has become increasingly clear*, as has the need for conservation and development interests to continue to work together and recognize the importance of diverse partnerships.
- *Future challenges are interrelated and self-reinforcing*. For example, with climate change predicted to undermine food production capacity, and with population growth increasing demand, conflict over resources is more likely, which may further undermine food production. These threats can come together quickly, with potentially dramatic impact on biodiversity across Africa.
- *For conservation to succeed, ensuring that the financial returns from conservation efforts are sufficient to compensate communities for the loss of resource use is critical*. To the extent possible, these returns should be inextricably linked to conservation activities. However, it may be necessary to provide funds to other stakeholders whose cooperation is needed.
- *Opportunities to use the knowledge gained through USAID's experience must take place in the context of current U.S. foreign policy and available funding*. It is essential to demonstrate to USAID policymakers the connection between biodiversity and U.S. foreign policy issues

such as governance, helping countries recover from conflict, and responding to the problems of the HIV/AIDS pandemic.

- *The experience of the past 10 to 15 years has highlighted both the importance of good governance for management of natural resources and the opportunity provided by community-based conservation to provide a context for improving governance.* Because of this experience, the conservation community is well placed to integrate biodiversity into some of USAID's key priorities in the coming years.

Since 1992 USAID has contributed to the support of Namibia's community-based natural resource management (CBNRM) program through the WWF-implemented Living in a Finite Environment (LIFE) program. The report titled *USAID Support to the Community-Based Natural Resource Management Program in Namibia: LIFE Program Review* was based on an assessment conducted by Brian App from Chemonics, Alfons Wabahe Mosimane from the University of Namibia, Tim Resch from USAID's Bureau for Africa, and Doreen Robinson from USAID's Bureau for Economic Growth, Agriculture, and Trade (EGAT). The report reviewed the major accomplishments and results of USAID's investment, captured lessons learned, and made recommendations for LIFE and the CBNRM program in Namibia after the end of USAID support. Major findings were presented at a workshop in Windhoek and included six elements that led to the success of the program and seven points for further action.

The success of the LIFE program, and that of the entire CBNRM program in Namibia, was due to the work of multiple partners and resulted from multiple reinforcing factors. The six elements below distill the major themes underlying the success of the program and hold valuable lessons for others undertaking CBNRM initiatives in southern Africa and throughout the world.

- *Longevity and continuity of support are critical.* Long-term support by USAID has stabilized the sector, empowering CBNRM supporters with the legitimacy of an international backer and providing funding to implement, test, and incubate innovative ideas.
- *Getting the policy and institutional framework right is a prerequisite for success.* Although a project may help a community to better manage natural resources, benefits from sustainable management are insecure without empowering legislation.
- *Success requires a heavy investment in the creation, expansion, and facilitation of partnerships.* By engaging a diversity of partners (governmental, NGO, private sector, and community) over an extended period of time, LIFE was able to facilitate a CBNRM movement at both the national and grassroots levels.
- *Sound natural resource management institutions can provide a mechanism for addressing broader development needs.* Although the conservancy movement started with natural resource management goals and legislation, conservancies have become a tool for broad-based equitable rural development at the local, regional, and national levels. In Namibia, they have also enhanced the Ministry of Environment and Tourism's contribution to livelihoods, development, and conservation.
- *Strong leadership and systems of accountability at all levels are essential.* Recognizing their importance to long-term success, the LIFE program has helped partners create strong leadership and accountability systems.

- *A reliable and useful monitoring and evaluation (M&E) system is vital for sustainable management of natural resources. M&E must respond to needs at the grassroots community level as well as feeding into national-level planning frameworks. The LIFE program created, refined, and used a community-based M&E system where communities chose which components to monitor to obtain information to meet their needs.*

Exhibit 2. Total and Source of CBNRM Program Benefits Related to Phases of the LIFE Project

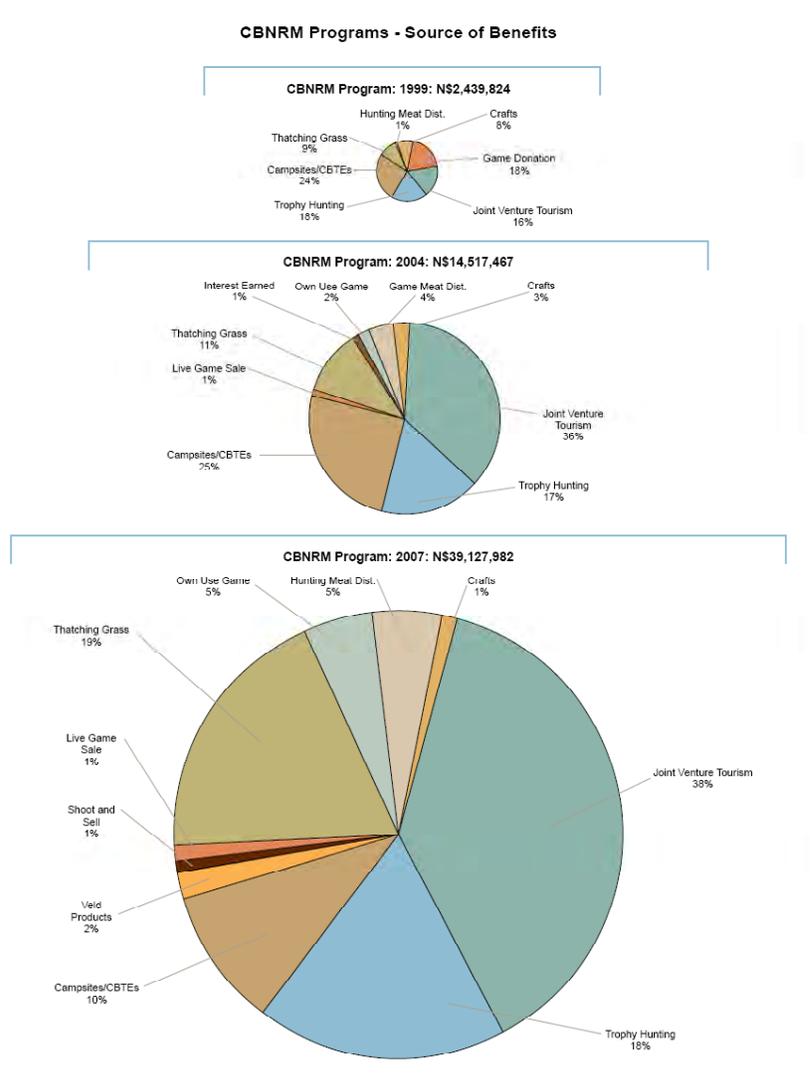


Exhibit 2 displays the source and scale of conservancy benefits under the program, providing an example of the type of the quantitative data used for the analysis.

Knowledge Sharing Workshops

To help inform activities under this task, provide technical expertise to the proceedings, and raise awareness of USAID’s biodiversity conservation

agenda, Dave Gibson of Chemonics attended the CBNRM forum in Gaborone, Botswana, in July 2007. At this workshop, in a presentation on community-based natural resource management and climate change adaptation, Mr. Gibson warned that rural arid-land communities are at the highest risk from climate change, and that a decline in economic and financial agriculture returns will lead to an increased dependence on natural resources. Recommendations for the conservation community included:

- Developing models to predict habitat shifts and related impact on CBNRM
- Evaluating livelihood risk of climate change impact on CBNRM
- Screening all projects for climate change adaptation
- Building adaptation capacity at the local and regional levels
- Identifying options to link CBNRM and energy needs

- Seeking support for national strategy development from the United Nations Convention to Combat Desertification

HORIZON WORKSHOP VISION

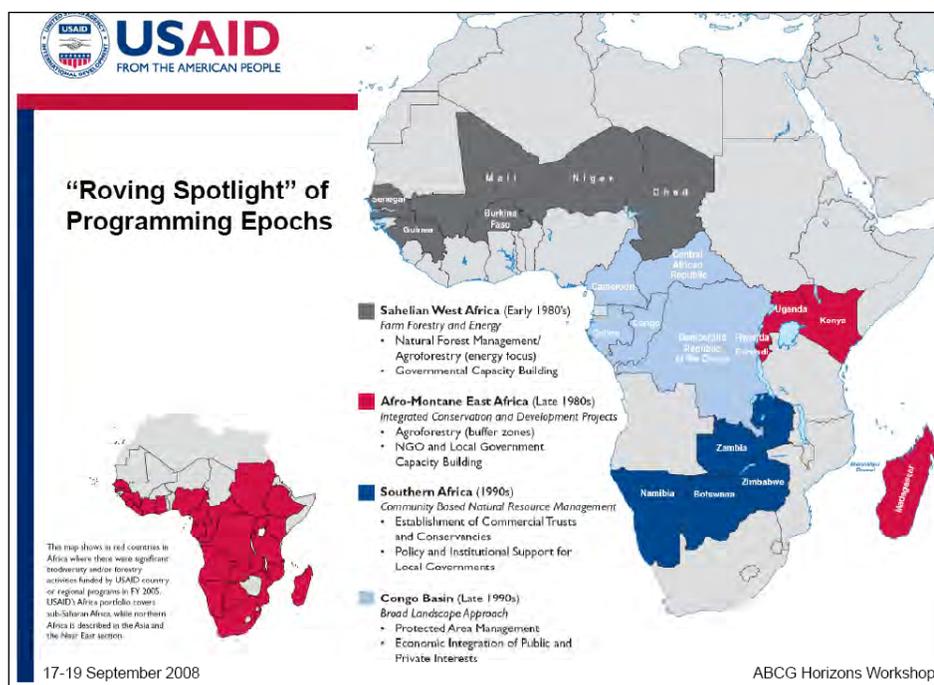
“By 2025, environmental degradation and biodiversity loss in Africa have been significantly slowed, people and nature are adapting to climate change, and species and ecosystem services are providing a foundation for human welfare in a society committed to sustainable economic development and equitable sharing of natural resource benefits.”

A key objective of examining the history of USAID biodiversity conservation initiatives was to form a solid historical basis of on which to plan future biodiversity programming in Africa. *Protecting Hard Won Ground* was presented by Brian App to actors in the conservation and development communities in three events that took place between May and September 2008. They included “Scenario Planning for Biodiversity Conservation in Africa: Mapping Future Trends and Interventions in the Next Ten Years,” sponsored by ABCG; “USAID Lessons and Prospects for Biodiversity Conservation in Africa,” sponsored by

the Environmental Services Practice at Chemonics International, both in Washington, D.C.; and the ABCG-sponsored “30 Years Horizon” workshop in Dar es Salaam, Tanzania (see Exhibit 3).

The Horizon workshop, which brought together 41 African conservation leaders from 12 countries Africa, produced a vision statement on the future of biodiversity in Africa and made recommendations to reduce the impact of stressors, promote good conservation practices, and reach out to faith communities for dialogue and collaboration. The recommendations were presented to African Environment Ministers and participants at the Fourth World Conservation Congress in Barcelona, Spain, in October 2008. With these workshops, recommendations, and continuing research into emerging themes, ABCG is building on the base developed by BATS and working to apply lessons of the past 30 years to future challenges facing biodiversity.

Exhibit 3. Slide from *Protecting Hard Won Ground* Presentation



MANAGING EXTRACTIVE INDUSTRIES FOR BIODIVERSITY CONSERVATION

Primarily through its economic growth activities and the Global Development Alliance (GDA) program, USAID has a history of working with extractive industries (EIs) in Africa. These programs can have positive development impacts but must be carefully managed to avoid negative environmental consequences. While many of these relationships are predicated on environmental considerations, they are closely followed by some conservation groups often skeptical about corporations posing as friends to the environment.

With this in mind, the primary objective of this task was to promote best practices for integrating biodiversity conservation into extractive industry programs, with BATS activities falling primarily into two categories (1) production of a guidebook for establishing partnerships between USAID and EIs in Africa, and (2) short-term technical assistance assignments.

Extractive Industry Partnership Guidebook

The principle deliverable under this task was the production of a guidebook to examine the various options for USAID engagement with EIs in Africa for biodiversity conservation. The document, entitled *Partnering with Extractive Industries for the Conservation of Biodiversity in Africa: A Guide for USAID Engagement*, had the following objectives:

- Identify opportunities for USAID engagement with EIs for the conservation of biodiversity in Africa.
- Analyze the types of partnerships and alert interested parties to potential pitfalls.
- Identify the potential impact and examine tools, approaches, and initiatives that may be used to mitigate or prevent damage to biodiversity.
- Direct interested parties to sources of information about biodiversity-centered partnerships with EIs.

The guidebook was written over the life of the contract by four primary authors: Joao de Quieroz, Brian App, Renee Morin, and Wendy Rice. It takes into account interviews with EI and conservation actors, document reviews and research, and information obtained from BATS assessments in Angola, Guinea, and Sierra Leone. The guidebook, which benefited from exhaustive and careful review by BATS partners in ABCG and the FS/IP, is organized into five sections, plus annexes, as follows:

- Section I provides an analysis of risk and the potential impact of EIs in Africa on conservation.
- Section II examines tools for partnerships between USAID, other actors, and EIs for conservation in Africa.
- Section III discusses the different actors and organizations in the EI sector.
- Section IV details industry structures, issues, impacts, and best practices for conservation in each of four industries: mining, oil and gas, logging, and fishing.

- Section V discusses governance issues related to EIs and conservation in Africa and provides a business case for EI companies to engage in conservation activities and partnerships.
- The annexes provide a list of the references consulted in the process of compiling the guidebook, as well as details of current and past USAID partnerships and activities in the EI sector in Africa by country.

The guidebook is being distributed electronically by the USAID Bureau for Africa and ABCG through their continuing work with EIs. The guidebook was also featured in a Washington, D.C., event in November 2008 to create awareness of the BATS program and the tools it has produced.

Technical Assistance

While EIs were given attention in all biodiversity analyses conducted under BATS, assessments in Sierra Leone, Guinea, and Angola were especially focused on this sector.² Below are some illustrative highlights of issues and recommendations specific to EIs that resulted from assessments in these countries.³

Sierra Leone

Sierra Leone has a variety of valuable mineral deposits, including diamonds, iron ore, rutile, and gold. Due to the lack of effective reclamation programs for mined areas, mineral resource extraction has led to significant decreased wildlife habitat in highly mined areas.



Artisanal mining transforms the landscape in Kono, Sierra Leone BATS / J. Renee Morin

The USAID-funded Integrated Diamond Management Project aimed to improve governance of the diamond sector by ensuring that government and communities both derive increased benefits by addressing corruption and promoting equitable and transparent resource management. As part of the diamond mining initiative, the BATS report recommended that USAID:

- Promote a greater emphasis on land reclamation activities, and integrate the Youth Employment Scheme (YES) of the Ministry of Youth and Sports program into reclamation activities.
- Investigate the establishment of a foundation with donations from diamond companies and guide the disbursement of funds toward land reclamation, education, and other environmentally friendly components.

² Assessments in Sierra Leone and Angola were jointly conducted by Chemonics and FS/IP teams.

³ The full text of these reports can be found on both the ENCAP (<http://www.encapafrika.org/bioformatrix.htm>) and Development Experience Clearinghouse (<http://dec.usaid.gov/>) Web sites. Detailed citations with report-specific addresses are provided in the References section.

- Investigate the potential for public-private partnerships with major local mining companies such as Koidu Holdings and Sierra Leone Diamond Company (SLDC), including the opportunity afforded by a GDA.

Guinea

The confluence of biodiversity and minerals in this West African country has led to challenges in protecting the environment while encouraging economic development. To this end, USAID has partnered with numerous NGOs and industry actors to help ensure that extractive development is handled with environmental sensitivity, including the proper scoping of sites and provision of financing for conservation activities. Exhibit 4 describes some of the activities undertaken and USAID’s role in implementation.



Bauxite being shipped to Conakry, Guinea.
BATS / Brian App

Exhibit 4. Extractive Industries Conservation Activities in Guinea

ORGANIZATION	NRM/BIODIVERSITY ACTIVITY
Alcoa Private mining company	Alcoa funded biodiversity surveys in the Boké prefecture, as well as a multi-stakeholder workshop to form an action plan for conserving biodiversity in Boké. The Alcoa Foundation also awarded the Jane Goodall Institute a grant to support their chimpanzee conservation efforts in Guinea and continue the Chimpanzee Conservation and Sensitization Program (CCSP), which ended in August 2007.
Conservation International (CI) International NGO	In partnership with Guinée Ecologie, CI conducted biodiversity surveys and action plans for Boké prefecture and three classified forests in southeastern Guinea. The reports were funded through a partnership with international aluminum producers Rio Tinto, Alcoa/Alcan, and a buy-in from USAID. The aim was to better understand the region’s biodiversity as these companies develop alumina refinery projects there.
Jane Goodall Institute International NGO	From September 2005 to August 2007, the Jane Goodall Institute worked under a USAID grant conducting local and national campaigns to raise awareness about chimpanzee endangerment and conservation. The institute also provided extensive training and technical assistance to help build the capacities of governments, NGOs, community-based organizations, and chimpanzee sanctuaries to promote and support conservation of habitat and biodiversity. Although USAID funding has ended, the institute is leveraging funds from Alcoa to sustain its activities in Guinea and Sierra Leone.
Rio Tinto Private mining company	With a buy-in from USAID, Rio Tinto supported CI’s biodiversity assessment of the Pic de Fon classified forest in Guinea, where future mining operations are under consideration, to identify existing and potential threats and opportunities for biodiversity conservation. Rio Tinto is also engaged with CI on an integrated regional land use plan in the Greater Nimba Highlands.

Angola

A large and environmentally diverse country, Angola is the home to major oil and diamond deposits that underpin the national economy. Two important needs to protect biodiversity in Angola relating to EIs were identified in the BATS Angola assessment.

- *The need: Angola's environmental governance is deficient.* Emerging from three decades of war and flush with funds from the oil and diamond mining sectors, the government does not need to resort to multilateral or bilateral donors, and, therefore, has little incentive to follow international environmental guidelines. Some laws are outdated and others are under elaboration, many regulations have yet to be drafted, and institutions have undefined mandates and lack capacity.

Recommendation: Given government sensitivities, USAID should attempt to help strengthen environmental governance capacity only if explicitly asked to do so. This task may be better left to U.N. organizations such as the Food and Agriculture Organization or the United Nations Development Program. USAID should, however, offer capacity building in environmental impact assessment, rapid ecological surveys, participatory methods, and enhancing remote sensing capability.

- *The need: The Giant Sable Conservation Project has no reliable funding source.* Angola's current government budgeting procedure does not ensure a constant flow of resources for conservation activities. Furthermore, most conservation activities are undertaken by NGOs or projects with funding from a variety of sources, primarily oil companies such as Sonangol and Exxon. The few biologists who lead these conservation activities find themselves overwhelmed not only by their conservation chores, but also by the need to continuously develop proposals and lobby for the small amounts of money necessary to keep field-level activities going. The financing of these efforts is extremely precarious, a situation typified by the Giant Sable Conservation Project.

Recommendation: The oil industry in Angola has shown a modest willingness to fund conservation activities. Although funding has been sporadic and limited, the money has helped meet essential expenditures and keep alive the two most important conservation activities in Angola: the Giant Sable Conservation Project and the Kissama Foundation's effort to manage Kissama National Park. Given financial resources that oil companies currently generate in Angola, and their demonstrated, if tepid, commitment to the environment, they may be able to contribute to conservation funds with very specific objectives and a well designed management structure.

Whether through the use of the guidebook or the consideration of country-specific recommendations proposed under field assignments, BATS activities under the EI task have contributed to USAID's important dialogue with EIs in the countries where they work. The potential economic and development benefits from EI involvement are undeniable. With key partnerships that recognize and address critical conservation issues, extraction can be accomplished with minimal disruption to natural systems.

SUPPORTING BIODIVERSITY CONSERVATION IN A CRISIS CONTEXT

Using the lens of the revised U.S. Foreign Assistance Framework, BATS activities under this task were focused on the “rebuilding” (in or emerging from conflict) country category. With a high correlation between conflict and areas important for conservation (the Horn of Africa, the Great Lakes region, and the Mano River complex of West Africa), this task aimed to support USAID’s capacity to program biodiversity considerations into conflict-vulnerable country programming.

With this in mind, the primary objective of the task was to promote best practices for integrating biodiversity conservation into pre-conflict, current conflict, and post-conflict countries through BATS activities falling primarily into two categories: (1) production of an informational folder packet on the confluence of issues around conflict and conservation, and (2) short-term technical assignments focused on USAID and conservation in conflict zones.

Conservation in a Conflict Context Folder Packet

The principle deliverable under this task was the folder packet co-authored by John Unruh and Kate Woods. These documents provide a general examination of the intersection of conflict and conservation and more detailed assessments of specific issues, including protected area management, conservation capacity, food security, community-based natural resource management (CBNRM), and postwar land policy implementation.

The folder packet includes an introductory piece, five topical pieces covering the timeline of pre, during and post – conflict opportunities to address biodiversity conservation, and a resource piece pointing USAID staff to detailed assessments and analyses from a variety of experiences.

The specific findings of the packet include:

- A critical element of the post-conflict recovery period is economic recovery and in particular the economic reintegration of ex-combatants. The utility of ex-combatants as game guards, park enforcement personnel, and in anti-poaching units can be seen in a similar context as their inclusion in reformed military, police and security units—dependent on local political and security priorities.
- During conflict, it is challenging but critical to maintain organizational capacity to ensure preparedness for the rehabilitation stage. Training initiatives should not solely be implemented in the event of peace, but also can be undertaken during times of crisis.
- Food security crises can be exacerbated by environmental degradation and vice-versa. Food aid initiatives can use geographic analysis to target zones where biodiversity and food insecurity intersect. Food assistance approaches should build on local capabilities, including short-cycle crops, and should include alternative sources of protein to bush meat.
- Harnessing CBNRM approaches in a post-conflict setting may require a phased approach to protected area management. Regions of a protected area that are not as biodiverse as others

can be zoned in a way that neighboring communities can gain access to natural resources within these areas, providing much needed economic stability to accompany conservation.

- Land policy reform in post-conflict settings is an opportunity to take into account needs of local people for access to land and natural resources, in a way that contributes to long-term stability.

The folder packet also included case studies for each topic – an example from the protected area management topic is provided below.

Case Study: Gorongosa National Park, Mozambique

The 12-year conflict (1980-1992) between RENAMO and FRELIMO forces that followed Mozambique's independence severely depleted the natural resource base. The flagship Gorongosa National Park suffered massive declines in large mammal populations, including elephants (from 3,000 pre-conflict to 108 in 1994), buffalo, hippo, wildebeest, and waterbuck. These losses can be attributed to hunting and poaching by armed groups and civilians who occupied the area after park officials were forced to flee in 1981.

By the mid-1990s, donor agencies started to fund natural resource management projects, and in 1996, an 18-month project was initiated to rehabilitate the boundaries and infrastructure of the park. The first step was to build up emergency teams under the leadership of a former park warden. The team consisted of Wildlife Service staff who had experience before the war, demobilized soldiers, and recruits from local communities.

The involvement of ex-combatants was seen as a valuable way to prevent further conflict. As well, the ex-soldiers were viewed as an important resource for controlling illegal hunting, because they were trained in tracking and handling firearms, and were self-sufficient in the bush. Under a separate contract, ex-combatants were hired for de-mining processes, because of their field self-sufficiency and first-hand knowledge of where land mines had been laid and moved. Special attention was taken to ensure each patrol team had ex-combatants from both RENAMO and FRELIMO forces to prevent possible conflict between teams and to promote reconciliation.

Initially, teams were established in the old park headquarters, where they patrolled unarmed, in part due to tight weapon controls, and to promote a more 'people-friendly' image compared with the previous management encounter with local communities. In exchange for not hunting in the park and assisting in controlling illegal resource use, communities were allowed to extract certain products. The park also provided some employment, and local communities took part in a 'food-for-work' program reopening park infrastructure. By the end of 18 months, the park was under regular management, illegal activities were greatly reduced, and positive relationships were established between communities and ex-combatants and between park officials and former park residents.

Technical Assistance

The examination of the impact of conflict was given particular attention in the biodiversity analyses conducted for BATS assessments in Sierra Leone, Cote d'Ivoire, Rwanda, Mozambique, Ethiopia, Guinea, and Angola.⁴ Examples of the analysis of impacts of conflict and refugees on biodiversity from BATS assessments in Sierra Leone and Rwanda⁵ are presented below:

Sierra Leone

The war caused severe environmental damage as the breakdown in law and order led to unprecedented exploitation of both land and marine resources. Illegal logging went unchecked in all protected areas and brought the attendant problem of creating easy access for hunters to remote parts of the forest. Trade in chimpanzees as wild animal pets rose, although chimp trafficking has a long history in Sierra Leone, as does the demand for bush meat in most urban centers. A large number of displaced and unemployed refugees in the post-conflict period were forced to exploit forest resources at unsustainable levels. Marine resources were also exploited by foreign fishing vessels, as the government lacked resources for patrolling the vast ocean expanse. In the Outamba Kilimi National Park, a large herd of buffalos, primates, and hippos were reportedly slaughtered, while in the Gola rainforest, illegal logging reportedly continues today, but at what officials say is a slower rate.

Rwanda

Human pressure on biodiversity resources is exacerbated by population displacement, which can cause environmental threats such as deforestation, land degradation, overgrazing, unsustainable groundwater extraction, water pollution, solid waste mismanagement, and encroachment on protected areas/national reserves. Eastern Africa has been greatly affected by civil war and upheavals, especially in Rwanda over the past 40 years and particularly during the early 1990s. Under the 1993 Arusha Accord, it was resolved that returning Rwandan refugees would be settled into open areas. Those deemed most suitable were the Akagera National Park (ANP) and the Mutara Hunting Reserve. After the genocide of 1994, resettlement became increasingly urgent. In 1997, the Mutara Reserve was degazetted, and the ANP area was reduced by two-thirds. Today, the ANP officially covers 1,085 square kilometers.

Conflict in Africa, as elsewhere in the world, continues to threaten lives, livelihoods, and natural resources critical for the survival of people and biodiversity alike. By addressing the issues where conflict and conservation intersect, we can mitigate, avoid, and repair damage to species and ecosystems once the human crises have abated, or where they have yet to reach. The assessments and folder packet developed under this task can help decision makers identify key issues and consider conservation actions as part of a suite of actions designed to help in the recovery of these sensitive areas.

⁴ Assessments in Sierra Leone, Rwanda, Mozambique, Ethiopia, and Angola were jointly conducted by Chemonics and FS/IP teams. The assessment for Ivory Coast was a desktop analysis.

⁵ The full text for these reports can be found on both the ENCAP (<http://www.encapafrika.org/bioformatrix.htm>) and Development Experience Clearinghouse (<http://dec.usaid.gov/>) Web sites. Detailed citations with report-specific addresses are provided in the References section.

CONDUCTING BIODIVERSITY AND TROPICAL FORESTS ASSESSMENTS

Compliance with the Foreign Assistance Act and current operational guidance require USAID missions to conduct timely biodiversity and tropical forestry assessments. These assessments identify biodiversity and forestry assets within a country, discuss threats and conservation actions relating to those assets, examine the impact of USAID activities, and determine ways that current and future USAID programs could promote biodiversity conservation and sustainable forest management.

The benefits of taking biodiversity or tropical forestry analysis seriously include the following tactical and strategic considerations:

- *Strategic opportunity to look holistically at portfolio.* Assessments can identify opportunities for increasing the sustainability of strategic objectives in other development sectors such as democracy and governance, economic growth, health, disaster preparedness, and conflict mitigation and management.
- *Improves understanding of conservation importance.* Assessments can point out the importance of conservation to mission staff not accustomed to thinking about conservation, and can also point out how consideration of conservation can have beneficial linkages to other objectives and results that are their primary concern.
- *Risk management and liability identification.* A well executed assessment can save time and money by giving missions a “heads-up” about possible compliance problems they could face under Regulation 22 CFR 216, USAID’s environmental assessment and compliance regulation, if they develop a strategy that involves activities that might either directly or indirectly threaten biodiversity or tropical forests.
- *Identify conservation earmark opportunities.* Analysis helps missions identify opportunities for using funds earmarked by Congress for biodiversity or tropical forest conservation in their programs.
- *It’s the law.* These analyses are legal requirements, and USAID must abide by the law.

Updated on a continual basis as new priorities and opportunities arose, countries were targeted by the BATS team for 118/119 assistance at varying levels of investment, ranging from desktop studies to full team in-country assessments. Over the life of the program, BATS conducted or assisted 18 assessments to meet the FAA 119/119 requirement and help USAID missions in Africa better incorporate biodiversity conservation into their current and future programming.

As described below, these assessments can take a number of forms, and the involvement of the different members of the BATS team varied from country to country.⁶ Most of the assessments

⁶ The full text of the reports described in this section can be found on the ENCAP (<http://www.encapafrika.org/bioformatrix.htm>) and Development Experience Clearinghouse (<http://dec.usaid.gov/>) Web sites. Detailed citations with report-specific addresses are provided in the References section.

were conducted as a partnership between Chemonics (including core staff and international and local consultants) and FS/IP staff.

Desktop Biodiversity and Tropical Forest Assessments

A desktop assessment represents the minimal resource level to complete a 118/119 analysis, and assessments under BATS were conducted from the United States. Much of the work necessary on a desktop assessment is the same as preparatory work carried out for a field assessment. Desktop assessments were usually conducted for countries without a significant USAID program; countries having few forest and biodiversity assets; or countries where linkages between biodiversity and USAID programs were few.

Most of the research for these assessments was carried out via Internet searches for relevant documents. Important sources included the IUCN Red List of endangered species, the Convention for Biological Diversity Web site, the Food and Agriculture Organization’s forestry pages, and the USAID and host government pages. To address USAID programs, BATS team members contacted mission and Washington, D.C.-based staff to get the most recent information available. Meetings with U.S.-based staff and telephone interviews of in-country experts were held whenever possible to gather current information about on-the-ground conditions.

Of the eight desktop assessments conducted by BATS (see Exhibit 5), five were led by FS/IP staff and three by Chemonics home-office staff. Of the five FS/IP-led assessments, three were conducted by staff trained at the 118/119 training organized by BATS in Montana. An example of the recommendations from a desktop assessment is provided below.

Exhibit 5. BATS Desktop FAA 118/119 Assessments

Country	Date	Lead Institution
Botswana	January 2008	FS/IP
Burkina Faso	August 2007	Chemonics
Cote d'Ivoire	November 2008	Chemonics
Lesotho	July 2007	FS/IP
Mauritania	November 2007	Chemonics
Niger	March 2008	FS/IP
Swaziland	September 2007	FS/IP
Togo	February 2008	FS/IP

Burkina Faso

Overall, the case for conservation in Burkina is compelling, with strong populations of elephants, multiple biosphere reserves, wetlands of international importance, and promising cross-border collaboration for some of the country’s numerous transboundary protected areas. However, Burkina Faso also faces serious anthropogenic and climatic challenges that are compounded by a lack of financing for conservation activities. Although the threats identified in the report were not specifically addressed by current U.S. Foreign Assistance programming, by considering the environmental threats and opportunities in Burkina Faso, USAID can find synergistic activities to aid conservation and mitigate the impact of activities with the potential for unintended environmental consequences. Therefore, the following general recommendations were offered for consideration and planning of future programming.

- Activities with the potential to affect rural populations should target areas of high conservation value, especially those surrounding protected areas. To this end, project

implementers should collaborate with conservation organizations in the country (IUCN or PAGEN BF, for example) to target programs and integrate environmental concerns into their planning. Some principal areas for intervention would include the frontier with Benin and Togo, where the majority of the remaining natural forests of Burkina Faso are located, and the internationally recognized biosphere reserves of the “W” Region and the *Mare aux Hippopotames*.

- Activities involving agriculture (such as elements of the West Africa Trade Hub program) should promote sustainable techniques, including agroforestry and organic farming; look to mitigate the potential negative impact of chemical inputs through proper use and storage of appropriate or alternative inputs; and examine the market chain to see how interventions can improve conformity to international trade standards such as EurepGAP.
- Programs should recognize the crosscutting nature of environmental issues and look for opportunities to implement activities that can meet explicit goals and have positive secondary effects on the environment, such as clean water activities with ecosystem protection or workshops incorporating environmental components. These activities could be linked with USAID-supported Action for West Africa Region Reproductive Health (AWARE-RH) program, which has sponsored health training and forums in Ouagadougou, as well as training and interventions with other implementing partners, including the Catholic Relief Services school lunch programs.

Field-Based Biodiversity and Tropical Forest Assessments

Field-based assessments represent the greatest investment in a 118/119 analysis, although the size of the team, the length of stay in the country, and the time dedicated to preparation and writing varied. The decision on the appropriate level of resources to allocate to a particular assessment depended on a number of factors, including the presence and importance of environmental or natural resource management programming, the importance of forest and biodiversity assets in the country, or other related concerns of the USAID mission.

The same preparatory activities described for a desktop assessment are undertaken for a field assessment, but with more time allotted to be better informed before arriving in-country. Fieldwork included extensive interviewing of USAID, host country, and conservation community staff to validate what is known, to pose questions seeking information the team was unable to find, to discover and examine the points of view of sectoral actors and beneficiaries, and to make firsthand observations of on-the-ground conditions.

Exhibit 6. BATS Field-Based FAA 118/119 Assessments

Country	Date	Lead Institution
Angola	May 2008	Chemonics
Benin	October 2007	Chemonics
Ethiopia	August 2008	Chemonics
Guinea	December 2007	Chemonics
Mali	November 2008	FS/IP
Mozambique	September 2008	Chemonics
Nigeria	June 2008	Chemonics (Markets)
Sierra Leone	July 2007	Chemonics

Of the eight field assessments conducted under BATS (see Exhibit 6 on the previous page), six were conducted jointly by Chemonics and FS/IP. Of the two remaining assessments, Guinea was implemented by an all-Chemonics BATS team, while Nigeria was implemented by a team from the Chemonics MARKETS project, with input and assistance from BATS. Additionally, the BATS team met with and briefed the Senegal assessment team from ECODIT on likely issues in Senegal, key resources, and best practices for conducting 118/119 assessments. An example of the recommendations from the field-based assessment of Ethiopia is provided below.

Ethiopia

A three-person team conducted the Ethiopia assessment, with Brian App of Chemonics serving as team leader, Stephen Anderson of FS/IP as wildlife biologist, and Abebe Haile Gebremariam from the Non-Timber Forest Product Research and Development project as local technical advisor. This assessment, an update and expansion of the 118/119 analysis conducted for Ethiopia in 2007, concentrated on the pastoralist areas in the southwest, where USAID has numerous investments, and provided recommendations for an upcoming USAID ecotourism activity. Major findings from the assessment included the following.

- *Without clear tenure (ownership and/or use rights), land degradation will likely continue.* Whether granted in the form of ownership or guaranteed rights of use and exclusion, land rights are critical to motivate people to use the resource base sustainably rather than overutilizing it for short-term gains. Privatization of land is a sensitive issue in Ethiopia, but current trends of granting increased use rights have received positive feedback. These trends still need to be supported, and land rights need to expand to include grazing and forest areas if these areas are to remain viable for conservation and sustainable resource use.



Livestock encroachment into protected areas, illegal charcoal production, and the spread of invasive species are among the threats leading to deforestation and land degradation in Ethiopia.

BATS / Brian App

- *With the dependence of Ethiopia on natural resources, conservation must be a top government commitment.* With an estimated 85 percent of the population depending directly on the land for their livelihoods, and with increasing trends toward and acknowledgment of land degradation, it is critical that conservation become a top commitment of the Ethiopian government. Despite an extensive and progressive framework of policies and agencies, management of natural resources is continually hampered by unclear and contradictory policies, a lack of clear authority between regional and federal bodies, and poor enforcement. With firm government commitment, these issues can be addressed; however, as long as people feel that policies are on paper only, these policies will never realize their objectives. With the recent re-elevation of the Wildlife Conservation Organization to an autonomous authority under the Ministry of Tourism and Culture, the federal government has shown signs of taking conservation more seriously. This development must be supported if degradation of the land and biological systems is to be reversed.
- *Communities need direct economic returns to support protected areas and conservation programs.* Without revenues from conservation activities equal to or greater than forgone benefits from previously utilized resources (whether decreased use or a complete cessation of use), local support for conservation activities will be unattainable or short-lived. Programs with clear and substantial returns from conservation activities should be successful and sustainable, as communities will support them. Whether through ecotourism, pastureland improvements, or watershed protection, the same principle is critical: Revenues need to be sufficient (although not necessarily in cash) and tied directly to conservation.

Environmental Threats and Opportunities Assessments

An environmental threats and opportunities assessment (ETOA) is a comprehensive planning tool to help guide future environment-related USAID programming in a country. The principal components of an ETOA include:

- Identification of the main threats to the protection of environmental resources.
- Identification of opportunities for future action by USAID and other donors aimed at mitigating the main threats identified.
- A summary of current government policies and activities addressing environmental issues.
- Provision of the most critical environmental issue points for further discussion.

While an ETOA is not necessarily designed to address FAA 118/119 requirements, the two ETOAs conducted by BATS teams included annexes to meet 118/119

requirements. Both ETOAs (see Exhibit 7) utilized joint Chemonics and FS/IP teams. An example of recommendations from the Madagascar ETOA is provided below.

Exhibit 7. BATS ETOAs

Country	Date	Lead Institution
Madagascar	May 2008	Chemonics
Rwanda	November 2008	Chemonics

Madagascar

An ETOA was conducted by team leader Dr. Steve Dennison, Marc Bosch from FS/IP, Jason Ko from Chemonics, and local consultants Mananjo Jonahson and Voahangy Rajoharison. The principal task was to update the ETOA conducted in 2002. Research focused on the changes, events, and activities that had happened in the intervening five years.

The team spent three weeks in Madagascar, and the team leader later returned to present the findings at a mission environmental scoping workshop. The main points identified in the ETOA included the following.



Charcoal is transported from Anakao, Madagascar.
BATS / Steve Dennison

- *Working with government, international donors, NGOs, and private sector partners has been successful in building on lessons learned from successive iterations of technical assistance.* The current USAID Environment and Rural Development Program contracts of MIARO, Jariala, and ERI are witness to past experience and a testimony to strategies that help ensure success. Consequently, as the ETOA team heard from respondents throughout the assessment, USAID is a recognized leader in Madagascar's environmental community, an important goal under the FAA.
- *Even with a planned extension, it is unlikely that many of the ongoing Strategic Objective 6 activities will achieve the desired state of "sustainability" and completeness.* Although the ETOA emphasized a strong need for USAID to expand its areas of intervention to include marine, coastal, and dry forest areas, it is of equal or greater importance to maintain support of current projects until they have reached critical points of sustainability. In the forest corridors, this translates to continued support and monitoring of community management projects and protected area administration. At the ministry level, this involves continuing to strengthen the capacity of officials and policy makers while seeing through current Jariala efforts to their conclusion. Funding of USAID-financed programs for environmental activities in Madagascar is money well spent, but it is not sufficient for the role USAID is filling. More is needed, and USAID's past experience and current leadership position can help ensure wise investments.
- *An important and positive element has been the introduction of the Madagascar Action Plan (MAP) onto the national stage.* The plan has served to reestablish government leadership in the development arena. It is well timed and bold, building on the positive experience of past government efforts as well as lessons learned from donors and the private sector. Although it is an overarching plan for development, it is holistic in its approach, and the attention it pays to the environment and environmental issues is front and center. Even with the recent shuffling within Ministry of Environment, Waters and Forests, and Tourism (MEEFT), the plan should transcend politics and be use to guide strategy and activities to develop the

economy and improve the livelihoods of the Malagasy people. As well as the government, it can be used to guide donors and NGOs as they strive for long-term sustainable and beneficial conservation and development.

- *Despite the MAP's boldness, it is not enough, at least in the early stages, to compensate for concerns about the capacity of MEEFT to handle new responsibilities and added administration – a worry heard repeatedly by the ETOA team from NGOs, donors, and even MEEFT officials. The recent high turnover rate in Association National pour la Gestion des Aires Protégées (ANGAP) highlighted training needs in upper echelons and among regional agents. The large expansion of protected areas under the Durban Vision⁷ will place considerable strain on MEEFT to create, manage, and monitor ecosystems — actions where it has no experience. The capacity of MEEFT needs to be strengthened, from policy development to ecological monitoring. This is an immediate need that warrants attention and assistance from USAID and others. Failure to address this issue will almost surely result in “paper” parks, ineffective, incoherent and uncoordinated policy, and continued and increased degradation of the environment of Madagascar.*

More than meeting a legal requirement, the biodiversity and tropical forest assessments conducted under this task have helped USAID mission staff recognize the importance of biodiversity and the connection between conservation and sustainable natural resource management and other sectors of development. BATS has provided recommendations for incorporating environmental concerns into future programming decisions. While the program has gone a long way towards updating and completing environmental assessments for missions across Africa, many gaps remain, and these documents need to be reviewed and updated periodically to ensure that they achieve their intended impact in the years to come.

⁷ In September 2003 the GOM made a bold commitment to conserve the nation's wealth of natural resources and biodiversity by tripling the protected area network from the existing 1.7 million hectares to 6 million hectares, or 10 percent of the country's surface area, in the coming five years. Made by the President of the Republic of Madagascar at the Vth World Parks Congress in Durban, South Africa, this commitment has become known as the “Durban Vision.”

COMMUNICATIONS MANAGEMENT

To enable USAID to better integrate natural resource and biodiversity conservation into development activities in Africa, BATS activities needed to be timely, relevant, and compatible with the evolving priorities within USAID and the U.S. State Department. To increase the impact of products, information, and resource materials on natural resource and biodiversity conservation generated by BATS, products and services were presented in an accessible form and made widely available to USAID staff, program partners, and beneficiaries. Communications played a critical role in coordinating efforts with BATS partners.

Outreach Activities

To reach target audiences, especially USAID mission staff in Africa, BATS created a brochure that could be shared in printed or electronic form to explain the services BATS could provide. The brochure (see Exhibit 8) presented an overview of the contract, described the tasks and related services available, and gave contact information for key people involved.

To reach the intended audience, this information needed to be accompanied by firsthand marketing of the contract. Since the audience was primarily USAID missions, Tim Resch, Bureau for Africa Environmental Advisor and BATS CTO, generally initiated contact, focusing on missions with outdated or nonexistent FAA 118/119 assessments. After providing the brochure, and later, samples of BATS technical documents, BATS established a dialogue with interested missions to specify (1) the nature of services required, (2) the appropriate level of

Exhibit 8. BATS Brochure

USAID
FROM THE AMERICAN PEOPLE

BIODIVERSITY ANALYSIS AND TECHNICAL SUPPORT (BATS) FOR USAID/AFRICA
BUREAU FOR AFRICA

PURPOSE

The Biodiversity Analysis and Technical Support (BATS) for USAID/Africa is a two-year program that will provide analytical and technical assistance to USAID/Africa and support its operating units in the design and implementation of development, security, and humanitarian assistance activities in Africa in a manner that conserves natural resources and biodiversity, including tropical forests and other critical habitats. This program will develop practical documentation of USAID's biodiversity conservation experience and resulting best practices and policy considerations, coordinate extractive industry activities with conservation initiatives, provide technical assistance for biodiversity conservation programs in conflict and crisis states, and conduct biodiversity and tropical forestry country-level assessments.

This project will serve as a support facility which provides services to meet mission and partner needs in:

- Country-level 118/119 assessments, including threats, analysis, and actions necessary for biodiversity conservation
- Forestry and biodiversity conservation in states vulnerable to crisis, in crisis, or emerging from crisis
- Collaborating with extractive industries to reduce environmental impacts
- Reviewing USAID/Africa's conservation history, lessons learned, and way forward

OVERVIEW AND GOAL

Biological diversity and sound natural resources management are vital to Africa's economic growth, yet they are continually threatened by rapid development accompanied by poor planning and management, corruption, and inappropriate policies. Civil conflict exacerbates these concerns. Immediate causes for species loss and population decline include habitat fragmentation and over-harvesting, spread of invasive species, and inefficient water use and waste management. These factors are often rooted in inadequate and inequitable representation in resource decision making, lack of alternative income sources, or poor access to improved management practices, transformation technologies, and markets. The consequences of biodiversity loss and poor resource management are severe: adaptive capacity to changing climates is compromised, ecosystems services and carbon fixation is decreased, erosion is increased, livelihoods are diminished or destroyed, and social and cultural values are lost.

In the face of these challenges, efforts have been taken to conserve and promote sustainable use of the continent's natural resources. Although USAID's environmental activities have been a major presence in global biodiversity conservation, these activities have not always been folded into broader USAID programming. This project will serve as the platform for greater awareness of the biodiversity conservation and natural resource management agenda by incorporating best practices into mission operational plans and activities. The goal of this project is to build the Africa region's capacity to develop and implement biodiversity conservation programs at the USAID mission and bureau levels.

The critical expectation is that lessons learned from USAID's long involvement in natural resources management (NRM) in Africa be translated into practical solutions. We will reach this goal by emphasizing the importance of knowledge coordination, capacity building, and outreach throughout our interactions with USAID missions and partners.

THE FOUR TASKS

Support for biodiversity and tropical forestry assessments

Overview. The development of USAID/Department of State operational plans will require biodiversity and tropical forestry assessments. Bilateral USAID missions in Africa have previous 118/119 analyses in place, but quality varies and analyses may need to be updated. The primary goal of this task is to provide missions with technical assistance to complete these assessments.

PRIME CONTRACTOR
Chemonica International Inc.

CLIENT
USAID/AFR/SD

DURATION
2006-2008

ASSOCIATED ORGANIZATIONS
World Conservation Union (IUCN)

World Wildlife Fund (WWF) International Programs Consortia, Inc. (IPC)

TASK ORDER PARTNERS
Africa Biodiversity Collaborative Group (ABCG)

USDA Forest Service/International Programs (FS/IP)

Approach. This activity will support USAID's leadership in producing and updating countries' tropical forestry and biodiversity assessments (under FAA 118 and 119) and support environmental and natural resources activities (under FAA 117) as needed. We will engage African experts and use our consortium's network to ensure the greatest possible knowledge of the region. To enable systematic assessments, we will develop criteria to determine the highest priorities as well as a set of standards against which existing reviews can be compared and updated. This step is critical to ensuring that quality issues are addressed and that assessments are incorporated into country operational plans. Services will be provided to missions gratis, although cost sharing will be encouraged for larger presence country missions.

OFFERINGS: BIODIVERSITY AND TROPICAL FORESTRY ASSESSMENTS

- Provide technical assistance to missions in environmental areas such as regional 118/119 assessments, environmental management plans, environmental monitoring and evaluation, management systems, and interagency cooperation on environmental actions.
- Facilitate regional training to build African capacity to conduct 118/119 assessments. Chemonica can offer the African Capacity Fund as a potential source of funding and welcome additional mission support, as we believe that this sort of capacity development will be invaluable to USAID missions.

Managing extractive industry alliances for environmental gain

Overview. The USAID/Africa bureau is concerned with extractive industry impacts on the economy, including the distribution of benefits, control, and access as well as the potential for extractive industries to link with conflict. Extractive industries include a wide range of commodities such as oil and gas, gold, diamonds and gems, and other natural resources, each with a unique value chain and set of stakeholders. The environmental implications of extractive industries are understood poorly and addressed marginally, putting USAID and its allies at risk.

Several operating units are designing and implementing new initiatives in this sector, often under the Global Development Alliance (GDA) framework. This activity will look to emerging trade standards and corporate social responsibility as tools to connect surging consumer interests to environmentally friendly and safe food and manufactured products.

Approach. We will prepare a 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. 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 (in particular WWF, CI, IUCN, and WCS, as well as USFS) have entered into multiple initiatives with extractive industry groups, we will incorporate their experience in developing guidance for future alliances and provide technical assistance to missions upon request. We will also review existing and potential GDAs to identify opportunities for integrating biodiversity conservation and improved forest management.

OFFERINGS: MANAGING EXTRACTIVE INDUSTRIES

- Identify or develop a toolkit of case studies and best practices for use by the Africa Bureau and missions when forging new alliances. The toolkit will integrate findings from desktop research and interviews and will be vetted with appropriate industry associations.
- Showcase the analysis, reports, toolkit, and other products from offerings on an easy-to-navigate Web site for ease of access.
- Provide technical resources for missions in conducting feasibility assessments or developing ideas for specific interventions.

resources to be provided by BATS, and (3) the appropriate level of resources to be provided by the mission. With these parameters established, the BATS team took over communications and worked out the fine points for a particular assignment.

Knowledge Sharing

To share the knowledge and resources generated by the BATS program, materials produced were made available on multiple online sites utilized by the conservation and development communities. On the ABCG *FRAME: Knowledge Sharing for the Natural Resource Community* site, all three BATS partners maintained Web sites, including the main BATS page, which provided access to all materials produced under the program. The FRAME page provides information on more than 35 themes identified as emerging trends for the future of biodiversity in Africa, and the FS/IP page provides country- and region-specific information for more than 30 locations, as well as topical information on some 15 issues.

All materials related to the FAA 118/119 analyses are made available through the *Environmentally Sound Design and Management Capacity-Building for Partners and Programs in Africa* (ENCAP) site, which hosts all such reports for African countries. While similar in goals to the FRAME site, ENCAP is specific to Africa and focuses more on capacity building and partner training, while FRAME is more geared toward conservation knowledge sharing with a global scope. Additionally, as with all technical products developed for USAID, BATS materials are also available through the Development Experience Clearinghouse (DEC). A site used by the broader development community, DEC provides an outlet to reach a wider and more varied audience than ENCAP or FRAME. All three Web sites are operated with USAID funding, although only DEC is hosted on the USAID site.

Sustainability

In addition to providing opportunities for knowledge sharing, the Web sites mentioned above provide sustainability for investments made by the BATS program. Documents on DEC, ENCAP, and FRAME will be available for years to come, as they operate independently of the BATS program. For the BATS pages on the FRAME site, plans are under way to transfer hosting of these pages to the FS/IP pages on FRAME.

Another key element was ensuring that best practices for technical assistance assignments were followed. This helped maximize the impact and sustainability of assessment recommendations. Communications best practices were targeted at maximizing the impact of mission debriefs and included the following.

- *Invite a wide audience.* The wider the audience, the greater the chance of uptake of recommendations. The BATS teams made sure to invite, through the CTO, the mission director, SO team leaders, and applicable embassy staff to debriefs. If the mission director buys into recommendations, chances of implementation are greatly improved.
- *Provide copies of presentations.* PowerPoint presentations were usually prepared for mission debriefs, and providing copies for mission staff gave them a preview of the final report recommendations and a useful tool for sharing the outcomes with other staff.

- *Make recommendations relevant to Strategic Objectives.* To maximize impact of recommendations, debriefs, and the reports which followed, were organized around the strategic objectives of the particular mission's teams.
- *Incentivize recommendations.* Recommendations with incentives beyond legal compliance and environmental best practices motivate staff to follow through with assessment team recommendations, especially through an examination of alternate funding streams.
- *Use pictures, maps, and data.* Taking advantage of PowerPoint presentations to include pictures, maps, and visual displays of data help to reinforce the debrief commentary. Visuals also help staff understand the recommendations and "connect the dots" between what otherwise may appear to be abstract issues with no obvious links to on-the-ground activities, especially in seemingly unrelated sectors.

Another element of sustainability comes from collaboration between BATS partners based in Washington, D.C., and in countries throughout Africa. Not only were the resources of USAID, Chemonics, FS/IP, and ABCG brought to bear in the form of presentations and workshops, but also, with the continuation of activities through partner organizations, information and materials generated through the EPIQ contract will be carried forward by the activities of partners. Additionally, due to the FAA 118/119 training workshop for FS/IP staff, described below, the lessons learned and capacity built via the BATS contract will continue to serve USAID and the conservation community for years to come.

On June 13-15, 2007, Chemonics helped design, organize, and deliver a 118/119 biodiversity and tropical forest assessment training workshop in Kalispell, Montana, for the USDA Forest Service. This workshop consisted of 11 modules, three case study-based exercises, and one field trip to Glacier National Park. The workshop was delivered in cooperation with FS/IP and BATS CTO Tim Resch. As implementing partners to the BATS program, FS/IP's objective was to build a cadre of trained personnel who would be made available for future 118/119 assignments. There were 15 participants from the Forest Service, not including IP staff. Workshop objectives were to build the participants' capacity to conduct 118/119 biodiversity and tropical forestry assessments and strengthen the working relationship between USAID and the Forest Service to improve biodiversity programming. Of the 15 Forest Service participants, three had conducted 118/119 assessments under the BATS program as of November 2008. Based on the materials developed for this workshop, the BATS team developed a plan for creating a trainer's manual for use in the future and with other USAID regions. Although this activity could not be completed as the contract came to a close, the initial materials developed can be further developed by USAID or the other BATS program partners.

Communications have played a critical role for BATS, a program that generates reports, builds and shares knowledge, and makes recommendations for future programming of development funds. By taking advantage of existing Internet frameworks, seeking synergies between partners, and reaching out to numerous USAID missions, governments, NGOs, civil society organizations, and program beneficiaries, BATS was able to reach a large audience and make materials available to decision makers. These materials will continue to reach an ever wider audience as BATS partners move related programs forward.

ANNEX: BATS PRODUCTS

Biodiversity Analysis and Technical Support – Final Report: November 2008

Partnering with Extractive Industries for the Conservation of Biodiversity in Africa: A Guide for USAID Engagement – November 2008

Biodiversity Conservation and Crisis: Key issues for consideration – November 2008

Biodiversity and Tropical Forests Assessment for Mali *DRAFT* – November 2008

Biodiversity and Tropical Forests Assessment for Côte d’Ivoire *DRAFT* – November 2008

[Protecting Hard Won Ground: USAID Experience and Prospects for Biodiversity Conservation in Africa](#) – September 2008

[Biodiversity and Tropical Forests Assessment for Mozambique](#) – September 2008

[Biodiversity and Tropical Forests Assessment for Ethiopia](#) – August 2008

Environmental Threats and Opportunities Assessment for Rwanda – July 2008

Biodiversity Analysis and Technical Support – Quarterly Report 3rd Quarter FY 2008: July 2008

Biodiversity and Tropical Forests Assessment for Nigeria – June 2008

[Environmental Threats and Opportunities Assessment for Madagascar](#) – May 2008

[Biodiversity and Tropical Forests Assessment for Angola](#) – May 2008

[USAID Support to the Community-Based Natural Resource Management Program in Namibia: LIFE Program Review](#) – April 2008

Biodiversity Analysis and Technical Support – Quarterly Report 2nd Quarter FY 2008: April 2008

[Biodiversity and Tropical Forests Assessment for Togo](#) – February 2008

[Biodiversity and Tropical Forests Assessment for Niger](#) – February 2008

[Biodiversity and Tropical Forests Assessment for Botswana](#) – January 2008

Biodiversity Analysis and Technical Support – Quarterly Report 1st Quarter FY 2008: January 2008

[Biodiversity and Tropical Forests Assessment for Guinea](#) – December 2007

[Biodiversity and Tropical Forests Assessment for Mauritania](#) – November 2007

Biodiversity Analysis and Technical Support – Annual Report FY 2007: November 2007

[Biodiversity and Tropical Forests Assessment for Benin](#) – October 2007

[Biodiversity and Tropical Forests Assessment for Swaziland](#) – September 2007

[Biodiversity and Tropical Forests Assessment for Burkina Faso](#) – August 2007

[Biodiversity and Tropical Forests Assessment for Lesotho](#) – July 2007

[Biodiversity and Tropical Forests Assessment for Sierra Leone](#) – July 2007

Biodiversity Analysis and Technical Support – Quarterly Report 3rd Quarter FY 2007: July 2007

Biodiversity Analysis and Technical Support – Quarterly Report 2nd Quarter FY 2007: April 2007

Biodiversity Analysis and Technical Support – Quarterly Report 1st Quarter FY 2007: January 2007