

**PARKS IN PERIL III****A REQUEST TO AMEND  
COOPERATIVE AGREEMENT #LAC 0782-A-00-047-00  
TO****THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT  
FROM  
THE NATURE CONSERVANCY****SUMMARY**

The Nature Conservancy (TNC) and its partner organizations have designed the Parks in Peril Program to conserve imperiled natural ecosystems, communities, and species in Latin America and the Caribbean by ensuring on-site management for biologically significant national parks and reserves. To date, the project has initiated management actions in 20 high priority protected areas.

In September 1990 the United States Agency for International Development (USAID) and The Nature Conservancy entered into the Cooperative Agreement # LAC 0782-A-00-0047-00 to support Parks in Peril activities during FY 91 - 93. In September 1991 the Agreement was amended to provide additional support to the project and incorporate a buy-in from the AID/Mexico mission using funds from the Global Climate Change Project. Under the original Parks in Peril Cooperative Agreement and subsequent amendment, USAID has obligated \$5,506,526 that TNC is matching with \$1,750,000 in cash and in-kind support. Host-country counterpart funds will also provide \$1,020,000 of matching in-cash and in-kind contributions. The current total project budget is \$8,276,526.

With this proposal, we respectfully request an amendment to the existing cooperative agreement for an additional \$5.0 million of support from the United States Agency for International Development (USAID) for follow-on activities to the Parks in Peril project. We propose a \$1.25 million match from The Nature Conservancy which would include direct project grants, technical assistance, training and administrative support services. In addition, The Nature Conservancy expects to generate a minimum of \$1.25 million, or 25% of the on-site project grant total, as host-country matching funds for the project grants.

The amended project budget will increase by an estimated \$7,500,000 and extend from FY 93 through FY 96.

The Nature Conservancy looks forward to continuing its close partnership with the United States Agency for International Development that will combine public and private sector efforts to protect and sustainably manage tropical forests and biological diversity.

**PROJECT TITLE:** PARKS IN PERIL  
PROPOSAL TO AMEND COOPERATIVE AGREEMENT  
#LAC 0782-a-00-047-00

**PROJECT LOCATION:** LATIN AMERICA AND CARIBBEAN REGION

**PVO NAME AND LOCATION:** THE NATURE CONSERVANCY  
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**DATE OF SUBMISSION  
TO USAID:** MAY 22, 1992

**PARKS IN PERIL III**

**A REQUEST FOR AN AMENDMENT TO THE  
COOPERATIVE AGREEMENT # LAC 0782-A-00-0047-00**

**I. PROJECT PURPOSE AND DESCRIPTION:**

**Project Purpose:**

The Parks in Peril Program is designed to ensure adequate on-site protection for a total of 40 critically threatened national parks and reserves in Latin America and the Caribbean that have global biological significance. This proposal seeks support over a four year period (FY 93 - 96) for follow-on activities to the Parks in Peril Cooperative Agreement # LAC 0782-A-00-0047-00 between USAID and The Nature Conservancy.

The primary purpose of Parks in Peril (PIP) is to ensure minimum critical management for each of the targeted sites, transforming these areas from mere "paper parks" to functional protected areas. The project will provide direct grants to non-governmental organizations (NGOs) to assist government organizations (GOs) in the establishment of a permanent management presence in each protected area. The project will accomplish the following objectives:

- o Continue to strengthen local institutional capacity to implement on-the-ground protection infrastructure and manage the currently programmed 30 high priority Parks in Peril sites;
  - o Achieve a level of financial security for at least 15 Parks in Peril sites through the establishment of a diversified set of long-term funding sources to sustain these areas beyond the life of the project.
  - o Initiate Parks in Peril activities for 10 additional high priority sites over the life of the project as the initial sites achieve financial security.
  - o Increase opportunities for local indigenous communities' direct participation in resource management actions on the Parks in Peril sites and adjacent buffer zones.
  - o Strengthen applied research and biological monitoring to assist resource managers and detect environmental changes.
  - o Increase the capacity of The Nature Conservancy to manage and implement the Parks in Peril Program.
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Funds will support efforts to survey and post critical boundaries; to recruit, train and equip rangers and community extensionists; to install protection infrastructure; to promote local community outreach activities; to carry out baseline studies and biodiversity monitoring; and, to establish sources of long-term financing for reserve operations. The project will continue to build and strengthen working partnerships with local NGOs and communities, government natural resource agencies, and other national and international organizations to achieve on-the-ground biodiversity conservation.

### Project Description:

Throughout Latin America and the Caribbean, tropical deforestation and loss of biological diversity is accelerating. The continued deterioration of this natural heritage threatens both the developing and developed countries of the Western Hemisphere with an impoverished future. There is an immediate need to conserve imperiled natural ecosystems, communities and species by ensuring on-site management for biologically significant national parks and reserves.

The Parks in Peril Program is addressing this situation by ensuring an adequate level of on-site protection for 40 high priority areas. The management of a Park in Peril begins by surveying and posting a reserve's critical boundaries, and in some cases installing fences and gates to keep out livestock. At the same time, park rangers and extensionists are recruited, trained on the job, and properly equipped to spend long periods of time in these remote areas where they will manage the natural resources, promote appropriate land use with local communities, and monitor illegal activities. Ranger stations, headquarters, and back-country outposts are constructed to provide shelter for field personnel. These facilities also become available to local communities and researchers. Finally, basic food supplies, fuel, and repair parts for equipment are provided to support the operations of the on-site team.

For a typical large park of 100,000 acres, \$60,000 - \$75,000 is usually necessary to "jump-start" on-site management activities by purchasing field equipment and installing basic protection infrastructure. In addition, \$40,000 - \$50,000 is needed for yearly operational costs. Approximately \$125,000 is required to initiate a minimum level of protection in a Park in Peril for one year. In some cases, less funds will be required due to a limited local capacity to implement protection actions. This base of support must be expanded in subsequent years to maintain a permanent conservation presence in the area with the capacity to manage threats to the natural resources and promote appropriate land, water and resource use by local communities.

The Nature Conservancy is working closely with local NGOs, indigenous communities and government natural resource agencies to provide the necessary training and technical assistance under the Parks in Peril Program. An important component of this effort is the development of a diversified set of local, national and international funding sources to support the long term operations of the protected areas. At this time, The Nature Conservancy and its partner organizations are working on several debt-for-nature swaps in the region. For example, debt for nature swaps are currently underway in Panama, Jamaica and Bolivia to provide long term support for basic operations of high priority Parks in Peril in those countries.

To date, USAID support to the Parks in Peril Program has been catalytic in attracting additional support from foundations, individuals, and other bi- and multi-lateral organizations. For example, it is encouraging that the World Bank's Global Environmental Facility (GEF) project designs make reference to the need to implement "Parks in Peril" type actions. The Conservancy is working closely with the World Bank on the design and establishment of GEF-funded trust funds for protected areas in Peru and Bolivia that will provide long-term sustainable support for Parks in Peril and other significant natural areas in those countries. In addition, several USAID country missions have joined with the Conservancy and other international NGOs to initiate similar projects for key protected areas in their respective countries. The program has also spawned widespread interest among university students and researchers who are now focusing on key issues of the Parks in Peril Program.

Although it cannot be anticipated that the Parks in Peril Program will solve the entire problem of "paper parks", it will provide an important focus for the critical issue of biodiversity conservation. By using realistic "on-the-land" methods for protected areas management, the project will demonstrate the potential for extended application to other areas.

Every opportunity is being taken to promote the lessons learned from this project to other areas in the region through publications, workshops, and personnel exchanges. For example, at the recent IV World Parks Congress in Venezuela, the Conservancy conducted a two day workshop on "Conservation Finance" based on the Parks in Peril experience. "Ecologica" magazine published a special edition to accompany the workshop in which the Parks in Peril Program and USAID's contributions figured prominently.

To date, the Parks in Peril project has received enthusiastic support from the U.S. Congress, USAID, local country government agencies and NGO partner organizations. Although relatively new, the initial phases have demonstrated several important areas that need to be addressed in follow-on activities, including the following:

- o Continue to strengthen local institutional capacity to implement on-the-ground protection infrastructure and manage the initial 30 high priority Parks in Peril sites. As the NGO partners and government agencies engage in on-site activities, it is apparent that these large reserves will require additional technical assistance, training and financial resources to develop a cadre of land managers and expand the infrastructure needed to achieve adequate management.
- o Achieve an adequate level of sustainable financial support for at least 15 Parks in Peril sites through the establishment of a diversified set of long-term funding sources to sustain these areas beyond the life of the project. The Nature Conservancy's Conservation Finance team will work with the local NGOs and GOs to determine the long-term management costs for high priority Parks in Peril and develop financial mechanisms that ensure local, national and international sources of funds.
- o Initiate Parks in Peril activities for 10 additional high priority sites over the life of the project. As current PIP sites achieve stable financial security, additional high priority sites will be identified for project support.
- o Increase opportunities for local indigenous communities' direct participation in resource management actions on the Parks in Peril sites and adjacent buffer zones. The local peoples who live inside and adjacent to these natural areas must be fully integrated into the management of the lands, waters and natural resources they depend upon for sustenance. One objective of local participation will be to achieve a level of 'stable subsistence' that satisfies basic human needs (e.g., adequate food, potable water, sanitation, etc.) while reducing incentives to deforest additional lands or overharvest endangered species. Another objective will be to restore past ecological conditions in the core and buffer zones to enhance biological diversity and improve environmental services to the surrounding region. Community extensionists will work to inform government agencies and other organizations about local needs and seek the necessary services to improve social and economic conditions.
- o Strengthen applied research and biological monitoring. Reserve managers have little understanding of the ecological characteristics of the communities and

species they are attempting to manage, the nature and cause of the threats to the areas, or if their management actions achieve their desired biodiversity conservation objectives. Base-line data and on-site monitoring to guide management actions will improve the "science of land management."

- o Increase the capacity of The Nature Conservancy to manage and implement the Parks in Peril Program. The Conservancy's Latin America Division has been reorganized to support the Parks in Peril project as its principal agenda for the 1990's. In order to successfully support and implement this ambitious program, it is necessary to increase TNC's internal capacity for project management and technical assistance. The project will provide salary support for a Stewardship Ecologist to focus on land and resource management. A Marine Protected Areas Specialist will be hired to assist with coastal and marine reserve management issues. Salary support will be provided to significantly expand the Conservancy's Parks in Peril Training capabilities. An Administrative Assistant will be hired for AID grant administration. Funds will also support short-term, on-site technical assistance in protected areas management, community outreach, environmental monitoring, and financial resource development.

Conditions Expected at End of Project:

At the end of the project, it is expected that The Nature Conservancy, in close collaboration with local and international NGOs and government agencies, will:

1. Establish on-site protection for 40 national parks or equivalent reserves with global biological significance over the life of the project. Results will include: surveyed and posted critical boundaries, trained and equipped rangers with communications and mobility, and the basic facilities to maintain a permanent conservation presence in each area.
2. Train a cadre of skilled protected areas managers, rangers and community extensionists in each Park in Peril site with practical, hands-on experience in park protection and natural resource management. At least 40 directors and 150 rangers and extensionists will receive on-site training during the project.
3. Achieve an adequate level of financial security for at least 15 of the 40 Parks in Peril sites through the establishment of a diversified set of long-term funding sources to sustain

these areas beyond the life of the project. Provide a special focus on 5 of these sites and elevate them to 'bioreserve' status with a full spectrum of core and buffer zone management programs and financial resources.

4. Initiate Parks in Peril activities for 20 additional high priority sites over the next three years as progress is made toward financial security on the currently approved 20 sites.

5. Strengthen public-private sector cooperative relationships to elevate the status of key protected areas in each country and provide for their long term management. NGO/government cooperative agreements will be signed for park management and local commitments will meet or exceed 25% of the on-site project grants.

6. Establish mechanisms for local indigenous community participation in resource management decisions, with special consideration for the role of women. The Parks in Peril Program will directly provide enhanced local employment opportunities for protected areas directors, rangers, extensionists, and construction related personnel.

7. Establish baseline data and continuous on-site monitoring for the high priority Parks in Peril sites to determine the effect of project activities on the conservation of biological diversity and to guide reserve management.

8. Ensure a minimum level of critical management in priority protected areas while long term conservation financing mechanisms are designed and implemented. Debt for nature swaps, endowments, nature tourism, and sustainable resource development techniques will be tested on a case by case basis for each Park in Peril.

9. Strengthen the capacity of local NGOs to achieve conservation successes and to build a diverse base of financial resources to become viable institutions. The NGOs will have direct on-site involvement with the 40 Parks in Peril and will enhance their capacity to assist the government agencies in protection and management actions.

10. Through excellence in results achieved, increase the U.S. public's commitment to global conservation of biological diversity. The Parks in Peril Project will provide national and international conservation organizations with the opportunity for improved access to public and private funding for biodiversity conservation. Diversified sources for the continued support of the Parks in Peril will be in place at the end of the project.

## II. PROJECT BACKGROUND

### History of Proposal Development:

During the past two decades, the nations of Latin America and the Caribbean region have taken actions to conserve their natural resources by establishing protected areas systems to safeguard critical watersheds, coastal and marine ecosystems, wildlife, scenic attractions and other areas which provide important environmental benefits to the country. Unfortunately, government budget allocations have not been sufficient to manage these areas and control threats to vital natural ecosystems and their biotic resources. Legally decreed boundaries have not been surveyed or marked on the land and personnel have not been assigned to protect and manage the reserves. In the few cases where there are rangers, they have not received the training, field equipment or basic facilities necessary to comply with the legal mandates and control illegal activities. These areas remain as "paper parks" -- legally decreed but not physically established on the land.

The degradation of this irreplaceable natural biodiversity threatens the developed and developing nations with an impoverished future. For this reason, the recently amended Foreign Assistance Act Sections 118 and 119 have made the conservation of tropical forests and the preservation of biological diversity in developing countries a foreign policy priority of the United States.

The Parks in Peril Program focuses on the establishment of on-the-ground protection of critical ecosystems and the species they contain. It is the most important action we can collectively take to ensure the preservation of biological diversity and conservation of tropical rainforests. To date, the U.S. Congress, USAID, local government agencies and NGO partner organizations have enthusiastically supported the program.

The Parks in Peril Program began in September of 1990 through USAID Cooperative Agreement # LAC-0782-A-00-0047-00. In September 1991 the Parks in Peril Cooperative Agreement was amended to provide additional support to the project and incorporate a buy-in from the USAID/Mexico mission using funds from the Global Climate Change Project. The first year's activities focused on 10 high priority protected areas in Latin America and the Caribbean, totaling more than 6,706,960 acres. At this time, work plans are complete, administrative procedures are in place, and The Nature Conservancy's NGO partners in collaboration with the local government agencies have initiated on-the-ground protection activities. An evaluation of the

progress on these preliminary sites was carried out between June and August of 1991 and the recommendation was made to continue and expand project activities. A second set of 10 high priority sites were approved for project activities in September 1991. A second evaluation will be carried out between June and August of 1992 to assess the technical and financial aspects of the project. Both USAID and the Conservancy have agreed that additional sites may be initiated as current sites achieve an adequate level of financial security and no longer depend on AID/LAC/DR Parks in Peril funding.

**Relevant Studies:**

The Nature Conservancy and local conservation organizations with whom it works in the region developed the Parks in Peril program to provide protection for 200 critically threatened ecosystems in Latin America and the Caribbean. A study of these areas was undertaken as a "rapid assessment" of designated parks and reserves in the region. The study focused on decreed protected areas because it was evident that the national governments had taken the first step to legally protect these areas, regardless of the actual amount of effective on-the-ground management.

Local conservationists, scientists, and international organizations such as World Wildlife Fund, World Resources Institute, Organization of American States, U.S. National Park Service, and International Union for the Conservation of Nature provided valuable input to this effort. Country environmental profiles, national biodiversity assessments, national protected area system plans, conservation and development strategies, and other pertinent literature were reviewed. In addition, appropriate maps, aerial photographs, and remote imagery were analyzed, when available. The study was based on the best available information and expert opinion and linked to a much extended process carried out by Conservation Data Centers of accumulating, updating, and analyzing biological information.

The Nature Conservancy recently published a second edition of "Parks in Peril; A Conservation Partnership for the Americas" to outline the program and describe the 200 individual protected areas. This list of 200 critically threatened areas should be viewed as preliminary and dynamic. It will change as threatened areas become protected on-site, better information is compiled, and new areas are legally established.

A total of 40 priority areas will be targeted for action over the life of this amended USAID/Parks in Peril Program. As current sites achieve financial security, new areas may be added. A 'gap analysis' is currently underway to evaluate the existing coverage of significant ecoregions and to identify potential PIP

sites for future project activities. These areas will be selected on the following criteria: (1) biological diversity; (2) opportunity to support on-going protection activities of NGOs and government agencies in the area; (3) ability to use Parks in Peril funds in a catalytic manner to achieve immediate, tangible and lasting on-the-ground success; and (4) possibility to demonstrate lessons learned in other parts of the country and the region.

**The Nature Conservancy Experience:**

The Latin America Division of The Nature Conservancy has developed the Parks in Peril strategy based on the fundamental concepts learned from our successes from 40 years of operation in the United States. Since 1951, the Conservancy has saved over 3.5 million acres of vital habitat in the U.S. and has built the world's largest private land reserve system. In addition to expertise in land conservation, creating 50 state organizations in the United States over the past 15 years has given the Conservancy a continuously growing understanding of the process of institutional development of NGOs.

The Latin America Division works to build independent, self-sustaining conservation organizations in other nations. The Conservancy shares its experience and its technical resources with its partners, working side by side with them as they increase their capacity to protect land. The Nature Conservancy is working with 18 conservation partners and a network of 11 Conservation Data Centers in Latin America and the Caribbean.

The Nature Conservancy has received several grants from USAID in the past which have significantly advanced conservation work in Latin America and the Caribbean. These grants include:

- LAC-0605-G-SS-6049-00: Conservation Data Center (CDC) support grant for \$266,000 with a Conservancy matching component of \$475,566. This grant has provided partial support to expand and strengthen the Latin America regional network of CDCs and provide training and transfer of technology to, and among, CDCs.
- LAC-0605-G-SS-7024-00: Yanachaga Park project grant of \$200,000 with a \$200,000 matching contribution from the Conservancy. The grant helped to initiate the management of the Yanachaga-Chemillen National Park in the Central Selva region of Peru.
- 526-0616-G-IR-8001-00: Fundacion Moises Bertoni support grant of \$15,000 from USAID/Paraguay with a \$20,000 match from TNC. This grant supported the establishment of a financial management system and development of a self-sufficiency program for a new Paraguayan conservation NGO.

- 520-0000-G-SS-9560-00: USAID/Guatemala grant to assist in the development of a CDC within the Center for Conservation Studies (CECON) of the University of San Carlos and to prepare with the National Environmental Commission (CONAMA) studies required to legally establish 14 high-diversity protected areas and their management plans. The USAID grant for \$140,000 is matched with \$94,845 from the Conservancy.
  
- 532-0148: Protected Areas Resources Conservation (PARC) grant of \$128,000 from the USAID/Jamaica with a \$134,000 match from the Conservancy and the Jamaica Conservation and Development Trust for technical assistance services to help in the development of a national park system plan, implementation of two pilot parks, design of a debt for nature swap to create a national park trust fund, and establishment of a CDC (total AID PARC Project: \$1.75 million).
  
- 526-0616-G-SS-9001-00: A Fundacion Moises Bertoni grant to strengthen its conservation capacity and support major land management and protection projects. The USAID/Paraguay provides \$396,563 with a TNC/Fundacion Bertoni match of \$277,668.
  
- 520-0000-C-00-9818-00: Resource Warden Training grant of \$85,945 from the USAID/Guatemala to assist the National Council of Protected Areas (CONAP) in the preparation of a training manual, preparation of trainers, and implementation of pilot training courses.
  
- OTR-0158-A-00-0112-00: PVO Development: A proposal has been approved by the AID/PVO office for conservation, sustainable development, and PVO leadership that will develop and share strategies for institutional self-sufficiency throughout Latin America and Caribbean region.
  
- 595-0150-A-00-0586-00: ROCAP/RENARM: A consortium formed by CARE, The Nature Conservancy and Conservation International has initiated activities under the ROCAP/RENARM project. The Nature Conservancy will manage the Wildlands and Conservation Information Management/Environmental Monitoring components of the project.
  
- 596-0150-A-00-0843-00: ROCAP: TNC has been awarded a contract to provide training fellowships to Central American conservationists and NGO leaders.
  
- 518-0069-A-00-0232-00: A consortium formed by TNC, CARE and Wildlife Conservation International has signed a cooperative agreement with USAID/Ecuador to implement the SUBIR project, designed for the conservation of natural resources.

- #520-0395-A-00-1223-00: MAYAREMA: TNC will assist CONAP to establish on-the-ground protection for the Maya Biosphere Reserve, develop a Peten NGO, and build long-term sources of support for the reserve operations.
- #527-0341: Pacaya-Samiria/Employment and Natural Resource Sustainability Project: TNC and WWF/US are coordinating closely on the implementation of this conservation and sustainable development project in Peru.

At this time The Nature Conservancy has active discussions underway with USAID missions in Belize, and Panama concerning potential projects related to institutional strengthening, CDCs, protected areas and debt for nature swaps.

Host Country Activity:

All Parks in Peril countries have protected areas systems in varying states of implementation. In general, host country governments recognize the environmental and tourism values of these areas, but have not allocated the funds necessary for their adequate protection and management due to higher priorities in other sectors of the economy. While laws and policies defining appropriate uses of protected areas are often good, they are rarely applied. There are insufficient government positions available for protected areas personnel and salaries are low, even by most local standards. Funds for equipment, maintenance, and basic field operations are scarce. Government protected areas personnel are usually dedicated conservationists but do not have the training or resources to achieve their objectives. Even if a park or reserve produces tourist dollars or other income which could supplement its budget, these funds usually revert to the country's general fund and do not accrue to the protected area. This acts as a disincentive to reinforce income generating activities at the protected area level.

Over the past five years, there has been very significant growth in the numbers of "land-saving" conservation NGOs. As public frustration grows with the perceived inability of the government sector to address the problems of deforestation and loss of biological diversity, private sector leadership has moved to take advantage of both national and international sources of funds. NGOs have been able to act more effectively and efficiently to protect natural areas and build a local conservation constituency. Able to pay higher salaries than the government, NGOs compete for the best conservation professionals in a country. An added advantage is the NGOs' ability to focus on only a few protected areas and complete their objectives, while the governments have much wider natural resource mandates. While NGOs and government agencies sometimes compete over available funds and management authority for protected areas

projects, there is growing consensus that collaboration of the public and private sector is necessary for successful protected areas management. The recent debt-for-nature swaps are successful demonstrations of how private sector conservation NGOs can assist in increasing the funds to save important protected areas.

The Parks in Peril Project is predicated on building a collaborative partnership among national and international, public and private organizations. Host country institutional arrangements are assessed to determine the best management opportunities for the project's implementation.

### III. PROJECT ANALYSIS

#### Economic Effects of the Project:

The Parks in Peril Project will have significant positive socio-economic effects for the people involved in on-the-ground protection of their nation's natural heritage, local communities located adjacent to priority protected areas, conservation NGOs and government organizations, and the citizens of the nation and global community.

The main project beneficiaries are the local communities around protected areas, and the long-term economic and ecological vitality of the country. Parks in Peril will be a success due to the efforts of on-site personnel, the park and reserve directors, rangers, and community extensionists who are the "on-the-land" managers of biological diversity. Preference will be given to hiring local men and women for these positions. These people will receive hands-on training and technical assistance to enhance their professional capacity for protected areas management and community relations. They will also receive the necessary tools, transportation and communications equipment, facilities, and logistical support to successfully complete their assigned roles in the protected area.

Communities located inside or adjacent to protected areas are being incorporated into the project's implementation. These people depend on the local natural resource base for their economic survival and can least afford a degraded environment. In those cases where local land use has an irreversible impact on a protected area's resources (eg., eliminating the last stand of a threatened tree species) or presents a clear safety hazard (eg., living in a landslide zone or flood plain) resettlement or relocation will be considered, and then only in consultation with local residents. Such action will not take place until both land and economic alternatives can be found for them. For example, at the request of a Ketchi indigenous community in a cloud forest core zone of Sierra de las Minas Biosphere Reserve in Guatemala, Defensores de la Naturaleza is purchasing agricultural lands identified by the community in the buffer zone and is assisting in a land transfer and titling program for the Ketchi that is also linked to agroforestry extension and a small grants program.

Through community extension efforts and direct local participation, the project is defining sustainable natural resource management techniques to stabilize land uses in the buffer zones of the PIP sites and to conserve biological diversity. TNC's partner NGOs are engaging local communities in a discussion of basic needs and economic aspirations.

Sustainable economic development very often begins with a phase of 'stable subsistence' -- installation of potable water and sanitation systems, and improvements in nutrition, child care and basic education. Although TNC is not implementing these development activities, partner NGOs are identifying needs and seeking the necessary resources and services from government agencies and other development organizations (eg. CARE, Cultural Survival, etc.) to improve local conditions.

Experience has shown that women in local communities are often the best suited as community extensionists to deal with the wide variety of local needs in a holistic fashion. Their concerns for family well-being and their continued presence in the community provides an excellent platform for developing improved resource management programs. The Parks in Peril Program encourages efforts to contract local women as NGO project managers and community extensionists on a variety of sites.

The Parks in Peril Program has a direct economic impact on local communities through the provision of employment opportunities as rangers, guides, laborers, and extensionists. Short term contracts for boundary demarcation and facilities construction to local contractors has also provided direct local economic benefits.

Local NGOs act as catalysts for increased conservation activities in their respective countries: educating the public and influencing their governments to establish protected areas and assign funds for their adequate management, and to use environmental information in their conservation and development decisions. Many NGOs in the region have already shown significant capacity to perform this role. The Conservancy works closely with the NGOs to enhance their relationship with government agencies and promote the emergence of a conservation ethic in all public sectors. The PIP Program provides training and technical assistance to the NGOs and GOs in land protection and biodiversity conservation techniques, cooperative land management agreements, public relations, and conservation project administration. Efforts are being made to strengthen natural resource policies that encourage biodiversity conservation as well as provide local mechanisms to ensure long-term funding for the protected areas and conservation organizations.

Both the host countries and the hemisphere will benefit from the project. Protected areas perform critical watershed and soil conservation functions for many downstream users, in addition to providing other social and economic benefits. For example, the Cayambe Coca/Antisana Biosphere Reserve in Ecuador is an important water catchment for several major cities and also contains important habitat for endangered species as well as wintering grounds for migratory birds.

Conserved in a natural state, these protected areas maintain vital ecologic processes and preserve a diverse array of flora and fauna. They constitute habitats of internationally endangered native and migratory wildlife. In addition, protected areas contribute to the mitigation of the impacts of global warming through the maintenance of carbon already fixed in standing forest that otherwise might be released through clearing the land, and by permitting carbon to be fixed as degraded zones are recuperated through good management.

Many of the economic values that accrue to the national economy are intangible. Clean air and water resources, environmental regulation, and recreation, tourism, research and educational opportunities are values provided by parks and reserves which seldom appear as national capital. In addition, the preservation of species and communities hold the promise of future medicines, foods, and industrial products. The protection of key ecosystems is a logical and relatively inexpensive action to conserve essential biotic resources; replacing these natural functions, once lost, is an extremely costly if not impossible task. The protection of each country's biodiversity represents a solid contribution to the health of the overall global environment and safeguards future economic options.

#### Technology to be Used by the Project:

The Parks in Peril Program implementation is based on principles of ecologically sound and sustainable resource use and will continue to use technologies that can be locally adapted and maintained. Activities are implemented in protected areas that are typically large, remote, and lacking access or infrastructure. Equipment and facilities construction materials are selected and designed to withstand the extreme environmental conditions and lack of regular services. Local craftsmen are consulted concerning the best construction techniques for local settings. Protected areas personnel are being trained to repair and maintain all PIP infrastructure and equipment.

#### Socio-cultural Factors and Implementing Agency Environment:

Throughout the Latin American and Caribbean region environmental degradation is directly related to socio-cultural perceptions of wildlands and their use. The range of cultural groups living inside and adjacent to the Parks in Peril extends from traditional indigenous groups living in relative harmony with their environment, to landless farmers who slash and burn the tropical forest to eke out an annual subsistence crop, to national and international companies using state-of-the-art technologies to extract resources for national consumption or export. Pressures on the Parks in Peril come from construction

of hydroelectric dams, oil pipelines and highways; logging and mining; and uncontrolled agricultural settlement and wildfires, conversion to grazing lands and overharvest of economic species.

The permanent on-site presence of skilled resource managers serves to monitor and mitigate the impacts of uncontrolled and inappropriate development. In addition, these managers and rangers are in a position to build a community consensus on sustainable resource uses.

The Parks in Peril Project is providing a critical geographic focus for direct conservation activities. Other national and international conservation NGOs are contributing to making these on-the-ground efforts a success. For instance, the World Wildlife Fund/US is supporting community extension activities in the buffer zones of Sierra de las Minas Biosphere Reserve in Guatemala and the Darien Biosphere Reserve in Panama. Community development NGOs are also working with local communities in the buffer zones surrounding the Parks in Peril to stabilize land uses and enhance local quality of life. TNC has formed a consortium with CARE to provide these services on the ROCAP/RENARM project in Central America and the SUBIR project in Ecuador. These projects empower NGOs to become a powerful constituency for policy reform to continue protection for the areas and address local development needs.

The Parks in Peril Program is catalyzing investments from other bi- and multi-lateral organizations. The World Bank's Global Environmental Facility (GEF) mentions "Parks in Peril" in its project designs. The Nordic countries are also providing funds for protected areas on the Parks in Peril list in close collaboration with the local NGOs and GOs. These funds are greatly increasing the funds available for biodiversity conservation through direct on-the-ground project investments.

#### Project Continuity:

The Parks in Peril Project addresses the critical implementation phase for the priority protected areas. Very often, a park budget will grow by several orders of magnitude as these areas are "jump-started" with an infusion of funds for personnel, equipment, land acquisition, capital construction, operations, training, and technical assistance. Even during this early implementation phase of the Parks in Peril Program, TNC is focused on creating the financial base to ensure long term management of these important natural areas. From the onset of the PIP Program, TNC has obligated both NGOs and government agencies to provide in-kind or cash contribution to build a base of sustained local support.

As appropriate, TNC assists the NGOs in promoting policy revisions which provide support for protected areas. TNC's Conservation Finance specialists are working closely with NGOs and GOs to develop conservation trust funds, dedicated taxes, fee structures, and other mechanisms to finance the on-going management programs of the Parks in Peril sites. Although the length of debt swap negotiations is variable, TNC expects to have trust funds operating in many of the Parks in Peril host countries during the life of the project. Through TNC's direct participation, technical assistance and training, NGOs and government agencies are currently creating the mechanisms to ensure long-term funding for these areas. Debt swap mechanisms are already in place or actively being designed in the following Parks in Peril project countries: Costa Rica, Bolivia, Ecuador, Panama, Jamaica and the Dominican Republic. The Enterprise for the Americas Initiative (EAI) has allowed PL 480 debt to fund conservation projects in three of these countries. When the U.S. Congress approves USAID debt restructuring, many additional resources will be available. The trust funds established by these swaps will provide basic operational support for the priority Parks in Peril.

TNC is also strengthening project management and administrative skills. Through workshops and technical assistance in the NGO offices, TNC advisors work directly with the NGO administrative personnel to establish efficient project tracking systems and periodically review project budgets and expenditures during their in-country visits.

TNC is working with partner NGOs and GOs to determine the total management costs and develop financial plans for the current 20 Parks in Peril sites in an effort to provide financial continuity for these areas into the future. The financial plans will identify a diversified portfolio of local, national and international funds that will provide sustaining sources of income.

The eventual goal of our collective efforts is to establish a protected area as a valued asset in a diverse mosaic of stable land uses which provide a variety of environmental goods and services to the surrounding region. The Nature Conservancy fully intends to provide support for the parks in peril until they can be considered "Parks in Perpetuity."

#### IV. PROJECT DESIGN AND IMPLEMENTATION

##### Implementation Plan:

How the Project Will Work: To continue the successful implementation of the Parks in Peril Program, The Nature Conservancy proposes to administer the entire requested amount in order to expedite its delivery to local organizations. The amended project will be implemented over a 48 month duration (FY 93 - 96).

Direct park protection and management activities will be carried out by local conservation NGOs, working in close coordination with government agencies. The Nature Conservancy will work with NGOs and government organizations to develop and review annual work plans and budgets for each protected area and to define and renew cooperative agreements for the project's implementation.

TNC will develop and periodically update agreements with local conservation NGOs to define their role as the primary vehicle for implementing this project; funds received through this project will be used to support NGO activities in the parks in peril. As a minimum, the agreement between The Nature Conservancy and the conservation NGO will require the following: (1) a work plan which describes the protected area's biological significance, threats to the resources, and necessary management actions, including maps and photos of the area; (2) implementation plan and calendar; (3) a detailed budget for personnel, training, operations, and commodities; (4) trimester expense and narrative reports; and (5) an annual audited financial statement.

The local conservation NGOs will be required to have agreements with their own governments to define critical on-site management activities and a corresponding government commitment for the long term protection of the reserves. Prior to disbursement for individual park activities, The Nature Conservancy will provide to USAID evidence that: (1) the host government has approved the work plan; (2) acknowledged any personnel or contribution it will make; and granted necessary tax or duty exemptions for project-financed goods or services; and (3) agree to absorb the personnel positions created in the protected areas during the life of the project

The Nature Conservancy will then make the project funds available to local conservation NGOs to hire, train, and equip park directors and rangers, acquire land, build basic infrastructure, support operations, carry out special studies applied to the management and monitoring of the area, and to

provide the technical assistance necessary to begin the on-site management of these priority areas.

The NGOs themselves will take the in-country lead for implementing the project. Each NGO will determine the appropriate course of action in consultation with the government organization. Some NGOs will obtain authority to directly manage park and reserve lands. In other instances, NGOs will assist the government agencies to strengthen specific management actions.

Similarly, the NGOs will be responsible for monitoring the appropriate expenditure and accounting of all funds. As a prerequisite for receiving project funds, The Nature Conservancy will establish with each NGO a reporting format for financial statements in accordance with USAID/LAC Bureau accountability requirements as per the booklet "Your Role in the Accountability Process: Accountability, Financial Management and Audit of AID Furnished Resources in Beneficiary Countries." Project funds will be used to perform audits at appropriate points during project implementation.

USAID project funds will be spent for on-the-ground protection of the Parks in Peril. In most cases, it will be necessary to strengthen the local implementing organization's "in-house" land management and administrative capacity. Where necessary, The Nature Conservancy will work with the NGO to establish appropriate financial management systems. Funds used for these purposes will not exceed 15% of the local project costs.

An integral part of each operating plan will be an in-country match for the Parks in Peril funds. Local commitments for 25% of the total USAID and TNC funds applied on-site will be obligated for the 20 additional reserves to be added over the life of the project. These commitments will take the form of protected area staff or operational support, equipment and supplies, travel or services, land acquisition, newly dedicated park land, boundary adjustments to facilitate park management, or renegotiation of mining or timber concessions that adversely affect the reserves. This commitment has two purposes: first, to increase the resources available to manage the area; and, second, to ensure that there is a genuine interest in the project.

The Nature Conservancy anticipates substantial USAID involvement during the implementation of the Parks in Peril Project. It is expected that USAID will approve the overall implementation plan and budget set forth in this proposal, and that the USAID project officer will approve specific action plans and budgets for each protected area during implementation as well as participate on yearly evaluations of the project's progress. Local USAID missions will be encouraged to participate at all levels of project implementation.

Each project is distinct and will have its own internal needs and characteristics. The approach to each must be adapted to the specific needs of the site, the NGO, the local communities, and the government authorities. The project will maintain a degree of flexibility in terms of the specific financial plans and budgets in order to accommodate in-country adjustments at the time of negotiation.

#### Provision of Technical Assistance and Training:

The Nature Conservancy will build upon its existing in-country relationships with partner NGOs and government agencies and provide technical expertise tailored to the local organizations to design and carry out successful protection in a wide range of conditions. The Nature Conservancy has an impressive array of practices for the conservation of biodiversity adapted for application in Latin America. Technical assistance and training needs will be tailored for each site of the Parks in Peril Project. They will focus on the following:

1. Reserve Selection and Design: The identification of priority sites and design of parks and reserves with the optimal location, size, and configuration for the protection of biotic communities and species in a manner consistent with local, social, and economic needs.
2. Protection: The development of a wide array of techniques for the protection of public and private lands which are adapted to the local land tenure situation. For example: voluntary dedication, conservation easements, cooperative agreements, fee simple acquisition, and tradelands are used to consolidate lands within reserve boundaries or to acquire new areas.
3. Management: The implementation of critical actions for the management of parks and reserves including: ecological restoration of degraded lands, recuperation of endangered species, controlled fires, selected harvests, community outreach, and indigenous use of resources. In addition, TNC will assist in developing the institutional capacity for the long term management of protected areas through conservation trust funds, privatization of management, nature tourism, local conservation associations, fee structures and other techniques.
4. Biological Monitoring: The design and use of methods to monitor the status and condition of threatened habitats and species and to program critical management actions.

The Nature Conservancy will provide technical assistance and training services for the Parks in Peril Project in the following ways:

1. Nature Conservancy Technical Advisors: The Latin America Division (LAD) of The Nature Conservancy has the "in-house" technical capacity to provide project support and assistance. TNC's professional staff have assignments which combine specific technical skills with country program management responsibilities. (Appendix 6 presents Nature Conservancy project team and the current roster of the Latin America Division professional staff.)

2. TNC Conservation Corps: Highly qualified land managers, staff of Conservancy State Chapters, will be available for training and technical assistance assignments. Short term Conservation Corps assignments matching Nature Conservancy experts with local counterparts will be made to address specific on-site management needs of the NGOs and government agencies. Training will be carried out through direct collaboration in land-saving projects. The services of the land managers will be an in-kind contribution to the project.

3. Qualified Technical Advisors: In such cases where The Nature Conservancy is not able to provide the required technical assistance, it may contract short-term technical assistance for the project.

4. Training Courses and Manuals: A series of on-site courses, (2) regional workshops, and (3) mobile training seminars will be developed for the protected area personnel. In addition, qualified candidates will be sent to other training courses such as the annual Colorado State University Wildlands Management Course. Subject matter includes such topics as: basic biodiversity protection and management skills, private sector - government resource agency collaboration, project management, and community relations. A manual is currently underway on the principles and practices of biodiversity conservation as a means to transfer lessons learned to other land managers.

Assumptions About Nature Conservancy Project Management:

Grant Management: The Nature Conservancy, as the grantee, will subgrant the funds to the local NGOs. The NGOs will implement the grant in accordance with a joint work plan and budget prepared with the host-country government agency and approved by The Nature Conservancy. Grant funds will be used to meet the approved expenses including: salary support, training, equipment, construction, and field operations, as proposed in the

attached budget. The amended project will be implemented over a 48 month period (FY 93 - 96).

The Nature Conservancy, as grantee, will complete all financial reporting requirements in accordance with the USAID standard provisions. The Nature Conservancy will be responsible for obligating the NGOs to furnish written quarterly narrative progress reports describing the activities and achievements of the project. These, together with quarterly financial reports, will indicate success in attracting additional support for the on-going protection and management programs of the Parks in Peril. At the conclusion of the project, The Nature Conservancy will deliver to USAID a project narrative and financial report which covers the accomplishments of the project.

Matching Funds: The Nature Conservancy will provide matching funds in the amount of \$1,250,000 for the Parks in Peril Project. This funds may include support for the following: TNC personnel, NGO and GO protected areas personnel, technical assistance, training, commodities, field operations, land acquisition, or debt-for-nature swaps, in accordance with USAID Debt for Development guidelines. The Nature Conservancy will match the USAID funds applied to the Parks in Peril Project on a region-wide basis. In a given year, The Nature Conservancy may expend more than its minimum required amount of matching funds but the excess amount will carry over and qualify during the life of the project, or for mission buy-ins that may become available.

Buy-ins: The Nature Conservancy is willing to provide technical assistance and training support to interested USAID country missions that wish to "buy-in" to the Parks in Peril project. The specific scope of services, budgets and project implementation calendars will be negotiated on a case by case basis, and with the approval of the USAID Parks in Peril Project Officer.

Project Team: The Parks in Peril Project will be managed by The Nature Conservancy's Latin America Division (LAD). The Division has been restructured into three regional teams (ie., Caribbean, Mexico/Central America, Andean/Brazil) to provide better support for the Parks in Peril program. The regional directors will constitute the Parks in Peril Management Committee to direct project activities. A Parks in Peril Project Coordinator will be supported by project funds to provide technical and administrative coordination for the project. A team of 6 Protected Areas Specialists will provide direct technical assistance and training support to the NGO's and government agencies. LAD Country Program Managers will be responsible for the definition of cooperative agreements with local NGOs and government agencies, development of joint work plans, transfer of funds and timely submission of technical and administrative reports. The LAD Administrative Department will

provide financial and administrative support, including the compilation of administrative reports and their timely submission to USAID. TNC's Conservation Finance Specialists will assist the NGOs in the development of appropriate financial mechanisms for the long term operation of protected areas. In a similar manner, the services of TNC's Training and Government Relations Specialists will be available to the NGOs to strengthen their capacities in these areas.

Disbursement and Procurement: The Nature Conservancy proposes to implement the Parks in Peril Project on a cash reimbursement basis against receipts presented to USAID each month against previously approved budget items. Commodities required by the project will be acquired by the local NGO in accordance with USAID source-origin requirements. In countries where appropriate four-wheel drive vehicles cannot be obtained, or maintenance services do not exist, TNC will request a waiver to acquire those vehicles.

Schedule of Actions Required:

<u>Action</u>	<u>Month</u>	<u>Responsibility</u>
Approval of AID/TNC amended PIP III grant agreement.	2-3	LAC/DR, TNC
Preparation of PIP III work plans	2-6	NGO, GO, TNC
PIP III Work Plans approval	3-8	AID missions
Individual project implementation.	3-48	NGO, GO, TNC
Monthly financial report.	3-48	NGO, TNC
Monthly disbursement request.	3-48	NGO, TNC
Quarterly narrative and financial report submission.	3 mo.intervals	NGO, TNC
Quarterly reimbursement request	3 mo.intervals	TNC, AID
Annual audit.	12, 24, 36, 48	NGO, TNC
Project evaluation.	12, 24, 36, 48	TNC, NGO, GO

**Total amended PIP III project duration: 48 months**

Measurement and Evaluation of Project Accomplishment:

In accordance with the USAID requirements and the grant agreement, The Nature Conservancy will prepare and submit periodic reports indicating progress against the plan of implementation outlined in this proposal and provide an accounting of all expended funds. TNC will also provide for monitoring progress in implementing the project. On-site visits, narrative and financial reports, and maps and photos will be used. Regular technical and financial evaluations will be conducted by TNC, partner NGOs and government counterparts. It

is anticipated that USAID representatives will participate as team members in the evaluations. In addition, yearly audits will be conducted by an independent agency in accordance with the grant agreement and accepted accounting practices.

TNC will prepare an evaluation report at midpoint in the grant implementation phase. This report will list the accomplishments of the NGOs in using the funds provided through the Parks in Peril Program, obstacles encountered during project implementation, and the degree of progress in achieving the end of project status. The evaluation will also assess the success of the NGOs in establishing funding mechanisms for the continued operations of the parks in peril beyond the end of the project. Successes and failures in the Parks in Peril will be documented on a case study basis as a means of transferring lessons learned from this project to others. Recommended courses of action for the continuance of the project will be included.

PARKS IN PERIL III

FINANCIAL PLAN SUMMARY (\$000) 4 YEARS: FY 93 - FY 96

COMPONENT	YEAR 1			YEAR 2			YEAR 3			YEAR 4			TOTALS			
	USAID	TNC	H.COUNTRY	USAID	TNC	H.COUNTRY	TOTALS									
A. PERSONNEL																
TNC Personnel	220.0	100.0		220.0	80.0		110.0	50.0		110.0	50.0		660.0	280.0	0.0	940.0
Host Country	270.0	25.0	150.0	270.0	25.0	250.0	135.0	15.0	250.0	135.0	10.0	285.0	810.0	75.0	935.0	1820.0
B. TECH. ASSIST.	70.0			70.0			45.0			15.0			200.0	0.0	0.0	200.0
C. TRAINING	70.0	10.0	5.0	70.0	10.0	5.0	40.0	5.0	3.0	30.0	5.0	2.0	210.0	30.0	15.0	255.0
D. EQUIP/MAT	50.0	20.0		40.0	20.0		30.0	10.0		10.0	10.0		130.0	60.0	0.0	190.0
E. TRANSPORT	100.0	20.0		100.0	20.0		75.0	15.0		25.0	5.0		300.0	60.0	0.0	360.0
F. CONSTRUCTION	400.0	20.0	20.0	300.0	20.0	20.0	250.0	15.0	20.0	100.0	5.0	10.0	1050.0	60.0	70.0	1180.0
G. OPERATIONS	180.0	20.0	20.0	180.0	20.0	20.0	120.0	5.0	20.0	60.0	5.0	25.0	540.0	50.0	85.0	675.0
H. BIO-STUDIES	50.0			55.0			40.0			10.0			155.0	0.0	0.0	155.0
I. LAND ACQUIS.		100.0			100.0			100.0			100.0		0.0	400.0	0.0	400.0
J. INST. SUPPORT/ LOCAL ADMIN.	200.0	45.0	30.0	200.0	45.0	35.0	200.0	45.0	40.0	150.0	45.0	40.0	750.0	180.0	145.0	1075.0
K. TNC ADMIN./ DIR. COSTS	30.0	15.0		30.0	20.0		20.0	10.0		10.0	10.0		90.0	55.0	0.0	145.0
L. EVALUATION	15.0			15.0			5.0			10.0			45.0	0.0	0.0	45.0
M. AUDITS	20.0			20.0			10.0			10.0			60.0	0.0	0.0	60.0
TOTALS	1675.0	375.0	225.0	1570.0	360.0	330.0	1080.0	270.0	333.0	675.0	245.0	362.0	5000.0	1250.0	1250.0	7500.0

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PARKS IN PERIL  
USAID/TNC COOPERATIVE AGREEMENT  
#LAC 0782-A-00-047-00

BUDGET NARRATIVE

The budget developed for the Parks in Peril Program reflects average reasonable costs for services and commodities in the Latin America and Caribbean region, based on the Nature Conservancy's extensive experience with protected areas projects. These costs will vary slightly from country to country, especially in the category for salaries and benefits. They will also vary according to the particular Park in Peril site as the costs of skilled labor, transport of construction materials, fuel and other field operations increase with the inaccessibility of the site. A brief explanation of the principal cost items of the Parks in Peril Comprehensive Budget follows.

ESTIMATED BUDGET

A. PERSONNEL

The Nature Conservancy personnel: A Stewardship Ecologist and a Marine Protected Areas Specialist will be hired in a salary range between \$35,500 - \$42,500/year and with a 22% TNC fringe benefit. An Administrative Assistant will also be hired in a salary range of \$18,500 - \$24,500/year with a 22% TNC fringe benefit. These salary ranges and benefits are consistent with TNC's personnel policies.

/Parks in Peril (host country) personnel: Salaries for natural resources technicians (e.g., NGO project officer, park director, etc.) in Latin America have an average range between \$3,500 - \$5,000/year plus benefits. Protected areas extensionists and rangers are usually less skilled personnel and have an average range from \$2,500 - \$4,500/year plus benefits. Salary and benefits for host country personnel are consistent with the personnel policies of TNC partner organizations and government agencies.

B. TECHNICAL ASSISTANCE

USAID-funded technical assistance is estimated at \$7,500/month including consultant fees, travel and per diem. TNC-funded technical assistance to the project reflects only salary and benefits of the person while directly engaged in Parks in Peril project activities. Travel and per diem expenses of TNC personnel may be included as technical assistance.

### C. TRAINING

In-country courses: Based on past experience with on-site protected areas training courses for rangers and community extensionists, a cost of \$250/person month is estimated to provide for food, lodging and educational materials. Courses for protected areas managers and technicians are usually based in urban areas and have an estimated cost of \$1500/person month to provide food, lodging and educational materials.

Publications: The project will provide small amounts of funding to individual Parks in Peril sites to publish Protected Areas Management Plans, Annual Operating Plans, and environmental education materials. In addition, technical publications will be made available to the project participants (e.g., the book "Where There Is No Doctor", a rural first aid text.)

Fellowships: TNC will provide selected protected areas technicians with conservation fellowships to visit U.S. chapters and reserves of TNC and other conservation organizations as a training exercise. Fellows may also participate in south - south exchanges with other conservation NGO's and protected areas. Fellowships include the costs of international travel, local travel, food and lodging, education materials, and training fees (if required), estimated at \$5,000/person month.

Manual: A Land Stewardship Manual is being prepared for the Parks in Peril sites. Preparation, editing, publication and distribution of the manual is estimated at \$25,000.

### D. COMMODITIES

#### Equipment and Materials:

Field Equipment: Park ranger back packs, tents, stoves, hammocks, boots, machetes, compasses, canteens, etc.; estimated at \$250/person.

Base radios: Two-way base station radios (Motorola brand or equivalent), battery, and installation; estimated at \$2,500/each.

Electrical generators: Portable electric 2 hp gasoline generators will be provided to supply power for base radios, lights and tools; estimated cost is \$2,500/each.

Office furniture: Each ranger station will be supplied with basic furniture (desks, chairs, tables, bunks, etc.) at a lump sum estimated cost of \$1,000/station.

Carpentry/mechanical tools: Each protected area will be supplied with basic sets of tools (chainsaws, picks, shovels, wrenches, drills, etc.) for each remote station to be used in maintenance and repair activities on park infrastructure and equipment; estimated cost is \$1,000/protected area.

Vehicles:

4 wd pick-ups: Estimated cost for purchase and shipment of a U.S. 4 wd pick-up is \$22,000/each.

Motorcycles: Estimated cost of a 175 cc motorcycle is \$2,500/each.

Boats with outboard motors: Estimated cost of construction of a dugout canoe and purchase of 45 hp and 6 hp auxiliary outboard motors are \$4,500/each set.

Horses, mules: Price is estimated at \$350/animal with basic tack included.

Construction:

Construction costs (materials, transport and labor) in the remote Parks in Peril sites will vary from country to country and in relation to the inaccessibility of the site. Estimated costs are based on TNC and partner NGO experiences in Latin America over the past years.

Boundary marking: Costs of professional surveyor and team, labor crews to open boundary trails, transport and logistical support, installation of metal signs and concrete monuments, estimated at \$500/kilometer.

Headquarters building: Based on an estimated cost of rural construction of \$200/m<sup>2</sup> (including utilities). Buildings will serve as central office for park personnel, visitor and community center, and research station.

Ranger houses: Based on an estimated cost of rural construction of \$150/m<sup>2</sup> (including utilities). Buildings will serve as principal residence of protected areas rangers and extensionists, with space for authorized visitors.

Patrol stations: Based on an estimated cost of rural construction of \$50/m<sup>2</sup>. Buildings will be outpost stations to support resource protection and research activities in remote sectors of the protected areas. Many construction materials will be supplied on-site (e.g. stone, lumber, etc.)

Fences, gates: Fences, gates, cattle barriers, etc. will be installed at critical entrances to the protected areas. Estimated installed cost is \$5,000/critical boundary of park.

DB

## E. FIELD OPERATIONS

Fuel, oil, lubricants: For vehicle transport to and inside protected area, and for machine operation; estimated at \$10,000/park/year.

Repairs and maintenance: For vehicles, buildings, other infrastructure and boundary trails; estimated at \$4,000/park/per year.

Photos, maps, etc.: Cartographic maps, photographs, etc. used for monitoring natural resources; estimated at \$1,000.

Patrol supplies: Basic food supplies for rangers during extended trips to the remote interior sectors of the protected areas; estimated at \$2,000/year.

Community assistance: A small fund will be available to local communities to assist in locally defined development needs (e.g., potable water supply line, health clinic materials, etc.); estimated at \$4,000/protected area.

Overflights: For patrol and monitoring of remote sectors of the protected areas; estimated at \$250/hour of rental of private fixed wing aircraft.

## F. SPECIAL STUDIES

Land tenure: For contracted studies by local researchers of private property in-holdings in the protected areas; estimated at \$10,000/ protected area.

Ecological characterization: For contracted studies by local researchers to describe the ecological conditions and rare and endangered biotic species in the protected areas; estimated at \$10,000/protected area.

Applied research: For contracted studies by local researchers to analyze issues related to restoration of habitat and endangered species, hydrological studies, etc.; estimated at \$10,000/protected area.

Socio-economic and cultural studies: For contracted studies by local researchers to document local social, economic and cultural values associated with the natural resources of the protected areas.

#### **G. LAND ACQUISITION**

The acquisition of ecologically sensitive lands is an important protection tool that may be used by the Parks in Peril program to consolidate ensure protection status for important private property in-holdings of the parks and reserves. Land purchase may also be necessary to acquire a key parcel for the construction of a headquarters building or other infrastructure. It is difficult to estimate the total volume of such acquisitions over the life of the Parks in Peril program. No USAID funds will be used to acquire property however, it is anticipated that TNC will provide funds for land acquisition and that those funds be applied to the Parks in Peril program as a match. The use of funds for land acquisition will be approved in individual work plans for each protected area.

#### **H. LOCAL ADMINISTRATION**

In most cases it will be necessary to strengthen the local NGO's "in-house" land management and administrative capacity. Up to 15% of the total amount of USAID funding will be available for use by the NGO to cover administrative costs associated with the project.

#### **I. TNC ADMINISTRATION**

TNC's direct costs for project administration are based on actual receipts for office supplies, grant officers and administrative assistant salaries, mail, phone and fax costs.

#### **J. EVALUATION**

TNC will carry out an annual evaluation of the Parks in Peril program, using either in-house personnel or contractors. The costs associated with the evaluation (international travel, per diem, contract fees) are estimated at \$45,000 over the life of the project.

#### **K. AUDITS**

Independently contracted audits required by USAID for the Parks in Peril program are estimated at \$60,000 over the life of the project.

## APPENDICES

1. TRANSITION TO SUSTAINING SOURCES OF FINANCE FOR AID/PIP SITES
2. PARKS IN PERIL ESTIMATED BUDGET BY FISCAL YEAR
3. THE NATURE CONSERVANCY PROJECT MANAGEMENT TEAM
4. LATIN AMERICA PROGRAM STAFF RESUMES
5. PARTNER ORGANIZATIONS IN LATIN AMERICA AND THE CARIBBEAN

**TRANSITION TO SUSTAINING SOURCES OF FINANCE FOR AID/PIP SITES**

**FY 91      FY 92      FY 93      FY 94      FY 95      FY 96      TOTAL**

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**COOPERATIVE AGREEMENT: FY 91**

YR 1	<u>10</u>	10	8(2)	5(3)	3(2)	1(2)	
YR 2		<u>10</u>	10	8(2)	3(4)	2(2)	
YR 3			0				20

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**AMENDMENT TO COOP. AGREEMENT: FY 92**

YR 1		0					
YR 2			<u>5</u>	5	3(2)	2(1)	
YR 3				<u>5</u>	5	3(2)	10

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**PROPOSED AMENDMENT TO COOP. AGREEMENT: FY 93**

YR 1			0				
YR 2				<u>5</u>	5	3(2)	
YR 3					<u>5</u>	5	10

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**CUMULATIVE LIST**

	<b>FY 91</b>	<b>FY 92</b>	<b>FY 93</b>	<b>FY 94</b>	<b>FY 95</b>	<b>FY 96</b>	
EXISTING		10	18	18	20	16	
NEW	<u>10</u>	<u>10</u>	<u>5</u>	<u>10</u>	<u>5</u>	<u>0</u>	
MATURE			(2)	(5)	(8)	(9)	24
TOTAL	10	20	23	28	25	16	

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PARKS IN PERIL ESTIMATED BUDGET BY FISCAL YEAR (\$/000)

	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	TOTAL
<b>COOPERATIVE AGREEMENT FY 91</b>							
USAID	\$820.0	\$660.0	\$520.0				\$2,000.0
TNC	\$265.0	\$215.0	\$175.0				\$655.0
HOST COUNTRY	\$120.0	\$120.0	\$105.0				\$345.0
						<b>SUBTOTAL</b>	<b>\$3,000.0</b>
<b>AMENDMENT FY 92</b>							
USAID		\$1,110.0	\$1,010.0	\$880.0			\$3,000.0
TNC		\$345.0	\$300.0	\$255.0			\$900.0
HOST COUNTRY		\$160.0	\$200.0	\$205.0			\$565.0
						<b>SUBTOTAL</b>	<b>\$4,465.0</b>
<b>PROPOSED AMENDMENT FY 93</b>							
USAID			\$1,675.0	\$1,570.0	\$1,080.0	\$675.0	\$5,000.0
TNC			\$375.0	\$360.0	\$270.0	\$245.0	\$1,250.0
HOST COUNTRY			\$225.0	\$330.0	\$333.0	\$362.0	\$1,250.0
						<b>SUBTOTAL</b>	<b>\$7,500.0</b>
<b>GRAND TOTAL</b>	<b>\$1,205.0</b>	<b>\$2,610.0</b>	<b>\$4,585.0</b>	<b>\$3,600.0</b>	<b>\$1,683.0</b>	<b>\$1,282.0</b>	<b>\$14,965.0</b>

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**PARKS IN PERIL**

**THE NATURE CONSERVANCY LATIN AMERICA DIVISION**

**PROJECT MANAGEMENT TEAM**

**LATIN AMERICA DIVISION DIRECTOR:** Geoffrey Barnard

**PARKS IN PERIL MANAGEMENT COMMITTEE:**

PIP Project Manager: Brian Houseal  
Director, Mexico/Central America Region  
PIP Deputy Project Manager: Gregory Miller  
Director, Andean/Brazil Region  
PIP Deputy Project Manager: Brad Northrup  
Director, Caribbean Region

PIP Program Coordinator: Monica Ostria

**PROTECTED AREAS SPECIALISTS**

Mexico: Susan Anderson  
Central America: Laurie Hunter  
Andean: Len West  
Brazil: Silvana Campelo  
Caribbean: Gina Green

**ADMINISTRATION:**

Director: Alma Lopez  
USAID Grants Specialist: George Cavanagh

**TRAINING**

Mexico/C. America Training Coordinator: Richard Devine  
Caribbean Training Coordinator: Monique Zegarra  
Andean Training Coordinator: to be contracted

**RESOURCES:**

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Grants Coordinator: Erin Borgeson  
Adopt-An-Acre Coordinator: Anne McEnany

**GOVERNMENT RELATIONS:**

Director: Alan Randall

**DEBT FOR NATURE SWAPS:**

Director: Randy Curtis  
Brazil: Francisco Toureilles  
Caribbean: Domingo Marte

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Bolivia: Dan Quinn  
Colombia: Greg Miller  
Costa Rica: Randy Curtis  
Dominica: Brad Northrup  
Dominican Republic: Brad Northrup  
Ecuador: Greg Miller  
Honduras: Kathy Moser  
Jamaica: Gina Green  
Guatemala: Kathy Moser  
Mexico: Joe Quiroz, Susan Anderson  
Nicaragua: Kathy Moser  
Panama: Brian Houseal  
Paraguay: Alan Randall  
Peru: Dan Quinn

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**Geoffrey S. Barnard**  
Vice President  
Executive Director, Latin America Division

Mr. Barnard has extensive fundraising, finance, land acquisition, and conservation experience both domestically and internationally. Prior to joining the Conservancy, Mr. Barnard served in the Peace Corps in Peru working with agricultural and artisan cooperatives in the Andean region. As the Conservancy's midwestern regional Vice President and Minnesota State Director, Mr. Barnard completed over 100 land preservation projects and four major capital campaigns. He has worked as an in-country technical advisor to Fundación de Parques Nacionales in Costa Rica. B.S. (Engineering) Stanford University, California; M.B.A., Stanford. Mr. Barnard is fluent in Spanish.

**L. Susan Anderson**

Associate Director, Mexico Program, Latin America Division. Dr. Anderson has been involved with research and conservation in Mexico and Central America for 15 years and has an extensive familiarity with the biotic regions of Northern Mexico. Prior to joining the Conservancy, Dr. Anderson was an ecologist for the National Park Service evaluating the environmental impacts of Glen Canyon Dam. She has worked with U.S. federal and state agencies to direct support and funding towards conservation, research, and institution building in Mexico. B.A. (Environmental Biology) University of California, Santa Barbara, Ph.D. (Ecology and Evolutionary Biology) University of Arizona. Dr. Anderson is fluent in Spanish.

**Douglas S. Baker**

Director of Program Development, Latin America Science Program. Mr. Baker is an economist with Brazilian specialization and is an information system manager. For AID, he has consulted in economic planning and for AID and the Tropical Forestry Action Plan, he developed FORIS, the Forestry Project Information System, to track forestry and natural

resources projects worldwide. With the World Resources Institute, he worked on economic and environmental data and policy studies. Mr. Baker was a Fulbright Scholar in Brazil where he researched government energy policy concentrating on PROALCOOL, the National Alcohols Fuels Program. B.A. (Portuguese) University of Connecticut and Universidade de Lisboa, Portugal; M.A. (Developmental Economics) University of Connecticut; M.A. (Latin American Studies) University of Connecticut and Yale University. Mr. Baker is fluent in Spanish and Portuguese.

**Faquita Bath**

Training Coordinator, Latin America Science Program. Prior to joining the Conservancy, Ms. Bath worked with OEF International and as a consultant with the InterAmerican Foundation, American Friends Service Committee and the World Bank. She has lived for many years in Latin America working with partner institutions on organizational development and sustainable agricultural and income-generating programs. B.S. (Latin American Studies) Georgetown University; M.S. (International Agricultural Development) California Polytechnic. Ms. Bath is fluent in Spanish and proficient in Portuguese.

**Juan E. Black**

Technical Advisor, Ecuador Program, Latin America Division. Mr. Black has been a conservation leader in Ecuador for more than 22 years. Prior to joining the Conservancy, he worked for eight years as Secretary General of the Charles Darwin Foundation and was the first conservation officer in the Galapagos Islands. He has conducted long-term ecological research in the paramos (tropical alpine) of the Antisana region of Ecuador, and is one of the founders of the Ecuador Condor Protection Campaign. Mr. Black is author of numerous publications that focus on conservation, park planning and natural resource management. B.A. (Biology) Universidad Católica, Quito, Ecuador. Mr. Black is a native Ecuadorian and is fluent in Spanish.

The Tropical Agricultural Center for Investigation and Training, and The Nature Conservancy. B.A. (Sociology) Colgate University; M.A. (Landscape Architecture and Regional Planning) State University of New York College of Forestry and Syracuse University. Mr. Houseal is fluent in Spanish.

#### Laurie Hunter

Protected Areas Specialist, Mexico/Central America Region, Latin America Division. Dr. Hunter is an ornithologist who has conducted research in Costa Rica on the behavioral ecology of purple gallinules and in Guatemala where she documented the extinction of the endemic Atilan grebe. Prior to joining the Conservancy, she was with the National Audubon Society as the coordinator of the Western Hemisphere Shorebird Reserve network and helped set up a hemisphere-wide system of reserves. B.S. (Biology and Behavior) Cornell University, New York; Ph.D. (Behavioral Ecology) University of Montana, Missoula. Dr. Hunter is fluent in Spanish.

#### Shirley Keel

Chief Botanist, Latin America Science Program. Dr. Keel has worked for five years in South America studying rare plants and training botanists. She has taught plant ecology at the Universidad Mayor de San Andreas in Bolivia and has collected plants throughout the continent. Dr. Keel assisted the Paraguay Conservation Data Center in developing an ecological inventory technique that will permit rapid selection of priority areas for conservation. B.S. (Plant Pathology) National Taiwan University; M.S. (Plant Ecology) Emory University; Ph.D. (Plant Taxonomy) The City University of New York. Dr. Keel is fluent in Chinese, English, and Spanish.

#### Cristina Garcia Kirkbride

Director, Colombia and Venezuela Country Programs, Latin America Division. Prior to joining the Conservancy, Ms. Kirkbride worked for the Smithsonian Institution, MAB Program, and the World Wildlife Fund, as a consultant. Over a period of fifteen years, Ms. Kirkbride taught botany and ecology at the National University of Colombia, the University of Brasilia, Brazil. M.S. (Biology) City University of New York; Ph.D. candidate (International Agricultural Extension/Natural Resources Management) University of Maryland. A native of Colombia, Ms. Kirkbride is fluent in Spanish, English, and Portuguese.

#### Alma López

Director of Finance and Administration, Latin America Division. Ms. López has worked with the Conservancy's Latin America Program since its inception developing and administering personnel and financial management policies. She advises the Conservancy's partner organizations on financial and management issues having worked ten years with organizations throughout Latin America on these matters. Ms. López has designed a training program in financial management for Latin American NGOs and oversees the financial management of the Conservancy's Parks in Peril Program and other project activities. (International Communications) American University. A native of Cuba, Ms. López is fluent in both English and Spanish.

#### Gregory A. Miller

Director, South America Region, Latin America Division. Dr. Miller has considerable ecological field experience in Latin America and the Caribbean and specializes in tropical ecology, international development, and nature tourism. Prior to joining the Conservancy, he was Assistant Environmental Advisor for the Bureau for Latin America and the Caribbean, U.S. Agency for International Development (AID). At AID, Dr. Miller evaluated the environmental consequences of development projects, provided technical assistance to AID missions, and co-authored several AID mission biodiversity assessments. Dr. Miller is a former naturalist with the Galápagos National Park. B.A. (Botany) University of California, Santa Barbara; Ph.D. (Plant Ecology) University of Connecticut. Dr. Miller is fluent in Spanish.

#### Kathleen Marie Moser

Director, Guatemala, Nicaragua, and Honduras Country Programs, Latin America Division. Ms. Moser worked with the Peace Corps as an environmental specialist designing and facilitating environmental programming and training assistance in Latin America, Asia and Africa. She has also had extensive experience in natural resource technical training, watershed management, and park management in Latin America. Ms. Moser worked for the World Wildlife Fund as an assistant to the Office of International Affairs, U.S. National Park Service. B.A. (Botany) Duke University; Master of Forestry, Duke University School of Forestry and Environmental Studies. Ms. Moser is fluent in Spanish.

and buffer zone management in the Yanachaga National Park project carried out with USAID. B.A.(Zoology) and B.S.(Education) Miami University, Ohio; M.S.(Environmental Resources Administration) George Williams College, Illinois. Mr. Quinn is fluent in Spanish.

#### Carlos E. Quintela

Director, Conservation Program, Caribbean Region, Latin America Division. Mr. Quintela is an ornithologist having conducted research in Bolivia, where he studied the geographical variation in bird populations, and in Brazil, where he studied the effects of edges and forest fragmentation on understory bird communities. He has taught ecology and biology at the Universidad Boliviana in Santa Cruz and was assistant director of the Santa Cruz Zoo. Mr. Quintela spent several years studying the ecology and biogeography of birds at Louisiana State University Museum of Zoology. At the Conservancy, Mr. Quintela was Director for the Bolivia and Brazil Country Programs and went on to be Executive Director of FONAMA, a national fund for the environment in Bolivia, to establish the first conservation trust fund in that country. B.S.(Biology) University of Minnesota; M.S.(Biology) University of Illinois. Mr. Quintela is of Bolivian and Brazilian heritage and is fluent in Spanish, English, and Portuguese.

#### Joseph R. Quiroz

Director, Mexico Country Program, Latin America Division. Mr. Quiroz has a broad background in natural resource management and international conservation. He has held professional positions with the U.S. Fish and Wildlife Service, the National Park Service, Ducks Unlimited, and the Peace Corps. He instituted public policies for the use of wildlands in the Grand Canyon and several national wildlife refuges in Montana. He has been a consultant on land management issues from Alaska to Chile. Mr. Quiroz was a member of a Department of Interior international advisory group on refuge management in Latin America and represented the U.S. Fish and Wildlife Service in relations with Mexico. B.S.(Watershed Management/Public Policy) University of Arizona. Mr. Quiroz is a native speaker of both English and Spanish.

#### Alan C. Randall

Director, Government Relations and Paraguay Country Program, Latin America Division. Mr. Randall has

over 25 years of experience in forestry, natural resources development, and institution building in Latin America and the Caribbean. He has worked for the Peace Corps, the Organization of American States, and USAID. As a consultant, Mr. Randall has worked for private landowners, timber companies, FAO, and the World Bank in the U.S. and throughout Latin America. Mr. Randall is a member of the Association of Consulting Foresters. B.A.(Political Science) University of Washington; B.S.F.(Forestry Engineering) University of Washington. Natural Resources Administration, University of Michigan, Ann Arbor. Mr. Randall is fluent in Spanish.

#### Roberto L. Roca

Chief Zoologist, Latin America Science Program. Dr. Roca has served on the faculty of both Simon Bolivar University in Venezuela and the State University of New York in Albany providing instruction in the fields of biology and physiology. He has conducted research on the conservation and foraging ecology of the oilbird, *Steatornis caripensis*, in Venezuela. B.S.(Biology) Simon Bolivar University, Venezuela; Ph.D.(Biology) State University of New York. Dr. Roca is a native of Venezuela and is fluent in Spanish and English.

#### Claudia Sobrevila

Chief Ecologist, Latin America Science Program. Dr. Sobrevila has worked as a consultant for the Bolivia Environmental Action Plan and Environmental Database at the World Bank, and collaborated with the Man and the Biosphere Biological Diversity Program, Smithsonian Institution. She has also conducted biological inventories in the lowlands of Bolivia and Peru. Community and population studies in the cloud forest and paramo habitats in Venezuela and Costa Rica, and watershed management studies in Venezuela. B.A.(Biology) Universidad Central de Venezuela; M.A., Ph.D.(Plant Ecology) Harvard University. Dr. Sobrevila is a native of Venezuela and is fluent in Spanish, English, and French.

#### Bruce A. Stein

Director, Latin America Science Program. Dr. Stein is a specialist in tropical botany and plant conservation and has conducted extensive botanical explorations throughout South and Central America. Prior to joining the Conservancy, he carried out investigations into the evolution and classification of tropical Andean plants at the Missouri Botanical Garden. Dr. Stein was formerly



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*Latin America Program*

April, 1992

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