



For more information about BEAN and bushmeat in eastern Africa please visit: [www.bushmeatnetwork.org](http://www.bushmeatnetwork.org)

## MENTOR

BEAN emerged from the USFWS MENTOR Fellowship Program [[www.mentorfellowshipprogram.org](http://www.mentorfellowshipprogram.org)] a funded cooperative agreement from the U.S. Fish & Wildlife Service [[www.fws.gov/international/DIC/regional%20programs/africa/Africa.html](http://www.fws.gov/international/DIC/regional%20programs/africa/Africa.html)] through Wildlife Without Borders- Africa to the College of African Wildlife Management- Mweka, Tanzania [[www.mwekawildlife.org](http://www.mwekawildlife.org)] and the Africa Biodiversity Collaborative Group [[www.abcg.org](http://www.abcg.org)].

The Bushmeat-free Eastern Africa Network (BEAN) is an interdisciplinary and multi-institutional network consisting of stakeholders (wildlife professionals, human development experts, government representatives, private industry personnel, academic experts, local community leadership and citizens etc.) who work collaboratively to raise awareness, focus attention, share information, analyze, evaluate and report on trends, and leverage resources to build local partnerships and capacity to implement grassroots solutions that directly address bushmeat exploitation problems affecting protected and surrounding areas in eastern Africa.



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1 ABCG is a consortium of U.S. based conservation non-governmental organizations (NGOs) comprising African Wildlife Foundation (AWF), Conservation International (CI), International Union for the Conservation of Nature (IUCN), the Jane Goodall Institute (JGI), The Nature Conservancy (TNC), Wildlife Conservation Society (WCS), World Resources Institute (WRI), and World Wildlife Fund (WWF).

2 Adaptive Management was carried out using the *Open Standards for the Practice of Conservation* developed by the Conservation Measures Partnership (CMP) [[www.conservationmeasures.org](http://www.conservationmeasures.org)] with training in project planning offered by the Foundations of Success [[www.fosonline.org](http://www.fosonline.org)] and results developed using Miradi Software [[www.miradi.org](http://www.miradi.org)].



Bushmeat confiscation in southern Sudan.

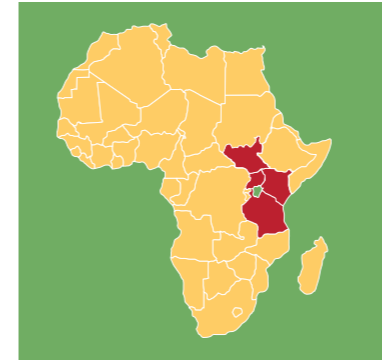
Photo: J. Setme

## BEAN Bushmeat Fact Sheet 2009 A Model for a Mentored Fellowship Program



Country Focus: **Kenya, Southern Sudan, Tanzania, Uganda**

**USFWS MENTOR Fellowship Program**



### BUSHMEAT

The bushmeat trade is the illegal, over-hunting of wildlife for meat and income. Already in West and Central Africa this trade has resulted in declines and local extinctions of many wildlife species and the economic, cultural and ecosystem services they provide. In addition, a number of human health threats have emerged from the trade in bushmeat including linkages with HIV/AIDS, ebola and the threat of anthrax.

Bushmeat trade is not regulated or managed by any authority. Economic benefits from the trade go mainly to hunters and traders. If current trends continue, future generations of citizens in Africa will not have the opportunity to access benefits from wildlife. Using wildlife to meet protein and income demands cannot be supported in the long term. The immediate threat of loss of economic opportunity, cultural and ecological services, and other values to a wider community must be addressed today.

### Summary

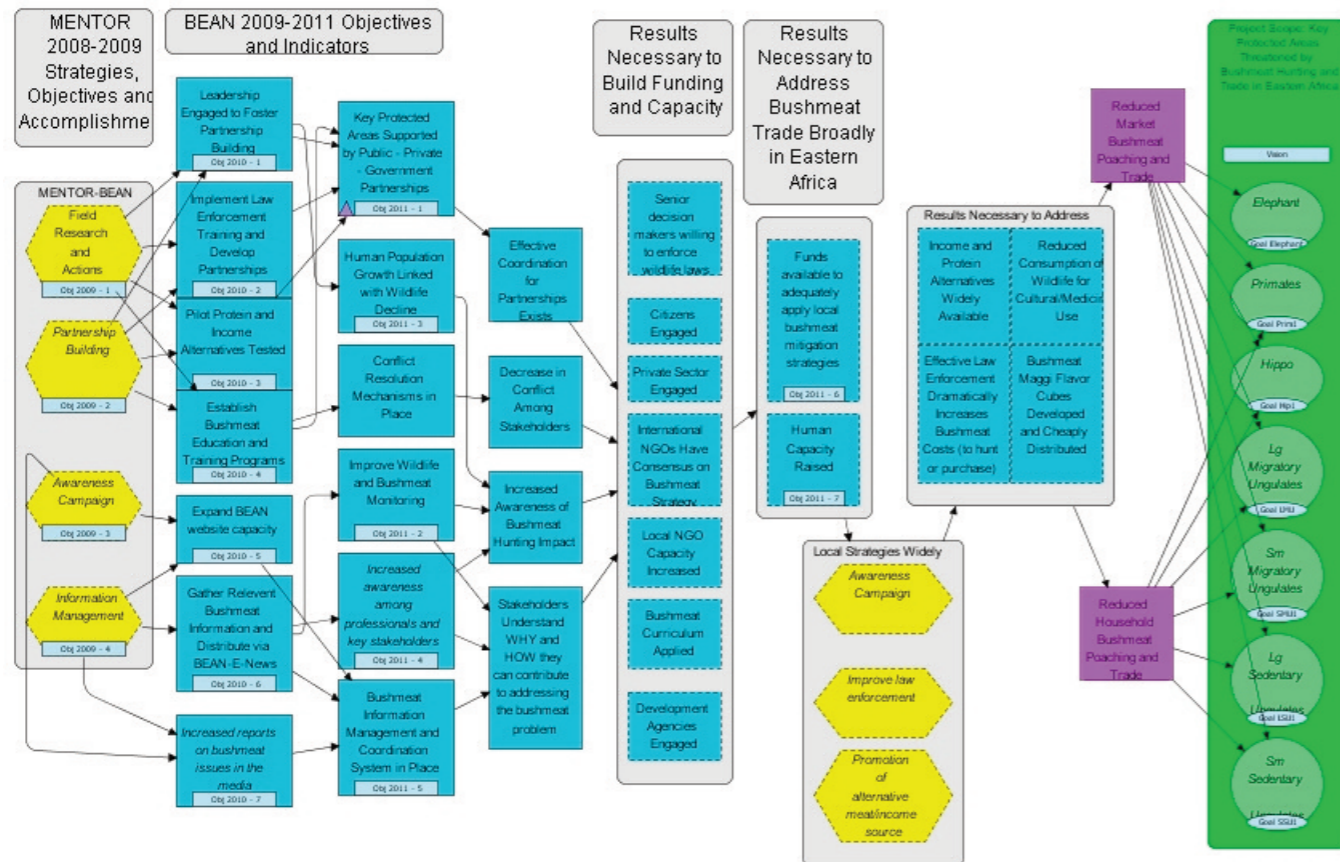
#### Addressing African Conservation Capacity Building Needs:

- ▶ Africa needs more well-trained professionals with the knowledge, skills, attitudes, and practices (KSAPs) to resolve complex conservation issues.
- ▶ Training through adaptive management that identifies effective strategies to remove biodiversity threats is an essential component.
- ▶ Conservationists capable of working cooperatively in multidisciplinary teams that scale-up conservation-development-community partnerships are more effective.
- ▶ Skills and experience in partnership building at all levels with multiple stakeholders is essential to the future of conservation success.
- ▶ Long-term African conservation leadership capacity-building supported by mentoring is essential to the process.
- ▶ A team approach that enables African conservationists to work collaboratively in resolving today's and tomorrow's biodiversity threats will yield beneficial outcomes for generations.
- ▶ Resources for African conservation capacity building are extremely limited and should be committed as a conservation-development priority.

#### Developing New Training Models and Curricula:

- ▶ New training models are needed to build the capacity of emerging African conservation leaders.
- ▶ Optimal capacity building efforts initiate a team approach that combines academic studies, field research, project planning, and implementation that is supported by mentoring, professional development opportunities, and long-term career planning.
- ▶ New higher education curricula and programs are needed in Africa to provide this cutting edge team approach to addressing conservation issues.
- ▶ A modular format that can be implemented by both conservation practitioners and academic experts is valuable for future replication of the program.
- ▶ Core to a team approach is training in adaptive management planning that enables and empowers collaboration to identify multiple drivers of biodiversity threats and the strategies to address them.
- ▶ Mentoring is an important component to this approach as it facilitates knowledge sharing in both technical and professional development.
- ▶ Mentored fellowship programs should use the principals of adult learning and the experiential learning cycle while supporting career development and leadership skill-building.
- ▶ Capacity building programs that include professional development opportunities for networking help foster partnership and team-building skills.
- ▶ The USFWS MENTOR Fellowship Program provides such a model for a team approach to build the capacity of promising African wildlife leaders who work, by design, together to address complicated, emerging conservation threats.

(continued)



Results Chain developed using Adaptive Management for the illegal bushmeat trade in eastern Africa including biodiversity targets (green), direct threats (purple rectangles), results anticipated (blue rectangles) and strategies implemented to achieve results (yellow hexagons).

## MENTOR Fellowship Program

The USFWS MENTOR (Mentoring for ENvironmental Training in Outreach and Resource conservation) Fellowship Program is an initiative of the U.S. Fish and Wildlife Service (USFWS), the College of African Wildlife Management (CAWM), Mweka, Tanzania, and the Africa Biodiversity Collaborative Group (ABCG)<sup>1</sup>. MENTOR builds the capacity of a multidisciplinary team of emerging conservationists. The Fellows, Mentors, and trainers collaborate at multiple scales. As a team, MENTOR Fellows progress through academic training and field-based implementation leading toward local and regional partnerships and networks that can more effectively address complex conservation challenges over the long-term.

The program is implemented by a team of technical experts with cutting-edge tools and methods who are led by a conservation capacity-building professional. The MENTOR Fellowship approach implements this team-training approach to both team-based academic studies at an identified institution of higher learning and collaborative field work. The field efforts engage the professional guidance of an experienced conservation mentor. The Fellows earn an advanced degree providing valuable credentials to complement their earned hands-on experience in conducting short-term research, adaptive management planning skills, and implementing identified strategies. The specially designed curriculum can continue to be taught at the college as well as transferred to other institutions in the future. Individual modules such as conducting field assessments, private sector partnerships for conservation, and education and awareness-building can be replicated by other conservation partners.

The 2008/2009 MENTOR Fellowship Program prioritized the identified need to address illegal bushmeat exploitation in eastern Africa. It used a unique team approach to raise the capacity of eight MENTOR Fellows and four Mentors from Kenya, Southern Sudan, Tanzania and Uganda to work collaboratively to address regional, national, and local conservation problems. The multidisciplinary team of Fellows included a lawyer, environmental communicator, urban planner, educator, public administrator, wildlife health expert, and wildlife managers. Fellows conducted bushmeat field assessments, adaptively planned and collaboratively implemented conservation projects, developed communications strategies and materials, organized



Photo: H.E. Eves

2008-2009 MENTOR Fellows/ BEAN Field Officers  
(top): G.Okello, J.E. Kariuki, P. Amum, A. Martin  
(bottom): V. Opyene, L. Damalu, I. Mwenja, and I. Seme.

workshops and scientific symposia, and increased capacity and awareness for addressing bushmeat by engaging key stakeholders within existing partnerships. The Mentors included experienced NGO staff and university faculty. Visiting lecturers included conservation practitioners from international and regional NGOs who shared the latest methodologies.

## 2008/2009 MENTOR Curriculum

Identified Mentors, senior conservation professionals nationally qualified to support Fellows from the four eastern Africa countries, together with leading conservation experts from the Bushmeat Crisis Task Force (BCTF), USFWS, CAWM faculty, and NGOs designed a new post-graduate diploma course for the 2008/2009 MENTOR Fellowship Program. The curriculum has two principal learning outcomes: 1) To Analyze the Bushmeat Challenges in Eastern Africa, and 2) To Demonstrate Bushmeat Solutions. The program is built on sound science, a clear understanding of the ecology of eastern Africa, and an awareness of the current conservation and development issues driving the illegal bushmeat trade in Kenya, Southern Sudan, Tanzania, and Uganda.

Through tailored modules learning outcomes are achieved that build the Fellows' competencies. Modular training enables participants to alternate between classroom learning (6 months) and field-based activities (12 months). Mentors, African conservation professionals who work side-by-side with Fellows, play a critical role in the program. The Fellows developed practical knowledge, skills, attitudes, and practices to address illegal bushmeat exploitation in eastern Africa through: applied bushmeat research and assessment, law enforcement, legislation and policy review, alternative livelihood interventions, protein alternatives, wildlife-human health interactions, education program development, and partnership-building.

MENTOR Fellows working on creating a results chain through adaptive management training for improved law enforcement as one of several key strategies to address the bushmeat trade in eastern Africa.

## Role of Adaptive Management Planning

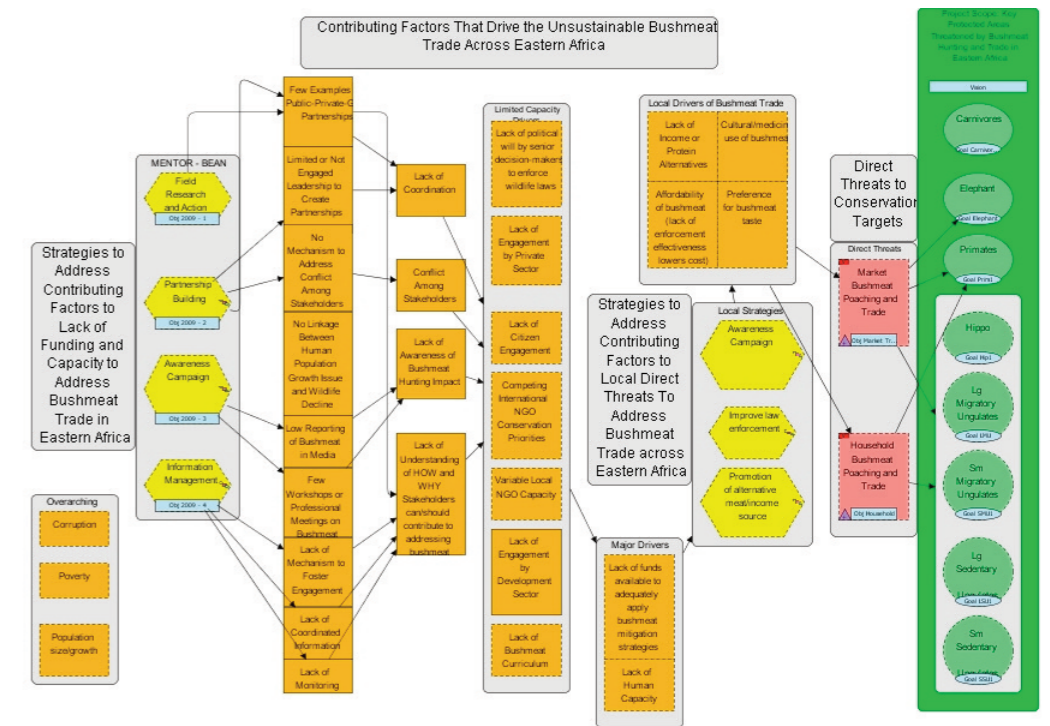
The cornerstone of the 2008/2009 MENTOR program is adaptive management planning<sup>2</sup>. MENTOR Fellows learn why and how to design, manage, and measure impacts of conservation actions that address factors that drive direct threats to biodiversity targets. The Fellows' experience, fundamental course work on bushmeat challenges and solutions, local field trips to protected areas and meetings with local communities, and bushmeat field assessments (see BEAN Assessment Fact Sheets: [www.bushmeatnetwork.org](http://www.bushmeatnetwork.org)), provide the basis for a team effort to create a Conceptual Model and five-year plan to collaboratively address the bushmeat challenge in eastern Africa.

Initial adaptive management training and planning took place in August 2007 with program developers followed by training with Fellows creating initial conceptual model and results chains (July-August 2008) and updates (June 2009) based on project outputs and outcomes. It provides an important tool for longer-term conservation efforts. It highlights the value of teamwork and the need for partnerships and collaboration in achieving conservation outcomes.

Based on their conceptual model for a regional strategy to address illegal bushmeat exploitation in eastern Africa, the team decided the role of each member in implementing the strategy. Activities were implemented using a team approach among eight MENTOR Fellows working together in national teams and thematic themes supported by Mentors across four countries. The long-term scope identified was to address illegal hunting of wildlife in and around protected areas in eastern Africa to achieve a vision for a bushmeat-free eastern Africa. Priorities identified for action included bushmeat awareness, law enforcement, information management, and protein and income alternatives within a context of partnerships associated with key protected areas in each country. Pilot project implementation efforts were carried out from September 2008 through May 2009 in key selected protected areas including Masai Mara Game Reserve in Kenya, Boma and Bandingalo National Parks and Bor in Southern Sudan, Serengeti National Park in Tanzania, and Murchison Falls National Park in Uganda. All MENTOR Fellows participated in developing content and materials for the BEAN website [[www.bushmeatnetwork.org](http://www.bushmeatnetwork.org)] and BEAN communications.

## Career Development and Professional Growth

In addition to earning academic qualifications, field experience, and benefits from personal mentoring, MENTOR Fellows were exposed to many visiting dignitaries and government officials including the USFWS Director and Deputy Assistant Secretary of the US Department of Interior. International and regional conservation experts who taught cutting-edge conservation content in modules as guest lecturers represented AWF, BCTF, FOS, Frankfurt Zoological Society (FZS), High Tech High, JGI, Lusaka Agreement Task Force (LATF), RARE, TRAFFIC, TNC, U.S. Agency for International Development's (USAID) Biodiversity Analysis and Technical Support (BATS) program, WCS, and WWF. They gained experience with networking and expanding professional contacts through participation at major international conferences such as The Leon Sullivan Summit VIII hosted by President Jakaya Kikwete in Arusha, Tanzania, attended by 4000 participants representing 47 nations. With support from the Society for Conservation Biology (SCB), the Fellows traveled to Ghana to organize a special symposium on bushmeat exploitation at the SCB-Africa conference where they each presented findings of their bushmeat field assessments to raise awareness about the illegal bushmeat trade in eastern Africa. This provided a unique opportunity to stimulate discussion and share bushmeat approaches with colleagues from West and Central Africa. Assistance was also leveraged from the International Fund for Animal Welfare (IFAW), Kinship Conservation Institute, San Diego Zoo, Fulbright Senior Specialist Program, and USAID BATS for some of the Fellows and Mentors to travel to share the experiences of the MENTOR program and to promote BEAN.



Conceptual Model developed using Adaptive Management for addressing the illegal bushmeat trade in eastern Africa including biodiversity targets (green), direct threats (pink rectangles), contributing factors (orange rectangles), and strategies to address the factors (yellow hexagons).



Photo: H.E. Eves