USAID
FROM THE AMERICAN PEOPLE

BRIDGE FINAL REPORT

AUGUST 2020

ACKNOWLEDGMENTS

BRIDGE was a true partnership: the BRIDGE team worked hand in hand with our USAID Office of Forestry and Biodiversity (FAB) Contracting Officer's Representative, Olaf Zerbock, and management team, Hadas Kushnir, Sara Carlson, Jenny Kane and Diane Russell, to complete each action over the five years of the project. The FAB management team's vision and thought leadership helped forge relationships and build trust across the Agency, and lay the bedrock for BRIDGE's cross-sectoral collaborations and the co-production of an accessible and relevant body of knowledge on biodiversity integration. We are grateful for the FAB team's never-ending energy and enthusiasm, openness, flexibility, and trust. There are many other USAID staff who contributed to BRIDGE's success; throughout this report we note the contributions that different Bureaus, missions, and operating units made to BRIDGE. Ultimately, there are more than 500 people within those institutional spaces that actively served as champions and constituents for integrated programming who deserve our deepest thanks! We also want to acknowledge the strong support from the DAI home office, our consortium of partners, and the technical consultants whose expertise was essential to the success of many of our activities.

Finally, we thank all of the USAID partner organizations that contributed their time and energy collaborating with BRIDGE over the life of the project.

CONTRACT INFORMATION

This work is made possible by the generous support of the American people through the United States Agency for International Development under contract number AID-OAA-I-14-00014/AID-OAA-TO-15-00020 for the Biodiversity Results and Integrated Development Gains Enhanced (BRIDGE) Project. BRIDGE is funded and managed by the USAID Bureau for Economic Growth, Education, and Environment, Office of Forestry and Biodiversity.

DISCLAIMER

CONTENTS

FOREWORD

From BRIDGE's Contracting Officer's Representative, Olaf Zerbock, Biodiversity and Forestry Advisor, USAID Office of Forestry and Biodiversity

In 2014, USAID released a comprehensive Biodiversity Policy that mandates increased rigor in conservation programming and encourages greater integration with the Agency's development objectives. The Policy's second goal, to "integrate conservation as an essential component of human development," acknowledges the role that biodiversity and the natural environment play in achieving and sustaining the development outcomes we work for, and building long term resilience and self-reliance of our partner countries around the world. In short, conservation *is* development.

Since 2015, USAID's BRIDGE project has helped us to analyze, plan, and implement efforts to better integrate biodiversity conservation with our broader development work at USAID. Focusing on the areas of food security, human health, global climate change, economic growth, and democracy and governance, among others, BRIDGE worked with us to create and improve the tools USAID staff and partners need to **systematically look at integration opportunities around the program cycle,** from strategic planning through implementation to monitoring, evaluation, and learning. BRIDGE and partners expanded and shared evidence for **key linkages between critical development sectors** and helped make that evidence relevant to the programming decisions we face. Critically, our approach identified **the need for a strong constituency for biodiversity integration** across sectors, and we recognized early on that to expand the universe of integration champions, we need to collectively build the tools, evidence, and opportunities for collaboration that we seek.

Even more importantly, we acknowledged that integration across development sectors happens every day in USAID programs around the world; today's efforts build on the accomplishments and experiences of the many thought leaders and practitioners that have come before. BRIDGE has added to this important body of work. We are grateful for their hard work and dedication, and the support and collaboration of our USAID colleagues and partners over the last five years. We hope you will continue to build upon the tools, evidence, and lessons learned as you join us to build the development programs of the future.

SUMMARY OF ACHIEVEMENTS

Participated in

31 internal webinars and events

and

21 external presentations and events

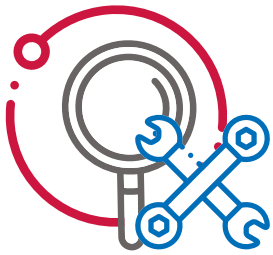
Provided direct field support to **9** missions

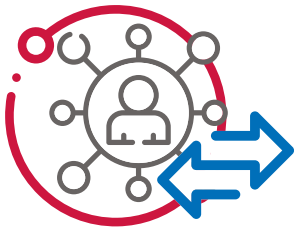
Developed and disseminated **61** evidence resources

Captured, tested, and shared **8** tools and approaches

Engaged with staff from

50 different missions on evidence, tools, approaches, and entry points for biodiversity integration





Collaborated with

12 external organizations to share and exchange information on biodiversity integration

Captured and shared

24 examples of field-based integration in action

Collaborated on

3 peer-reviewed publications

Produced and shared over

50 documents to the USAID Conservation Gateway

BRIDGE CONTRIBUTIONS TO BIODIVERSITY INTEGRATION

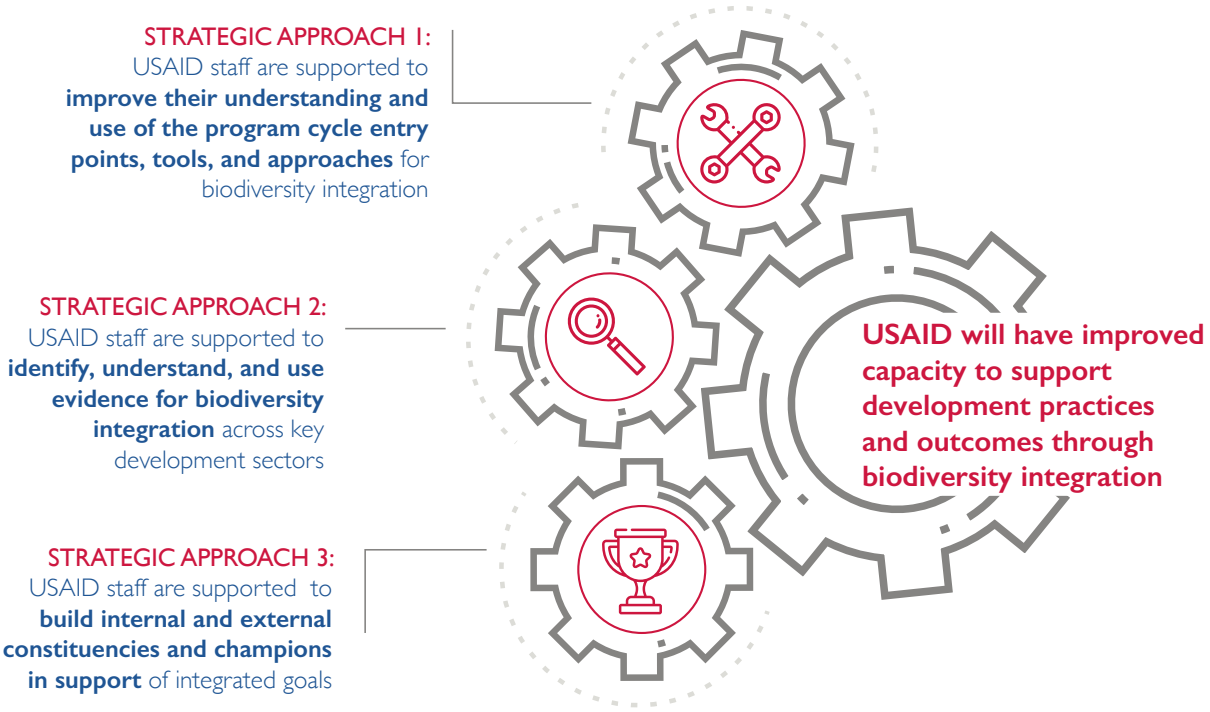
INTRODUCTION

The United States Agency for International Development (USAID) works to shape a future in which both people and biodiversity thrive via improvements in economic prosperity, social equity, and environmental stewardship. In 2014, USAID released its Biodiversity Policy, which provides a blueprint for conserving biodiversity in priority places and integrating biodiversity as an essential component of human development. The policy recognizes that biodiversity loss can be driven by unsustainable development, that there are trade-offs between biodiversity conservation and development goals that must be understood and managed, and that biodiversity conservation itself can be a critical tool for achieving sustainable development. To support the implementation of the USAID Biodiversity Policy, USAID's Office of Forestry and Biodiversity (FAB) in the Bureau for Economic Growth, Education, and Environment awarded the Biodiversity Results and Integrated Development Gains Enhanced (BRIDGE) contract as a five-year task order (July 31, 2015 to August 30, 2020) under the Restoring the Environment through Prosperity, Livelihoods and Conserving Ecosystems Indefinite Quantity Contract. BRIDGE's work built on the lessons learned and impact generated across years of USAID biodiversity conservation initiatives to promote and support efforts to integrate biodiversity conservation with the larger development context.

BRIDGE and FAB partnered with USAID technical and regional Bureaus and missions to examine the evidence base and identify entry points in the program cycle for integrating biodiversity conservation considerations with other development outcomes. BRIDGE efforts helped to establish a body of knowledge on the tools, approaches, and evidence that support cross-sectoral collaboration that achieves shared development goals.

BRIDGE THEORY OF CHANGE

BRIDGE activities aligned with the core strategic approaches outlined in the Theory of Change below:



If USAID staff are supported to improve their understanding and use of the **program cycle entry points, tools, and approaches** for biodiversity integration; to **identify, understand, and use evidence** for biodiversity integration across key development sectors; and to **build internal and external constituencies and champions** in support of integrated goals, then USAID will have improved capacity to support development practices and outcomes through biodiversity integration.

BRIDGE IMPLEMENTATION

Following the launch of the Agency's Biodiversity Policy in 2014, USAID convened internal integration working groups to create opportunities for USAID sector specialists to share information, identify cross-sectoral evidence and intersections, discuss shared goals and objectives, and co-design integrated activities and research. Integration working groups were comprised of sector specialists from biodiversity; global climate change; economic growth; health; food security; and democracy, human rights, and governance, and regional Bureaus. The technical priorities and thematic intersections identified by the integration working groups drove many of the BRIDGE work plan activities. BRIDGE activities received ongoing support from the integration working groups, and jointly addressed development problems to achieve shared goals.

The activities described in the sections below provide some of BRIDGE's key programmatic highlights. They reflect BRIDGE and FAB's efforts to understand the evidence and integrated approaches that demonstrate the greatest likelihood of successfully advancing and improving conservation and development results. For ease of reference, the activities are organized by the core strategic approaches of the theory of change. Across each strategic approach, we provide a description of the activities, some central outputs—with links to online resources where relevant—and a set of learning highlights. The "principal collaborators" section indicates the primary USAID operating unit—apart from FAB—that played a critical role in each BRIDGE activity, and key external partners that collaborated with BRIDGE and FAB.

WHAT DO WE MEAN BY BIODIVERSITY INTEGRATION?

Biodiversity integration refers to the efforts to incorporate biodiversity objectives and considerations into development programming to increase the sustainability of USAID programming, amplify results, and save costs. Biodiversity integration involves understanding how biodiversity and healthy ecosystems provide goods and services that can sustain development outcomes. It also requires us to understand how conservation investments yield benefits across development sectors, so we can demonstrate the real impact of conservation and its role in sustainable development. Despite the clear linkages, there is still much to learn about how to effectively conserve biodiversity; achieve development results; and understand when there are trade-offs between the two in terms of scale, timeframe, responsibilities, and distribution of costs and benefits. Successful integration requires taking an intentional approach throughout the program cycle. It also requires practitioners—within USAID and among its implementing partners—to develop collaborative programming, partnerships, and policy engagements that support integrated programming. Finally, effective efforts to drive integration require us to consider whether, when, and how multiple development interventions should—or should not—be addressed under a single activity.

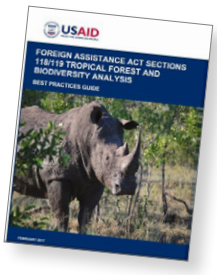
STRATEGIC APPROACH 1:
UNDERSTANDING AND USING ENTRY POINTS, TOOLS, AND APPROACHES ACROSS THE PROGRAM CYCLE

USAID applies a range of tools and approaches at different points in the program cycle and across sectors to provide development assistance. BRIDGE worked with cross-sectoral teams to examine and apply some of the existing tools and approaches frequently used to achieve single-sector programming objectives. These teams then explored the tools' and approaches' potential to effectively support biodiversity integration. The tools and approaches examined through BRIDGE are not static, and most are not sector specific. They can be applied to design, implementation, or learning at different stages of the program cycle and types of integration.

CLICK TO VIEW THE PRODUCTS

ACTIVITY

Updating and Improving the FAA 118/119 Best Practices Guidance



Activity Product: Foreign Assistance Act Sections 118/119 Tropical Forests and Biodiversity Analysis Best Practices Guide 2.0

KEY ACTIONS

The Foreign Assistance Act (FAA) Sections 118 and 119 Tropical Forest and Biodiversity Analysis helps missions identify cross-sectoral linkages and actions that support both tropical forest and biodiversity conservation and other development sector objectives at the earliest point in the program cycle, the country or regional strategic planning stage. To increase adoption of FAA 118/119 Analysis best practices and improve the application of Analysis findings during strategic planning, BRIDGE developed, piloted at four missions, and revised the USAID FAA 118/119 Best Practices Guide. These tested and revised best practices were also codified in USAID operational policy, the Automated Directives System or ADS, as a mandatory reference for ADS Chapter 201. USAID staff that applied the best practices guide described having a better understanding of the role of the 118/119 Analysis and how it can influence planning and programmatic decision-making during the Regional/Country Development Cooperation Strategy (R/CDCS) development process. Compared to R/CDCSs drafted prior to the publication of the first edition of the best practices guide, recent R/CDCSs are more likely to discuss the 118/119 Analysis and illustrate how the Analysis supports the development objectives and intermediate results.

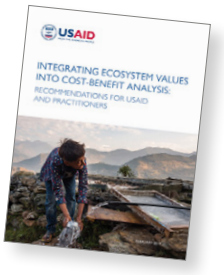
Principal Collaborators

Bureau for Africa; Bureau for Asia; Bureau for Europe and Eurasia; Bureau for Economic Growth, Education, and Environment; Bureau for Food Security (now Bureau for Resilience and Food Security); Bureau for Latin America and the Caribbean; Bureau for Policy, Planning, and Learning; USAID/Dominican Republic; USAID/Kosovo; USAID/Madagascar; USAID/Mozambique; and the Environmental Compliance Support Contract.

ACTIVITY

Integrating Ecosystem Values into USAID Cost-Benefit Analysis

Activity Product: Integrating Ecosystem Values into Cost-Benefit Analysis: Recommendations for USAID and Practitioners



KEY ACTIONS

Cost-benefit analysis (CBA) is a valuable tool for estimating and comparing the value of proposed, ongoing, and completed programming at USAID. By monetizing the value of ecosystem services and incorporating them into CBA, USAID can identify interventions that minimize negative impacts on these services and leverage the positive contributions of ecosystem services to better achieve Agency goals. USAID and BRIDGE developed recommendations on integrating ecosystem values into cost-benefit analysis, which the USAID/Sahel Regional and USAID/Madagascar Missions consulted while conducting CBAs. Although impacts of these and other CBAs that incorporate ecosystem valuation are still being examined, early feedback indicates that the recommendations are a useful tool for identifying, conducting, and including ecosystem service valuations as part of Agency CBA; and for documenting key uncertainties and research gaps that will help the Agency build experience and knowledge over time.

Principal Collaborators

Bureau for Economic Growth, Education, and Environment/Office of Economic Policy; the Conservation Strategy Fund; USAID/Sahel Regional; USAID/Madagascar.

ACTIVITY

Monitoring, Evaluation, and Learning for Integrated Biodiversity Conservation Programming

Activity Product: Monitoring, Evaluating, and Learning from Biodiversity Conservation's Benefits Across Sectors

KEY ACTIONS

Ecosystems provide a range of beneficial goods and services—such as clean water, food provisioning, and reduced natural disaster risk. Biodiversity programming sustains ecosystems and the services they provide, supporting a wide range of benefits such as diversified livelihoods, promotion of gender equity, increased government transparency, and contributions to peace and security. The complementarity of these benefits demonstrates that "conservation is development," and that biodiversity programming can yield positive outcomes across the USAID portfolio. Although some of the benefits of biodiversity programming to USAID's broader development goals are recognized, they are often not measured by monitoring strategies nor included in program evaluations and learning agendas. BRIDGE and Measuring Impact II developed a report that summarizes the importance of capturing cross-sectoral benefits from biodiversity programming and provides examples from fisheries management and community forest management on ways to better capture cross-sectoral impacts resulting from biodiversity programming. The report, which was completed at the end of BRIDGE, will assist USAID and implementing partners structure their thinking on how monitoring, evaluation, and learning strategies can best capture and communicate biodiversity conservation's contributions to broader USAID goals.

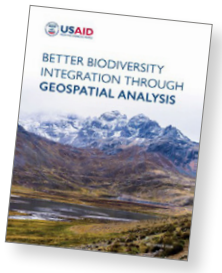
Principal Collaborators

Measuring Impact II.

ACTIVITY

Using Geospatial Analysis to Facilitate Biodiversity Conservation Integration

Activity Product: Better Biodiversity Integration Through Geospatial Analysis



KEY ACTIONS

Geospatial data and analysis provide an opportunity to promote evidence-based biodiversity integration throughout the USAID program cycle. This activity collected USAID's experience, guidance, and tools for using geospatial analysis for integration at all stages of the program cycle, and used these to develop brief examples, recommend processes, and identify resources that will be useful for the Agency. The activity focused on experiences of USAID missions and implementing partners primarily in the LAC region. The Office of Land and Urban, the USAID lead for geospatial support for cross-sectoral natural resources management, has shared the guide with missions, in technical cross-sectoral meetings, and through channels such as the Land-Links website, contributing to over 450 views of the document in the past year.

Principal Collaborators

Bureau for Latin America and the Caribbean; Bureau for Economic Growth, Education, and Environment/Office of Land and Urban; U.S. Global Development Lab/Geospatial Technology and Analytics.

ACTIVITY

Enhancing Thinking and Working Politically in the Biodiversity Sector

Activity Products: Discussion Note: Thinking and Working Politically and Strengthening Political Economy Analysis in USAID Biodiversity Programming;

Advancing Reforms to Promote Sustainable Management of Ghana's Small Pelagic Fisheries;

Discussion Note 2.0: Thinking and Working Politically: Linkages and Lessons from Biodiversity Conservation;

Technically Strong and Politically Savvy: Enhancing Thinking and Working Politically When Practicing the Conservation Standards at USAID

KEY ACTIONS

Thinking and Working Politically—an approach used across USAID—refers to the use of political skills to facilitate collaboration among diverse partners to reach programmatic goals. Political economy analysis (PEA) is a structured analysis that can provide empirical support for thinking and working politically by examining power dynamics and the socioeconomic forces influencing a specific problem in biodiversity conservation programming. BRIDGE created two discussion notes. The first, "*Thinking and Working Politically and Strengthening Political Economy Analysis in USAID Biodiversity Programming*" discusses lessons learned from existing USAID Biodiversity sector PEAs and the theory and practice behind PEAs. The second, "*Thinking and Working Politically: Linkages and Lessons from Biodiversity Conservation*" helps increase familiarity with the critical mindset of Thinking and Working Politically, how it is reflected in the biodiversity sector, and its implications for biodiversity programming. BRIDGE also supported a PEA in Ghana, which informed the mission's thinking and helped socialize Thinking and Working Politically in cross-sectoral discussions about fisheries programming among colleagues in Washington and Accra and provided support to USAID/Senegal to apply findings from their fisheries sector PEA. BRIDGE and the Measuring Impact II activity jointly developed a supplementary guide for enhancing the practice of Thinking and Working Politically in the Conservation Standards, the principles and practices used by USAID to design, implement, and evaluate biodiversity programming. That publication, "*Technically Strong and Politically Savvy: Enhancing Thinking and Working Politically When Practicing the Conservation Standards at USAID*," provides practical "how-to" guidance for USAID staff and implementers who facilitate practices from the Conservation Standards as well as staff from other sectors, USAID implementing partners, and other conservation practitioners working on similar issues.

Principal Collaborators

Bureau for Africa; Center of Excellence on Democracy, Human Rights, and Governance/Cross-Sectoral Programs Office; Measuring Impact II; USAID's Targeting Natural Resource Corruption activity; USAID/Ghana; USAID/Senegal.

Learning Highlights from Strategic Approach 1: Understanding and Using Entry Points, Tools, and Approaches Across the Program Cycle

- **Champions Are Key** *Cross-sectoral champions are essential for implementation of tools, helping to create incentives and encouragement for their use and incorporating them into USAID systems and processes.* Champions are essential for all cross-sectoral collaborations and integrated programming actions. BRIDGE supported the development of cross-sectoral partnerships with people committed to leveraging their influence, resources, or skills, which helped move targeted tools or approaches from theory to programmatic application via ongoing cross-sectoral championing.

- **Patience, Please** *Be careful not to underestimate the time required to develop, implement and disseminate learning on tools and approaches;* substantial time is needed to effectively analyze, adapt, and apply tools and approaches for integrated programming. The identification of and engagement with cross-sectoral individuals and organizations that both value integration and have the time and interest to adapt and test tools and approaches takes time and patience. Staff from different sectors met regularly to discuss priorities and viewpoints and develop a shared vision of success. This process can take time, but it is critical to successful implementation of the tool or approach.

- **No One-Size-Fits-All for MEL** *There are a range of tools and approaches to support, measure, and capture cross-sectoral benefits from biodiversity funding, and the impact of integrated programming.* Identifying the right framework or approach, and appropriate tools to capture the results from an integrated activity needs to occur early in design. BRIDGE found that collaborative discussions across sectors and decision-makers to enhance the learning, design, and planning process at the outset resulted in more realistic and insightful monitoring, evaluation, and learning plans for integration.

- **Where and How in the Program Cycle** *Tools that map onto the program cycle are more easily operationalized by USAID staff.* Tools and approaches tested and adapted under BRIDGE offer a wide variety of uses to USAID staff. Some, like the FAA 118/119 Analysis fit into a clear stage in the program cycle, while others, such as political economy analysis, can yield insights at many different stages. Because of this, identifying where and how the tool or approach is used to support the program cycle as they are being developed helps improve guidance for their use, and ultimately increases their utility to USAID.

- **Evidence Matters** *Evidence can help USAID staff understand when and where integrated approaches can add value over a single sector approach.* Some of the gaps in understanding the utility of a cross-sectoral tool or approach for integration were related to a lack of evidence demonstrating amplified impacts. The examination of integrated efforts that addressed similar issues or applied similar approaches can help inform options for programming. BRIDGE worked with cross-sectoral collaborators to understand the evidence supporting the use of a tool or approach. By understanding different experiences and partiality, the collaborations built a common fact base that incorporated the various types of evidence, experience, and gaps in applying different tools and approaches across the program cycle. This resulted in a more comprehensive understanding of the opportunities for activity work plans.

STRATEGIC APPROACH 2: IDENTIFYING AND USING EVIDENCE

To foster integration across the Agency, USAID and its stakeholders require evidence not only on how to integrate biodiversity conservation into sector programming, but when and whether to do so. BRIDGE conducted a variety of research and evidence-gathering activities to help USAID develop an evidence base for biodiversity integration.

CLICK TO VIEW THE PRODUCTS

ACTIVITY

Nature-Based Approaches to Climate Resilience

Activity Products: Ecosystem-based Adaptation Evidence Summaries and Case Studies; Ecosystem-based Adaptation Resources

KEY ACTIONS

Ecosystem-based adaptation (EbA) is a nature-based method for climate change adaptation that enhances resilience through improved management and conservation of ecosystems. EbA can be an effective strategy alone or as part of broader national, regional, and community adaptation plans. BRIDGE produced a series of evidence summaries and case studies, a series synthesis summarizing how EbA addresses different climate vulnerabilities, and a full compilation of EbA resources. The EbA suite of products is one of BRIDGE's top viewed and downloaded resources on the Biodiversity Conservation Gateway. The information has been presented by USAID staff and shared throughout the Agency in over 35 different internal workshops, meetings, and webinars, across technical staff and with decision-makers to help influence program-related decisions at different stages in the program cycle.

Principal Collaborators

Bureau for Economic Growth, Education, and Environment /Office of Global Climate Change; Conservation International; Relief International; USAID/Bangladesh; USAID/Peru; USAID/Philippines; and, USAID/Southern Africa Regional.

ACTIVITY

Wild-Caught Fisheries

Activity Products: The Role of Wild-caught Fisheries in African Development; 5 Facts About Wild-Caught Fisheries in African Development

KEY ACTIONS

Wild-caught fisheries represent a $500 billion global industry, supporting an estimated 3 billion people who rely on fish for a substantial part of their animal protein intake. BRIDGE interviewed USAID staff from different sectors, analyzed the evidence, collected case examples, and developed recommendations for investing in wild fisheries management as a biodiversity conservation, food security, and nutrition strategy in Africa. This evidence was collected into a report and infographic and shared across USAID sectors through the annual USAID Food for Peace Evidence Summit; a learning exchange with Food for Peace and FAB implementing partners; a capstone event on Cross-Sectoral Approaches to Biodiversity Conservation: Health, Nutrition, and Ecosystem Services hosted by the Wilson Center's Environmental Change and Security Program; and internal briefings and numerous website downloads.

Principal Collaborators

Smithsonian Institution; Bureau for Food Security (now Bureau for Resilience and Food Security); Bureau for Democracy, Conflict, and Humanitarian Assistance/Office of Food for Peace (now Bureau for Humanitarian Assistance).

LINKING NATURAL ECOSYSTEMS, GLOBAL HEALTH, AND FOOD SECURITY

BRIDGE, FAB, the Bureau for Food Security (now Bureau for Resilience and Food Security) and the Bureau for Global Health published a paper in the Bulletin of the World Health Organization, an open-access journal of public health titled, "Incorporating Natural Ecosystems into Global Health and Food Security Programs." The article summarizes recent studies on biodiversity and health linkages and provides concrete actions that the food security and health sectors can take to incorporate ecosystems into their programming.

ACTIVITY

Forests and Human Well-Being

Activity Product: Impacts of Forests on Children's Diet in Rural Areas Across 27 Developing Countries

KEY ACTIONS

Forests provide essential ecosystem services and goods that support human well-being, including wild foods, clean air and water, protection from extreme weather events, and natural medicines. However, despite long-standing assumptions about the vital role of forests in supporting human health and nutrition, concrete evidence linking the two is limited. BRIDGE supported a research collaboration with the Gund Institute at the University of Vermont to analyze linkages between forest cover and children's diets in more than 43,000 households across 27 developing countries. The analysis found that forests could play an important role in improving dietary diversity and reducing vitamin A and iron deficiencies, and the findings from the research were published in the journal *Science Advances*. A second research collaboration with the Gund Institute examined linkages between tree cover and the effectiveness of water, sanitation, and hygiene interventions in decreasing diarrheal disease among children; those findings have been submitted for publication. This and the wild-caught fisheries evidence was presented at a Wilson Center virtual event, called "Health, Nutrition, and Ecosystem Services," which helped mark the close of BRIDGE.

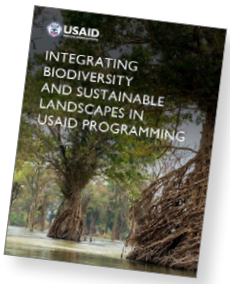
Principal Collaborators

University of Vermont – Gund Institute for Environment; Bureau for Global Health; Bureau for Food Security (now Bureau for Resilience and Food Security).

ACTIVITY

Sustainable Landscapes and Biodiversity Conservation

Activity Product: Integrating Biodiversity and Sustainable Landscapes in USAID Programming



KEY ACTIONS

Integrating biodiversity and sustainable landscapes objectives in development programming offers an opportunity to jointly address threats and drivers of biodiversity, forest loss, and land degradation. Integration can also advance sustainable, resilient, and inclusive programming. BRIDGE developed a resource in collaboration with missions and the Office of Global Climate Change to help USAID staff in Washington and missions better understand how and when integrated programming can lead to improved outcomes for both biodiversity and SL programming. The resource also addresses situations in which integration may not make sense.

Principal Collaborators

Bureau for Economic Growth, Education, and Environment /Office of Global Climate Change; USAID/Bangladesh; USAID/Cambodia; USAID/Central Africa Regional; USAID/Indonesia; USAID/Liberia, USAID/Peru; USAID/Philippines; USAID/South America Regional.

ACTIVITY

Learning Initiative on Women's Empowerment, Access to Finance, and Sustainable Fisheries

KEY ACTIONS

Increasing women's empowerment through increased opportunities for participation, leadership, and decision-making in the fisheries sector can lead to improvements in sustainable fishing practices. FAB and the Office of Gender Equality and Women's Empowerment teamed to pilot approaches incorporating microfinance and women's empowerment into fisheries management in USAID field activities. The learning initiative examines the relationships between women's empowerment, access to finance and sustainable fisheries management, through a cross-site, mixed research methods approach. BRIDGE served on the Learning Initiative Advisory Committee, contributed to the development of case study protocols, and supported data collection and analysis. These efforts will allow the initiative to compare experiences across the sites. The anticipated outcomes of the learning initiative will inform efforts to expand gender and access to finance strategies and strengthen the evidence for women's empowerment as an effective strategic approach for sustainable fisheries management.

Principal Collaborators

Bureau for Economic Growth, Education, and Environment /Office of Gender Equality and Women's Empowerment; USAID/Bangladesh; USAID/Ghana; USAID/Malawi; USAID/Philippines; USAID/Indonesia, International Union for Conservation of Nature's Advancing Gender in the Environment Program.

EVIDENCE SHOWS: THE IMPORTANCE OF WILD POLLINATORS FOR FOOD SECURITY AND NUTRITION

Nearly 800 million people suffer from chronic hunger and two billion suffer from micronutrient deficiency in the world today. Much of this hunger and malnutrition is concentrated in rural areas in developing countries, where the majority of people rely on small-scale agriculture for food production and livelihoods. Small-scale agriculture is highly dependent on wild pollinators like bees, birds, butterflies, and bats that transfer pollen among flowers to enable crop fertilization and reproduction. BRIDGE synthesized and summarized evidence collected by the Measuring Impact activity and developed a report that discusses the contributions of wild pollinators to each of the three 2016 United States Government Global Food Security Strategy objectives. The report also describes the current status of pollinator populations and threats to their conservation, and highlights how strategies to conserve pollinators can strengthen food security and nutrition investments while improving broader environmental conditions.

Learning Highlights from Strategic Approach 2: Identifying and Using Evidence

- **Know Your Audience** *The ways in which evidence supports integration, and the type of evidence required to support integration, vary by sector.* Sector audiences vary and are driven by different motivations. Some sectors are motivated by peer reviewed research and widely-used data sets, others by collaborative processes, specific tools and approaches, or case studies. Successful cross-sectoral collaborations to develop and agree upon a shared evidence base required BRIDGE, with the aid of the integration working groups, to develop a clear understanding of the type of evidence that motivated each sector.

- **Create Space for Collaboration** *Integration working groups were critical to the success of BRIDGE's evidence activities.* The integration working groups helped improve BRIDGE's understanding of target sectors' priorities and approaches, suggested new evidence products that would address key knowledge gaps and facilitate integration, and provided feedback during the generation of evidence products, making them more valuable to staff in those sectors. The integration working groups also fostered integration champions by providing a setting for regular engagement that supported their integration efforts.

- **Consider the Use** *Developing effective communications and knowledge management plans for evidence products is critical to increasing their impact.* Written products such as evidence summaries, case studies, and peer-reviewed research papers serve as the foundation for building integration actions with target sectors. However, integrated programming actions are more likely to occur when evidence products are created with a strong understanding of how the target audience will use the product and what can be achieved through that use, also known as human-centered design.

- **Research Builds Better Implementation** *Research collaborations serve as a learning opportunity for implementing partners.* The exchange of information that occurs during research activities can be beneficial to implementing partners by helping them understand evidence needs within the global development context. Academic institutions especially can benefit from a broader understanding of the types of research that are "policy relevant" and useful in addressing challenges within the global development context.

- **Question Your Assumptions** *Evidence on the value of integration is lacking.* In general, BRIDGE has focused on generating evidence products that support integration, under the assumption that integration is an effective development approach. However, integrated approaches (as opposed to single-sector approaches) may not be the best solution in all circumstances. More research on the value of integrated approaches, and the circumstances in which integrated approaches are the best option, is necessary to ensure maximum impact from development investments.

STRATEGIC APPROACH 3:
BUILDING CONSTITUENTS AND CHAMPIONS THROUGH COLLABORATION, COMMUNICATION, AND KNOWLEDGE MANAGEMENT

BRIDGE generated, curated, and shared knowledge to build capacity for integrated programming and to build cross-sectoral constituents and champions. FAB worked internally to deliver information to practitioners and decision makers at the right moment and apply it to programming. Sharing knowledge catalyzed a broader understanding of biodiversity integration across the Agency, cultivated champions for biodiversity integration, and leveraged expertise for successful cross-sectoral collaborations at all stages of the program cycle. With the assistance and expertise of our subcontractor, Training Resources Group, BRIDGE developed products with the end user in mind. The relationships established through repeat interactions with different audiences over the course of BRIDGE deepened our understanding of sector priorities and interests, and enhanced our knowledge on how best to customize and share information with the target audiences.

CLICK TO VIEW THE PRODUCTS

ACTIVITY

Understanding and communicating integration through cross-sectoral reference sheets

Activity Products: Biodiversity Integration Reference Sheets

KEY ACTIONS

Learning other sectors' "language" takes time and requires interest and incentives. Having a shared understanding of sector-specific language, goals, and objectives is an important starting point for cross-sectoral collaboration. BRIDGE worked with representatives from sectors across USAID to create five sector reference sheets. These included: Health; Water & Sanitation; Democracy, Human Rights & Governance; Biodiversity; and Food Security. The reference sheets provide an overview of each sector, explore the linkages between the sector and biodiversity conservation, and provide links to key resources. Reference sheets can serve as a resource for USAID staff engaged in biodiversity programming to improve their understanding of other sectors, including sector strategies and mandates, programming approaches and tools, indicators, and terminology. The sheets also identify key opportunities and entry points for biodiversity integration. This shared understanding is intended to help bring together specialists from multiple sectors to design, implement, and evaluate integrated projects.

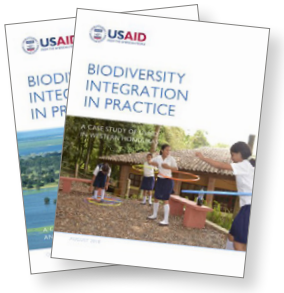
Principal Collaborators

Bureau for Global Health; Bureau for Food Security (now Bureau for Resilience and Food Security); Center of Excellence on Democracy, Human Rights, and Governance/Cross-Sectoral Programs Office; Bureau for Economic Growth, Education, and Environment/Office of Water.

ACTIVITY

Capturing Integration in Action: Case Studies and Case Examples

Activity Products: Biodiversity Integration in Practice: A Case Study of the Integrated Gorongosa and Buffer Zone Project, Mozambique; Biodiversity Integration in Practice: A Case Study of USAID in Western Honduras; USAID Biodiversity Integration Case Study Competition



KEY ACTIONS

BRIDGE used in-depth case studies and case examples to capture insights into how USAID missions and implementing partners conceptualize, design, implement, and monitor cross-sectoral integration. In collaboration with multiple missions and field-based projects BRIDGE identified, learned from, and connected examples of biodiversity integration in action. The Mozambique and Honduras mission case studies illustrated how process and enablers from across the missions supported multi-sectoral integrated programming. Case examples that resulted from the Biodiversity Integration Case Study Competition showcased lessons learned and common tools used to advance integrated programming.

Principal Collaborators

USAID's Learning and Knowledge Management Contract; Bureau for Policy, Planning, and Learning; USAID/Dominican Republic; USAID/Guatemala; USAID/Honduras; USAID/Indonesia; USAID/Kenya; USAID/Liberia; USAID/Mozambique; USAID/Peru; USAID/Philippines; USAID/Uganda; USAID/West Africa Regional.

CHECK IT OUT!

The USAID Biodiversity Integration Case Study Competition sought examples of biodiversity integration across a range of sectors, from biodiversity programming with other sector development outcomes to health or food security programming with biodiversity outcomes. Each case described a USAID project or activity, lessons learned, and common tools used to advance integrated programming. The cases represented examples of biodiversity integration with climate change; democracy, human rights, and governance; education; food security; health; and water. The sectors most commonly integrated with biodiversity were climate change, represented in 11 out of 17 cases, and democracy, human rights, and governance, represented in seven out of 17 cases. The cases spanned a range of geographies, funding streams, and approaches to integration. To learn about the two winners and four honorable mentions, and read more about each case submitted, check out the case study website.

ACTIVITY

Providing Integration Champions with the Information Needed to Make Informed Programming Decisions

Activity Product: Conservation is Development

Collaboration is a key component to successfully integrating biodiversity conservation with other development outcomes. BRIDGE collaborated with USAID champions who supported integrated programming to develop accessible, practical, and customized resources and research, and share the knowledge across the Agency to build constituencies and improve capacity to support biodiversity integration. By equipping USAID staff with the right evidence and knowledge of integrated tools and approaches, BRIDGE and FAB built a cadre of over 500 USAID staff that demonstrated engagement in biodiversity integration.

Principal Collaborators

Training Resources Group, USAID's Sharing Environment and Energy Knowledge; The Wilson Center.

The collaborative development of resources resulted in deeper engagements with champions and constituents across sectors and increased the understanding and use of the over 50 integration resources generated during BRIDGE. The ripple effect created by BRIDGE resources was noticeable, knowledge was shared internally and externally by USAID staff through multiple webinars, presentations, and events. For example, USAID and BRIDGE staff shared integration information at the 2017 Smithsonian Conservation Commons Earth Optimism Summit, the 2018 National Conference and Global Forum on Science, Policy, and the Environment, and the 2018 USAID Food for Peace Food Assistance for Nutrition Evidence Summit. In 2020, BRIDGE and USAID co-hosted a capstone event with the Wilson Center which featured a three-part virtual series. The series amplified BRIDGE's reach, with each event attracting over 400 viewers from approximately eight countries. The *"Conservation is Development"* product was developed for the Wilson Center event to provide an overview of some of the biodiversity integration work at USAID.

BRIDGE CAPSTONE EVENTS

BUILDING BRIDGES: CROSS-SECTORAL APPROACHES TO BIODIVERSITY CONSERVATION, GOVERNANCE, HEALTH, & FOOD SECURITY.

Throughout the month of May 2020, BRIDGE and FAB collaborated with the Wilson Center's Environmental Change & Security Program to co-produce a three-part virtual series that featured researchers and practitioners from biodiversity conservation, governance, public health, and food security.

To read the event blogs and watch the archived videos, visit the following links:

- Improve Biodiversity Conservation, Enhance Public Health and Food Security
- How to Think and Work Politically to Reach Biodiversity Conservation Goals
- How to Create a Successful Cross-Sectoral Collaboration

Learning Highlights from Strategic Approach 3: Building Constituents and Champions through Collaboration, Communication, and Knowledge Management

- **Champions at all Levels** ***Both horizontal and vertical champions are essential to initiate, and maintain, cross-sectoral integration.*** Collaboration with cross-sectoral technical specialists (horizontal champions) generated the processes required to develop integrated programming actions. However, leadership support (vertical champions) is equally important to successful and sustainable integrated programming. Building and sustaining champions at all levels and across sectors helps ensure that integrated programming initiatives have the resources and support they need.

- **Trust-Building and Working Relationships** ***Relationship-building approaches, such as repeat interactions and co-management of activities, strengthen cross-sectoral collaborations.*** The most successful collaborative actions were those where both a FAB champion and another sector champion—or champions— remained engaged and encouraged the regular exchange of knowledge and skills.

- **Culture, Processes, & Resources** ***There are several enabling conditions and factors critical to integrated programming.*** These range from the presence of a champion, strong leadership support, a culture of adaptive management, and flexible funding mechanisms. These enabling conditions are described in more detail in the case studies included in the "Capturing Integration in Action" activity.

- **The Knowledge Management Life Cycle** ***The entire knowledge management life cycle needs to be considered early in the planning process to move knowledge products from "why it matters" to "how to use it".*** To support continuous learning, effective engagement, and organizational improvement, knowledge must be generated, captured, shared, and applied systematically and strategically. Some BRIDGE products completed this life cycle and the project has harvested their lessons and outcomes; others are in the "share" portion of the life cycle and will require champions to move them to the applied stage.

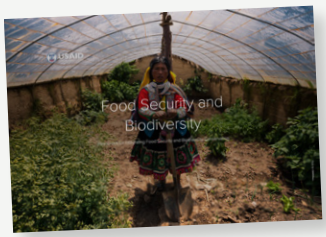
- **Human-Centered Design** ***Using human-centered design practices encourages uptake and effective use of products.*** BRIDGE used a human-centered design approach to engage key stakeholders as co-authors, understand cross-sectoral perspectives and goals, embrace iterative processes, and map the potential ways audiences might use products. These approaches shaped BRIDGE's understanding of each sector's differing expertise, resources, and networks, and helped tailor products accordingly to maximize reach and use.

RESOURCE BUNDLES

BRIDGE and FAB created a rich set of resources to support biodiversity integration with different sectors. The links below provide a virtual tour of the integration resources available by sector that were developed by BRIDGE and other USAID efforts:

Climate & Biodiversity: Healthy, intact ecosystems can help improve climate resilience and reduce greenhouse gas emissions, and are more resilient to the impacts of climate change.

Democracy, Human Rights, and Governance & Biodiversity: Biodiversity conservation and democracy, human rights, and governance integration can improve open and accountable participation to help support stable and sustainable development.



Food Security & Biodiversity: Natural systems provide key ecosystem goods and services that support food production including provision of water for agriculture and wild foods, pest control, and pollination.

Health & Biodiversity: Intact, biologically diverse ecosystems can help promote health and fight disease by providing goods and services including non-cultivated foods, natural medicines, and clean air and water.

Water & Biodiversity: Forests and wetlands can provide ecosystem services that help maintain water quality

LOOKING FORWARD

BRIDGE worked primarily with USAID/Washington to strengthen cross-sectoral collaborations and establish a knowledge base to support cross-sectoral thinking and practice. Successful next steps will include the application of the lessons learned and knowledge accumulated through BRIDGE to mission-based programming. Expanding the application of current integration practices in the field will also advance learning, testing, and iterating of new practices to propel integrated programming forward.

Through BRIDGE, FAB learned that integrated programming can show positive results. Successful integration requires careful planning, collaboration, and a framework that clearly depicts and measures the expected outcomes from single sector versus cross-sectoral interventions. To truly understand the impact of integrated programming, we need to have better answers for some outstanding questions such as, "*Does integrated programming yield a greater return on investment than single-sector programming, and under what conditions?*" and, *"How does integrated programming improve sustainability, impact, reach, and efficiency?"*

Fortunately, USAID has shown a deep commitment and interest to continue to strengthen the evidence base that will support and inform biodiversity integration; consider the relevant evidence, systems, and processes required to support integrated programming at all stages of the program cycle; and foster champions for integration across the Agency at all levels. This commitment, coupled with decades of experience as well as current learning through BRIDGE, guides USAID in leading effective and equitable efforts to protect and manage environmental and natural resources in support of the journey to self-reliance.

ANNEX A: BRIDGE BUY-INS

BRIDGE was designed to allow interested USAID missions and operating units to access BRIDGE support for cross-sectoral technical assistance for programming, learning, or research through buy-ins. Over the life of the contract, these buys-ins expanded the reach of BRIDGE and increased the number of constituents and champions for biodiversity integration.

BRIDGE received buy-ins from six missions and four technical offices that supported:

BUREAUS

Bureau for Africa/Office of Sustainable Development

The USAID/Ghana Political Economy Analysis - Advancing Reforms to Promote Sustainable Management of Ghana's Small Pelagic Fisheries;

Participation in the USAID/Senegal Fisheries Biodiversity and Livelihoods start up workshop

Development of the product: Discussion Note: Thinking and Working Politically and Strengthening Political Economy Analysis in USAID Biodiversity Programming

Bureau for Latin America and the Caribbean/Office of Regional Sustainable Development

Learning from the USAID/Dominican Republic FAA Sections 118 and 119 Tropical Forest and Biodiversity Analysis

Participation in USAID Guatemala Biodiversity Project Pause and Reflect Workshop

Development of the product: Better Biodiversity Integration Through Geospatial Analysis

Bureau for Economic Growth, Education, and Environment/Office of Gender Equality & Women's Empowerment

Participation in the Learning Initiative on Women's Empowerment, Access to Finance, and Sustainable Fisheries

Bureau for Economic Growth, Education, and Environment/Office of Global Climate Change

Development of the product: Integrating Biodiversity and Sustainable Landscapes in USAID Programming

USAID MISSIONS

USAID/Dominican Republic

Piloting the FAA 118/119 best practices guidance to conduct the mission's 118/119 Analysis and apply the findings to the Country Development Cooperation Strategy.

USAID/Dominican Republic Tropical Forest and Biodiversity Analysis

USAID/Jordan

Completing the mission's 119 Analysis report.

USAID/Jordan Biodiversity Analysis

USAID/Kosovo

Piloting the FAA 118/119 best practices guidance to conduct the mission's 118/119 Analysis and apply the findings to the Country Development Cooperation Strategy.

USAID/Kosovo Biodiversity Analysis

USAID/Madagascar

Piloting the FAA 118/119 best practices guidance to conduct the mission's 118/119 Analysis and apply the findings to the Country Development Cooperation Strategy.

USAID/Madagascar Tropical Forest and Biodiversity Analysis

USAID/Mozambique

Piloting the FAA 118/119 best practices guidance to conduct the mission's 118/119 Analysis and apply the findings to the Country Development Cooperation Strategy.

USAID/Mozambique Tropical Forest and Biodiversity Analysis

ANNEX B:
BRIDGE PRODUCTS

CLICK TO VIEW THE PRODUCTS

TOOLS AND APPROACHES

Better Biodiversity Integration Through Geospatial Analysis

Discussion Note: Thinking and Working Politically and Strengthening Political Economy Analysis in USAID Biodiversity Programming

Discussion Note 2.0: Thinking and Working Politically: Linkages and Lessons from Biodiversity Conservation

Advancing Reforms to Promote Sustainable Management of Ghana's Small Pelagic Fisheries

Technically Strong and Politically Savvy: Enhancing Thinking and Working Politically When Practicing the Conservation Standards at USAID

Foreign Assistance Act Sections 118/119 Tropical Forest and Biodiversity Analysis Best Practices Guide 2.0

Integrating Ecosystem Values into Cost-Benefit Analysis: Recommendations for USAID and Practitioners

Monitoring, Evaluating, and Learning from Biodiversity Conservation's Benefits Across Sectors

EVIDENCE

Democracy, Human Rights and Governance and Biodiversity Conservation Linkages

Impacts of Forests on Children's Diet in Rural Areas Across 27 Developing Countries

Incorporating Natural Ecosystems into Global Health and Food Security Programs

The Importance of Wild Pollinators for Food Security and Nutrition

Integrating Biodiversity and Sustainable Landscapes in USAID Programming

Facts about Wild-Caught Fisheries & African Development

The Role of Wild-Caught Fisheries in African Development

Wild-Caught Fish Are Feeding the World: Sound Fisheries Management in Africa Improves Lives

Food Security & Biodiversity

The Importance of Biodiversity and Natural Systems to Food Security in Tanzania

Ecosystem-based Adaptation Series

Ecosystem-based Adaptation and Extreme Events

Ecosystem-based Adaptation and Food Security

Ecosystem-based Adaptation and Water Security

Ecosystem-based Adaptation and Coastal Populations

The Economics of Ecosystem-based Adaptation

Improving Ecosystem Management to Strengthen Resilience to Extreme Weather in the Philippines

Conserving Ecosystems to Support Climate Resilience in Bangladesh

Maintaining Water Security in Peru Through Green Infrastructure

Maintaining Water Security in Critical Water Catchments in Mongolia

Restoring Coral Reefs in the Face of Climate Change in the Seychelles

Ecosystem-based Adaptation Series Synthesis

Ecosystem-based Adaption: Virtual Collection of Resources

CROSS-CUTTING

Biodiversity Integration in Practice: A Case Study of USAID in Mozambique

Biodiversity Integration in Practice: A Case Study of USAID in Western Honduras

Biodiversity Integration Reference Sheet: Biodiversity

Biodiversity Integration Reference Sheet: Democracy, Human Rights and Governance

Biodiversity Integration Reference Sheet: Food Security

Biodiversity Integration Reference Sheet: Health

Biodiversity Integration Reference Sheet: Water and Sanitation

Biodiversity Integration Reference Sheets: Virtual Collection

Conservation is Development

USAID Biodiversity Integration Case Study Competition: Case Study Winners and Submissions

Lessons Learned from the USAID Biodiversity Integration Case Study Competition

Climate and Biodiversity: Resources for Integrating Climate and Biodiversity and Improving Resilience

Democracy and Governance and Biodiversity: Resources for Integrating Democracy, Human Rights, and Governance, and Biodiversity Conservation

Food Security and Biodiversity: Resources for Integrating Food Security and Biodiversity Conservation

Health and Biodiversity: Resources for Integrating Health and Biodiversity Conservation

Water and Biodiversity: Resources for Integrating Water and Biodiversity Conservation

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