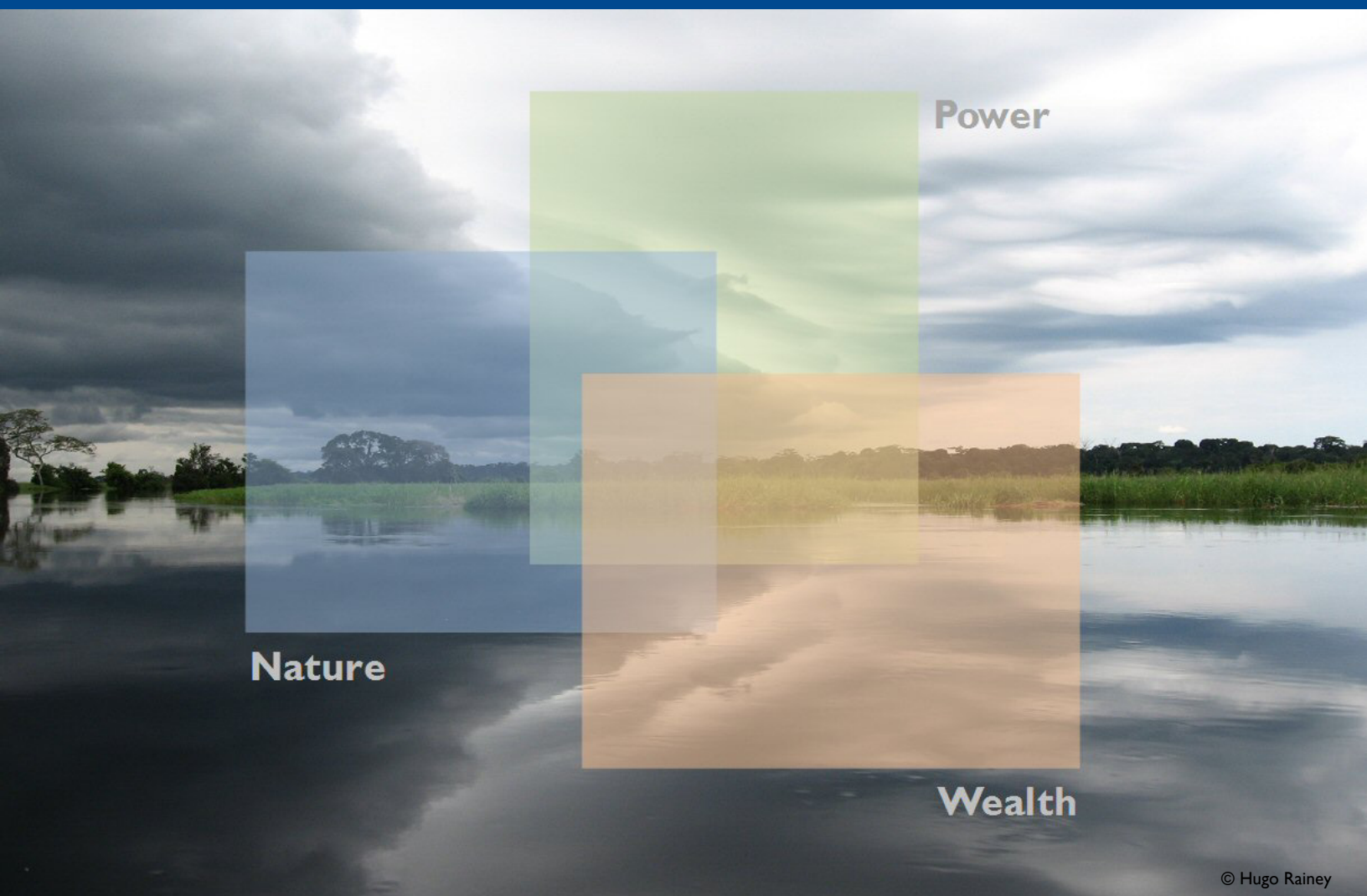


# TRANS**LINKS**

*Promoting Transformation  
by Linking Nature, Wealth and Power*



TransLinks is a new partnership led by the Wildlife Conservation Society with the Earth Institute at Columbia University, Enterprise Works/VITA, Forest Trends, the Land Tenure Center at the University of Wisconsin and USAID dedicated to finding and sharing practical ways to conserve natural resources while creating wealth for the rural poor.

# Promoting Transformation by Linking Natural Resource Management, Poverty Reduction and Equitable Governance

TransLinks is a 5-year Leader with Associates cooperative agreement that has been funded by the United States Agency for International Development (USAID) to further the objective of increasing social, economic and environmental benefits through sustainable natural resource management. This new partnership of the *Wildlife Conservation Society* (lead organization), the *Earth Institute of Columbia University*, *Enterprise Works/VITA*, *Forest Trends*, the *Land Tenure Center of the University of Wisconsin* and *USAID* is designed to support income growth of the rural poor through conservation and sustainable use of the natural resource base upon which their livelihoods depend.



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## Nature + Wealth + Power

Many of the world's poorest people live in rural areas that are extremely rich in biological diversity and natural resources, but isolated from social services and economic opportunities. A paucity of livelihood options in these areas often results in heavy dependence on natural resources as a source of sustenance and income.

Where local governance systems are unable to establish and enforce natural resource use norms, the very resources upon which the rural poor depend may be depleted through unsustainable use. Where globalization has increased the industrial scale extraction of natural resources, local access to ecosystem services is often diminished, sustainable management systems are frequently compromised and resource-dependent families are commonly impoverished.

Overdependence on declining natural resources can result in a poverty trap for rural families that may exacerbate existing challenges with health, education, clean water, fuel and income. Persistent poverty and livelihood insecurity can foment or perpetuate conflict, further diminishing the investments needed to foster economic growth.

For these reasons, understanding the relationships between **Nature** (ecosystem services which encompass biodiversity, natural resources and ecological processes), **Wealth** (income from natural and social assets) and **Power** (governance systems that manage and distribute benefits from natural resources) is critical for developing more effective approaches towards rural poverty alleviation and sustainable natural resource management.

TransLinks aims to address these issues by identifying practical field-tested approaches that simultaneously promote resource management, rural wealth creation and strong, equitable governance.



# The TransLinks Approach

The program is organized around four core activities that will be implemented in overlapping phases over the life of the program. These are:

1. **Knowledge building** including an initial review, synthesis and dissemination of current knowledge, and applied comparative research in a number of different field locations to help fill gaps in our understanding;
2. **Diagnostic and decision support tools** that will help us better understand the positive, negative or neutral relationships among conservation, governance and alleviation of rural poverty;
3. **Cross-partner skill exchange** to better enable planning, implementing and adaptively managing projects and programs in ways that maximize synergies among good governance, natural resource management and wealth creation; and
4. **Global dissemination** of knowledge, tools and best practices for promoting wealth creation of the rural poor, environmental governance and sustainable use of ecosystem services.

Over the 5-year life of the program, TransLinks aims to develop a coherent, compelling and, most importantly, useful corpus of information about the value of, and approaches to, integrating Nature, Wealth and Power. To do this, TransLinks is structuring the work around two core issues – 1) private sector Payments for Ecosystem Services and 2) property rights and resource tenure.



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# Making Linkages Between Payments for Ecosystem Services and Natural Resource Governance

## Payments for Ecosystem Services

TransLinks is focusing on private sector Payments for Ecosystem Services (PES) because they are a relatively new and rapidly evolving approach for conserving biodiversity, natural resources and key ecological processes while securing livelihoods outside of protected areas over the long term. Given this, we need to better understand when and why PES approaches are most viable and effective. As PES systems typically require willing buyers to purchase services from willing sellers, the latter must have either traditional or legal authority to sell or lease these services. Understanding the role that property rights and resource tenure play in facilitating and maintaining PES markets is critical. TransLinks will explore these issues to characterize how rights and tenure influence the establishment of markets and the distribution of benefits to ecosystem service providers or guardians.

## Natural Resource Governance

For PES markets to deliver the desired outcomes of natural resource conservation and rural poverty alleviation over the long term, governance systems that regulate the access to and use of natural resources, and ensure the equitable sharing of benefits from their sale need to be in place. Given this, TransLinks is also investigating how local governance systems can establish and enforce resource use norms that regulate access to communally-shared natural resources. These local-level institutions for managing natural resources, or community assets, are, in effect, micro-scale versions of the macro-scale institutions required for democratic and accountable government at the national level. Thus, helping rural communities develop functional natural resource governance systems is one of the most effective ways to provide the public with clear and practical knowledge of not only how good systems of government work, but why they are important. By doing so, we are effectively building demand for municipal, regional and national level systems that are transparent, accountable and democratic.



# TRANS LINKS



**USAID**  
FROM THE AMERICAN PEOPLE



**The Earth Institute**  
AT COLUMBIA UNIVERSITY



**EnterpriseWorks/VITA**  
Fighting Poverty With Profit

## Associate Award Procedures for *TransLinks* Leader-with-Associates Cooperative Agreement

(Promoting Transformation: Linking Natural Resources, Economic Growth, and Governance)  
EPP-A-00-06-00014-00

### Introduction

**Scope:** *TransLinks* is a 5-year Leader-with-Associates (LWA) cooperative agreement designed to integrate and increase social, economic and environmental benefits through sustainable natural resource management. This partnership of the **Wildlife Conservation Society (WCS)**, lead organization), *Enterprise Works/VITA*, *Forest Trends*, the *Earth Institute of Columbia University*, the *Land Tenure Center of the University of Wisconsin*, and *USAID* draws on best practices such as the USAID-funded **Nature, Wealth and Power** framework and *TransLinks* partners' expertise in biodiversity conservation, payments for ecosystem services, sustainable enterprises and livelihoods, and land tenure and resource property rights.

**Research or Development?** Either or both. Associate Awards can but do not have to focus on applied case study research. Associate awards can be used to directly support development and conservation activities on the ground: activities that materially contribute to achieving the mission or bureau's strategic objectives, and that result in tangible improvement in livelihoods, governance, and resource management.

Proposed programs must merely fit within the scope of the activities funded by the central *TransLinks* Leader-with-Associates cooperative agreement, which in general, means they address the **integration of natural resources management, economic livelihoods, and good governance** in some way (examples below).

**Earmarks?** Yes. Associate Awards to *TransLinks* can be designed to be compatible with USAID's *biodiversity* earmark criteria, as well as other earmarks such as *global climate change*, *micro-enterprise*, *tropical forestry*, and/or *water*, while also delivering livelihood, economic and governance benefits.

**Competition required?** No. WCS is the sole holder of the *TransLinks* LWA, and no competition or waiver of competition is required. Because cooperative agreements are assistance instruments, USAID may not impose a particular activity, nor may it dictate which member of the LWA shall implement a given program. Negotiations can only occur with WCS, who is responsible for implementation and results.

### Examples

Illustrations of possible Associate Awards that would deliver direct benefits while contributing knowledge to the *TransLinks* LWA are listed below. Please note that these examples are non-exhaustive – the Leader Award already includes several of these kinds of activities as case studies, and others are possible:

- A five-year program designed to secure formal land tenure for an indigenous community, work with them to develop land management plans, and help them to build democratic mechanisms to ensure that land uses within the indigenous territory are ecologically sustainable and benefit local families equitably.
- Working with national and local authorities to establish a payment-for-ecosystem-services mechanism for a water company, brewery, or hydropower facility to pay upstream communities to maintain forest cover on their lands, to reduce soil erosion and ensure sustained provision of high quality water.
- A program to increase household income in fishing communities by helping them to develop local management structures and institutions needed to manage no-take zones and community fishing areas.
- A two-year program to work with national authorities and private sector companies to develop a biodiversity offset fund to finance wildlife management within logging concessions.

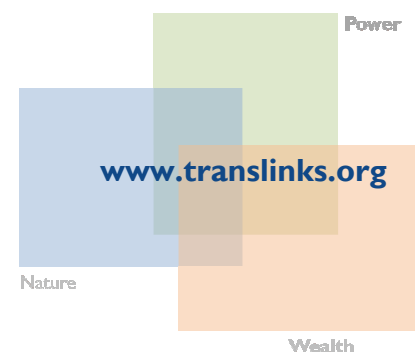
- A program to increase local income from charcoal sales while retaining native forest cover within the landscape by formalizing private property rights, helping increase enterprise development and business/forest management expertise within the community.
  - A three-year program to work with livestock producers to secure certification under the “Wildlife Friendly” enterprise network, protecting wildlife corridors on grazing lands and increasing incomes from livestock.
  - A five-year program to help a local community develop a sustainable birdwatcher tourism enterprise that provides a financial incentive for the community to conserve wetlands that constitute critical feeding and breeding areas for endangered bird species.
  - A post-conflict program with local NGOs and government agencies to help communities develop participatory natural resource use and management zones, secure formal tenure rights over these zones, and train ex-combatants as eco-guards to help the communities enforce their tenure rights.
3. Once clearance is received, the cognizant USAID entity completes its RFA (with or without EGAT assistance) and sends it to WCS to request an application.
  4. The cognizant USAID entity reviews the application, and works with WCS to agree on the final program description and budget. Assistance from EGAT may be requested, but is not required.
  5. The cognizant USAID entity issues the Associate Award (either grant or cooperative agreement) within the following parameters:
    - Associate awards must be *awarded* before the expiration date of Leader Award (9-29-11), and activities must be *completed* within five years after the Leader expiration date (9-29-16).
    - There is no dollar limit on the total amount of associate awards, individual or cumulative.
    - Associate awards are numbered independently of the Leader Award.
    - Associate awards may not have additional *Substantial Involvement* factors beyond those in the Leader Award. They may include all the factors appearing in the Leader Award, or fewer.
    - Cost-sharing requirements may vary from Leader award, and are negotiated between the cognizant Mission or Bureau and WCS.
    - Associate awards are subject to the *Standard Provisions* of the Leader Award. “Required as applicable” standard provisions may be adjusted as pertinent to the Associate award.

## Procedures

1. A Mission, Bureau, or Office drafts a program description for an associate award that briefly describes the purpose, background, objectives, desired activities, deliverables and/or performance measures, total budget, and timeframe.
2. The cognizant (paying, contracting) USAID entity (Mission, Bureau, or Office) sends the *draft* program description to the **TransLinks Leader Award CTO** (Michael Colby, EGAT/NRM, [mcolby@usaid.gov](mailto:mcolby@usaid.gov), 202-712-4687) or **alternate CTO** (Diane Russell, [dirussell@usaid.gov](mailto:dirussell@usaid.gov), 202-712-1129) to request technical clearance that the proposed activity fits within the scope of the central Leader with Associates cooperative agreement, before contacting partner to request an application.

*This technical clearance is the only step in the Associate Award process that requires EGAT/NRM approval, and is not a lengthy review.* Approval of every aspect of the full, final detailed scope of work is not necessary – only that it fits within the scope of TransLinks Leader award. If desired, EGAT/NRM staff members are *available* to help develop the RFA from Washington or in the field, or to help review applications. The Mission or Office paying for the award is ultimately responsible for assuring that the program description/SOW meets their needs, and for managing the associate award’s implementation.

6. The cognizant Mission or Bureau must send a copy of signed Associate award to the Leader award CTO.
7. The cognizant Mission or Bureau issuing the Associate award is responsible for its administration.
8. Over the life of the Associate award, the cognizant Mission or Office must send copies of programmatic reports produced under the award to the Leader Award CTO.





# TRANSLINKS

For more information please visit our website at [www.translinks.org](http://www.translinks.org) or contact Dr. David Wilkie, the program director, at [dwilkie@wcs.org](mailto:dwilkie@wcs.org)



Land Tenure Center



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