

**A REQUEST TO AMEND  
COOPERATIVE AGREEMENT #LAC-0782-A-00-0047-00  
BETWEEN  
THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT  
AND  
THE NATURE CONSERVANCY**



**December 9, 1994**

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## **PARKS IN PERIL**

### **A REQUEST TO AMEND COOPERATIVE AGREEMENT #LAC-0782-A-00-0047-00 BETWEEN THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT AND THE NATURE CONSERVANCY**

**The purpose of this document is to present an amendment to the existing U.S. Agency for International Development (USAID) Parks in Peril Project Cooperative Agreement and request USAID/LAC/DR approval.**

#### **EXECUTIVE SUMMARY**

The Parks in Peril (PiP) Program has become one of the most comprehensive and successful international initiatives in park-based biodiversity conservation in the Hemisphere. Widely supported by governmental and non-governmental constituencies in the U.S., Latin America, and the Caribbean, the Program has worked in 27 sites to ensure biodiversity conservation on approximately 18 million acres.

Parks in Peril was designed to secure minimum critical management for each of the targeted sites, transforming them from mere "paper parks" to functional protected areas. The three goals of PiP are: 1) to build conservation infrastructure in the most imperiled ecosystems; 2) to integrate these protected areas into the economic lives of local society whenever possible; and 3) to create long-term funding mechanisms to sustain the local management of these areas.

Formally established in 1990, the PiP Program has evolved as it has grown. A great deal has been learned, much of which has been integrated into improved conservation action, procedures, and reporting. The external project evaluation, conducted in 1993-1994, was a catalyst allowing The Nature Conservancy (TNC) and USAID to assess the progress to date.

This revised, longer-term PiP project is designed to respond to the lessons that TNC and its partner NGOs have learned in the first years of project implementation. With the assistance of external review, key growth areas for the program have been identified. These include conservation science, conservation policy, long-term financial planning and sustainability, work with local peoples, and production and dissemination of learning tools. This "balancing themes" concept is

one of the major pillars of the current proposal, guiding the development of activities to address these critical thematic issues. By developing these themes or programmatic actions, we can both buttress our site-based activities and achieve maximum conservation leverage from our activities.

The Nature Conservancy respectfully presents this updated plan for the PiP project and requests an additional \$27 million as an amendment to the existing Cooperative Agreement. This amendment would add two years to the current agreement and increase the Life of Project (LOP) for the project to 10 years.

The cornerstone of the PiP Program has always been site-based activities, and during the next three years of the project TNC proposes to continue devoting the majority of its efforts to park-based activities in the hemisphere's endangered ecosystems. Up to eight additional sites will be added and most of the current sites will have graduated or terminated activities by the end of Fiscal Year (FY) 1998. While continuing site-based work, the balancing themes programmatic activities will be brought on line. In the last two years of the Program, with a reduced overall budget, PiP will largely devote project activities to these thematic issues, training, empowering and equipping partners in governmental and non-governmental organizations to carry out essential conservation activities after project termination. The Nature Conservancy and its partner organizations will continue to work at a very small number of sites, which will function as conservation learning centers to demonstrate balancing theme activities, and thus affect conservation activities at regional and national levels.

The Parks in Peril Program has produced benefits of many types to a broad range of organizations and people. The Program assists USAID to accomplish its goal of "protecting the global environment (biological diversity)." Parks in Peril is solidly based on cooperation with USAID bilateral missions and works to help them accomplish their strategic objectives. The Program also delivers important benefits in-country at local, regional, and national levels. It is a public-private partnership that helps deliver cost-effective, innovative conservation benefits.

## **PARKS IN PERIL**

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

#### **I. PROJECT DESCRIPTION**

##### **Introduction**

The success of human societies has always been based on their use of the Earth's natural resources, ecosystems, and ecological processes. These provide humans with food, medicines, clothing, energy, building materials, clear air, clean water, psychological well-being, aesthetic and spiritual satisfaction, and countless other benefits. It is also these resources that allow humans to adapt to changing opportunities and environments.

Over the last several decades these societies have increasingly come to realize that they are in the process of destroying the biological basis of their own welfare. Indicators of this degradation can be found in massive deforestation, impoverishment of semi-arid areas, species extinction, and disruption of ecological processes. Nowhere has the destruction occurred faster than in the biologically rich areas of the Latin America and Caribbean.

During the past decades, the nations of this 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 that provide important environmental benefits to the country. Unfortunately, local governmental budget allocations generally have not been sufficient to manage these areas and control threats to vital natural ecosystems and their biotic resources. Although their boundaries may have been legally decreed, many of these areas have not been surveyed and remain unmanaged and unprotected due to an absence of protected area personnel. Such areas, all too common throughout the hemisphere, remain "paper parks," legally decreed but not actually protected.

In response to this situation, TNC--together with Latin American and Caribbean partners--designed the Parks in Peril Program as an emergency effort to safeguard the most important and most imperiled natural areas in the hemisphere. The purpose of PiP is to ensure minimum critical management for each of the targeted protected areas, making them functional protected areas instead of "paper parks." This project provides direct grants to local nongovernmental organizations (NGOs) to assist government organizations (GOs) in the establishment of a permanent management presence in each protected area. To date, the U.S.

Congress, USAID, local government agencies, and NGO partner organizations have enthusiastically supported the PiP Program and consider it to be one of the most important collective actions taken to assure the preservation of biological diversity and the conservation of tropical forests in our hemisphere.

Parks in Peril is based on building a collaborative partnership among national, international, public and private organizations. The Nature Conservancy works to build the capacity of independent, self-sustaining conservation organizations in Latin American and Caribbean countries and shares its experience and technical resources with local partner NGOs, working side by side with them as they increase their capacity to protect significant lands, waters, and natural resources. From Mexico, to Jamaica, to Paraguay, TNC has developed partnerships with more than 40 organizations participating in Parks in Peril Program activities.

### Cooperative Agreement

The U.S. Agency for International Development is a major contributor to TNC's conservation work in Latin America and Caribbean. This collaboration began in 1986, and continues to grow in volume and importance (see Attachment 1.) In September 1990, USAID and TNC entered into a Cooperative Agreement to support PiP project activities. The initial agreement was amended to include additional earmark funding in 1991, 1992, and 1993. Currently, the Total Estimated Cost (TEC) of the project is \$20.44 million and the LOP is currently defined from FY'91 to FY'97. Funding to date for project activities is as follows:

Sources of Funding	Agreement 9/90 (PiP I)	Amend. 9/91 (PiP II)	Amend. 9/92 (PiP III)	Amend. 9/93 (PiP IV)	TEC 9/90-9/97
USAID	\$2m	\$4.6m*	\$3m	\$5m	\$14.6m*
TNC Match	\$.5m	\$1.15m	\$.75m	\$1.25m	\$3.6m
Local Contrib.	\$.3m	\$.69m	\$.45m	\$.75m	\$2.19m
Total	\$2.8m	\$6.44m	\$4.2m	\$7m	\$20.44m

\* TEC in USAID line includes \$1.6m Global Climate Change Mexico funds obligated in FY'91, and \$13m Latin America and Caribbean Central Bureau funds.

### Goals

The Parks in Peril Program is designed to ensure the long-term survival of biodiversity in the Latin America and Caribbean region through in-situ conservation.

It focuses on the establishment of on-the-ground management of critical ecosystems and the species they contain. Parks in Peril has three major goals; under each of these goals are listed "actions" needed to achieve these goals:

**Goal 1: Build on-site management infrastructure in the hemisphere's most imperiled ecosystems.**

1. **ACTION:** Establish a minimum level of on-site protection and management to address the most critical threats to the integrity of the selected protected areas.

**OUTCOME:** Through the establishment of park infrastructure-- including surveyed and posted boundaries, ranger stations, equipped and trained rangers, radio communication, and transportation-- and the strengthening of the capacity of land-saving NGOs to assist the government in protecting these parks, a local presence and constituency exist now to manage the resources within the park that would be left vulnerable without PiP project intervention. To date, the PiP project has supported basic park infrastructure, local presence, and constituency in 26 sites.

2. **ACTION:** Prepare a yearly operational plan for each of the PiP sites that delineates priority management actions. This document identifies critical threats to the site, includes a surveying and posting schedule for the protected area's boundaries, and outlines the recruitment, training, and equipment needs for park personnel.

**OUTCOME:** Parks in Peril project implementation forced many NGOs to develop continuity in management actions at the site level. In many cases, this project continuity has attracted the attention of local communities, governments, and external funders. The annual operational plans prepared for 26 sites have provided PiP project implementation institutions with planning and project administration tools and skills not available prior to the start-up of the project.

3. **ACTION:** Create and promote training opportunities that provide protected areas managers, rangers, and community extensionists in each PiP site with practical, hands-on skills in park protection and natural resource management.

**OUTCOME:** The project has sponsored targeted seminars and workshops to address local training needs for field personnel, including park directors, managers, rangers, and extensionists. Topics addressed included community

reach, first aid, survival skills, fire management techniques, compatible natural resource use, and conservation legislation.

4. **ACTION:** Conduct applied research at the site-level to assess and measure the impact of the project on the conservation of each site.

**OUTCOME:** Site-level research such as key species monitoring, species inventories, environmental assessments, socio-economic surveys, and land tenure analyses have determined appropriate management actions. Information collected through research projects has promoted and supported the creation of environmentally sound national policy and legislation for several of the current sites.

**Goal 2: Integrate these protected areas into the economic and social lives of local communities.**

1. **ACTION:** Identify key issues related to basic human needs and conservation in the protected areas.

**OUTCOME:** Project extensionists have worked with local leaders and residents to assess community resource use, socio-economic needs, and land tenure status, and to determine community roles and participation in the protection of the site. As a result, project efforts focus on providing local communities with the tools to protect the natural resources they depend upon for their survival. Specific initiatives include improving health conditions, promoting conflict resolution, disseminating information related to conservation of the area, and developing compatible use projects to better the economic welfare of the local communities.

2. **ACTION:** Empower local communities to make informed decisions regarding natural resource use and encourage their support to protected areas personnel.

**OUTCOME:** Environmental education modules have been incorporated into annual project workplans for a majority of the sites. As a result, communities are voluntarily substituting sustainable activities such as alternative grazing techniques for destructive land use practices. Furthermore, members of local communities are providing volunteer assistance in patrolling and enforcement of park regulations.

3. **ACTION:** Promote sustainable development programs that provide economic benefits to local people while reducing threats to the protected areas.

**OUTCOME:** Through PiP, local communities and NGOs have identified and developed income-generating projects with low environmental impact in a majority of the 26 sites. These projects promote compatible development activities including ecotourism, reforestation and agroforestry, fisheries, and bee keeping. In addition, the project has employed local community members as park rangers, extensionists, laborers for construction and maintenance, and guides for ecotourism projects.

**Goal 3: Create long-term funding mechanisms to sustain the local management of these areas.**

1. **ACTION:** Ensure long-term on-site management through the creation of a diversified set of local, national, and international funding sources to support the recurrent operating costs of PiP protected areas.

**OUTCOME:** The design and implementation of long-term sustainable funding mechanisms in-country to support PiP sites upon their graduation from this program has been a primary objective of TNC since the start of the Program. Over the past several years, TNC has pioneered numerous creative financing mechanisms, such as debt-for-nature swaps, national environmental funds, and joint implementation projects. In addition, TNC has helped its PiP partners access traditional bilateral, multilateral, and private aid sources while encouraging in-country groups to seek local funding for park management from such sources as park and permit fees, concessions and private-sector fund-raising.

2. **ACTION:** Develop site-specific long-term financial strategies that identify anticipated management needs and potential funding sources to address the ongoing protection of PiP sites after USAID project completion.

**OUTCOME:** The Nature Conservancy has been working closely with local NGOs, indigenous and other communities and government natural resource agencies responsible for PiP sites to develop long-term management plans that incorporate local needs, long-term objectives, and potential funding sources for conservation activities. Management plans, incorporating the active participation of protected areas personnel, have been developed for various parks. In accordance with the recently formulated graduation criteria, long-term management plans are in various stages of development for all other PiP sites.

3. **ACTION:** Train PiP partners to plan for the financial sustainability of these sites over the long-term.

**OUTCOME:** The Nature Conservancy has undertaken a multi-faceted approach to training partners in long-term financial planning. Because training is a "cross-cutting theme" that is incorporated throughout PiP, long-term financial planning is a component of the overall project management curriculum. Through general TNC training events, such as Skills Training Week and Conservation Training Week, partners gain an overview of potential sources of multilateral and bilateral funding and learn about specific mechanisms for conservation finance such as debt-for-nature swaps, national environmental funds, and joint implementation projects.

### **Project To Date Expenditures**

Delays in the start-up phase of individual PiP site activities account for low expenditures in the initial phase of the project. In fact, project implementation expenditures were not incurred as initially projected. However, during the past two years, project expenditures have been substantially higher than in previous years. Project Expenditures of available funds are detailed in the following chart:

Sources of Funding	TEC 9/90-9/94	PTD 9/90- 9/94	Balance as of 9/94
USAID	\$14.60m	\$8.90m	\$5.70m
TNC Match	\$3.60m	\$3.70m	(\$0.10m)
Local Contrib.	\$2.19m	\$2.30m	(\$0.11m)
<b>Total</b>	<b>\$20.44m</b>	<b>14.90m</b>	<b>\$5.49m</b>

\* TNC Match and Local Contribution in FY'95 are estimated at 25% each of USAID funds.

## **II. PROJECT AMENDMENT**

### **Introduction**

The PiP Program has become one of the most comprehensive and most successful international initiatives in park-based biodiversity conservation in the tropical world. Working in 27 sites in its four years, the PiP project evolved as it grew. A great deal has been learned, much of which has been integrated into

grew. A great deal has been learned, much of which has been integrated into improved conservation action, procedures, and reporting. The external project evaluation, conducted in 1993-1994, was a catalyst, allowing TNC and USAID to reflect on progress to date and discuss how best to address the ways in which the PiP Program should be organized to reflect lessons learned and what was required to meet future challenges.

The Nature Conservancy respectfully presents this updated plan for PiP which extends project activities through FY'99. The request is for an additional \$27 million, as an amendment to the existing Cooperative Agreement, would take PiP to the close of FY'99 a 10 year LOP from the original year of project obligation. If approved, this amendment would extend the current project by two years and allow TNC to successfully complete the activities initiated under previous PiP agreements. This request is divided into three components: \$11 million for on-going activities; and \$16 million for new activities -- with \$5.1 million of this for new sites and \$10.9 million for balancing themes.

The revised, longer term PiP project is a direct response to the lessons that TNC and its partners have learned during the first years of project implementation. With the assistance of the external review, we have identified key growth areas for the project which include conservation science, conservation policy, long-term financial planning and sustainability, work with local peoples, and production and dissemination of learning tools. These "balancing themes" provide one of the major building blocks for the current proposal, guiding the development of activities to address critical thematic issues.

The cornerstone of PiP has always been site-based activities, and during the next three years of the project TNC is proposing to continue devoting the majority of its efforts to park-based activities in the hemisphere's endangered ecosystems. Up to eight new sites will be added, bringing the total number of sites participating in this project to 39, and most current sites will have graduated or terminated activities by 1998. While continuing site-based work, TNC will initiate balancing themes programmatic activities. In the last two years of the project, with a reduced overall budget, PiP project activities will be largely devoted to thematic issues, training, and empowering and equipping our partners in NGOs and GOs to carry out essential conservation activities after the project has terminated. The six selected sites where PiP will continue work will be conservation learning centers, demonstrating balancing theme activities, and thus providing the opportunity for the project's site-based work to affect conservation activities at regional and national levels.

## **Goals**

Based on the first four years of project implementation, and aided by the project evaluation, TNC will amend the project. Below we present an outline of this project amendment based on four goals. Under each goal are listed "actions" needed to achieve these goals. The "actions" are divided into those that represent: 1) "Ongoing Activities" or 2) "New Activities." "New Activities" are divided into those that involve "New Sites" and those that involve "Balancing Themes." Many of the actions overlap with each other, as this is a single integrated project with an interlocking set of goals. In addition, common themes, such as training and policy, are included in more than one goal.

**Goal 1: Build an on-site logistic and scientific basis to manage parks in the hemisphere's most imperiled ecosystems.**

Conservation action by TNC is typified by being 1) site-based and 2) science-driven. This first goal of the amended project reflects this philosophy and commitment. Although this first goal is very similar to the previous Goal 1, it has been modified to strengthen the balancing theme of "conservation science."

**Goal 1: Ongoing Activities**

1. **ACTION:** Continue to strengthen the local institutional capacity to establish on-the-ground infrastructure and presence for the current PiP sites and conduct the necessary applied studies to improve management actions.

As NGO partners and government agencies learn more about on-site management needs, 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. Yearly operational plans have proven to be useful working documents for NGO partners and will be used as tools to provide project continuity in management actions. In addition, comprehensive management plans will be developed for selected sites that currently do not have them in order to determine long-term needs and potential funding sources.

2. **ACTION:** Train protected areas managers, rangers, community extensionists, and partner staff at each PiP site by providing practical, hands-on experience in park protection and natural resource management.

By training of protected area personnel in practical applications of park management techniques, TNC is developing future leaders and trainers in this field of expertise. The Nature Conservancy will continue to support training activities that contribute to the development of curricula and programs and

provide assistance to in-country training activities carried out by local institutions. Furthermore, TNC will continue to supplement on-site libraries with updated technical publications (in Spanish when available) and will facilitate cross-training opportunities for PiP personnel with local, national, and international academic and scientific institutions to accelerate learning and maximize information exchange. Finally, TNC will continue to support the participation of PiP partner staff in its bi-annual Conservation Training Week and INTERCON (Conservationist Exchange or "Intercambio Conservacionista"), the yearly wildlands training course at Colorado State University, and on-site training. In addition to TNC-specific training events, partner NGOs and local government institutions will continue to conduct planned site-based training events on a regular basis.

## **Goal 1: New Activities**

### **A. New Sites**

1. **ACTION:** TNC will conduct an analysis of the ecosystem coverage of the current PiP sites and propose the addition of up to eight high priority sites to the project portfolio.

In order to achieve optimal levels of biodiversity conservation in a given region, a portfolio of conservation areas must include representation of all major ecological biomes found within that region. As the PiP Program matures, TNC is in a position to pursue this goal of region-wide representation within the financial and time constraints imposed by the design of the Program. The Nature Conservancy will develop an approach to portfolio balancing using the concept of "representativeness" and the extensive USAID Biodiversity Support Program (BSP) priority-setting exercise conducted for the Latin America and Caribbean region in October 1994. As current PiP sites achieve long-term security and graduate from USAID/PiP funding, TNC will use this portfolio approach to conduct a gap analysis of ecosystem coverage in the PiP project and will identify up to eight additional high priority sites to receive USAID/PiP project support extending the PiP project into Brazil. This gap analysis will include an examination of threats and management opportunity criteria.

### **B. Balancing Themes**

1. **ACTION:** Strengthen and expand applied conservation science to assist conservation professionals in managing protected areas.

In order to properly carry out the activities of PiP, TNC will develop, apply and support conservation science activities. The Nature Conservancy

will work with conservation scientists both within and outside the organization to make available to NGO partners the best, most appropriate, and accountable conservation science. Some of this is already available, but some will have to be developed in formats appropriate to the PiP project.

The major conservation science methodology TNC will deploy is the Rapid Ecological Assessment, or REA, first developed by TNC and now an important planning and implementation tool at many sites. TNC is poised to capitalize on its extensive experience over the last six years using REAs in Latin America and Caribbean protected areas. A series of workshops will be held to share lessons learned and develop REA case studies, which will then be incorporated into a revised REA manual. (Thirteen REAs have been concluded since the original manual was published in February 1992.) Workshops will also enable park managers who have conducted successful REAs to share their experiences with those hoping to conduct one. All told, TNC will extend the coverage of REAs to most PiP sites, thus providing baseline ecological data to be used in characterizing biodiversity conditions and changes.

The Nature Conservancy cannot and should not try to provide all of the conservation science services needed by partner NGOs. Instead, we will develop new partnerships with national and international universities, data centers and experts. These conservation science partners will provide our current, action-oriented NGO partners with the best information available to help guide conservation decisions. They will also help design and carry out research at PiP sites and thus provide critical data for making management decisions (see next action).

2. **ACTION:** Encourage the development of relationships between partner organizations and local universities in order to foster targeted research at PiP sites.

Parks in Peril sites provide some of the world's best settings for scientific and social research related to site-based biodiversity conservation. Research is critical for the long-term conservation of these sites, for monitoring progress, and for enhancing understanding of biodiversity and human interface with natural areas. To date, however, funding for research projects has been limited and sporadic.

With support from balancing themes funds, TNC and its partner organizations will provide partial or complete funding for local, regional, and national research studies to further the conservation of biodiversity. Engaging local universities at PiP sites would serve many goals: produce baseline research to aid in monitoring; assess the practices and needs of

local peoples; build another constituency for individual sites; bring to bear additional funding sources; and help develop the scientific capabilities of partner organizations and local universities.

3. **ACTION:** Test and develop monitoring methodologies for use at PiP sites, including on-the-ground as well as remote sensing techniques.

Within the context of the PiP Program, ecological monitoring is a sustainable, iterative process for evaluating progress toward management goals. Ultimately, TNC cannot take appropriate management action without monitoring--and distinguishing--causes and effects of "natural" and anthropogenic changes in biological, abiotic, and socioeconomic processes. Based on initial investigation, TNC proposes a two-pronged approach to monitoring. The first approach would involve making strategic investments in monitoring programs at model sites, from which the lessons learned will be actively spread to other sites and partners within and across the regions. Second, TNC would begin the exploration of "change detection" and aerial videography as monitoring methods that could be used at all sites. These methodologies, based on remote-sensed images and complemented by ground-truthing, will be tested at one or two sites and assessed for their usefulness across all sites.

4. **ACTION:** Build long-term local institutional capacity of organizations that administer and manage PiP sites.

Institutional strengthening of NGO partners is a key element of PiP project implementation. Under the current project and given limited funding, TNC has been confined to offer technical assistance and training to on-site technical personnel of partner organizations and only limited technical assistance to organizational staff, who serve vital roles in supporting the administration and management of the site. At the same time, the external evaluators recognized TNC's strong capacity in this area. Undoubtedly experience has proven that building long-term institutional capacity of partner organizations is an important guarantee of long-term site protection.

In order to help ensure successful site-based conservation, TNC will assist partners in developing the long-term managerial and financial capacity needed to achieve the administrative and financial sustainability of these protected areas. During 1993-1994, TNC's Regional Training Coordinators systematically conducted institutional assessments with all partner NGOs managing PiP sites. These assessments revealed key cross-cutting issues that need to be addressed to accomplish the long-term viability and success of the partner organizations managing PiP sites. These issues include NGO

board development, human resources management, financial administration, project management, and NGO financial self-sufficiency.

Under this balancing theme, TNC proposes to provide training and technical assistance to partner organizations responsible for PiP sites, in response to needs identified in the institutional assessments. Additional training would include workshops on these issues, incorporating 200-250 participants annually over the five-year period. The Nature Conservancy also proposes to sponsor more south-south exchanges among partners in order for them to be able to learn from each other. Finally, TNC proposes to purchase and distribute software, training materials, and other publications to provide a solid set of organizational tools for long-term site management.

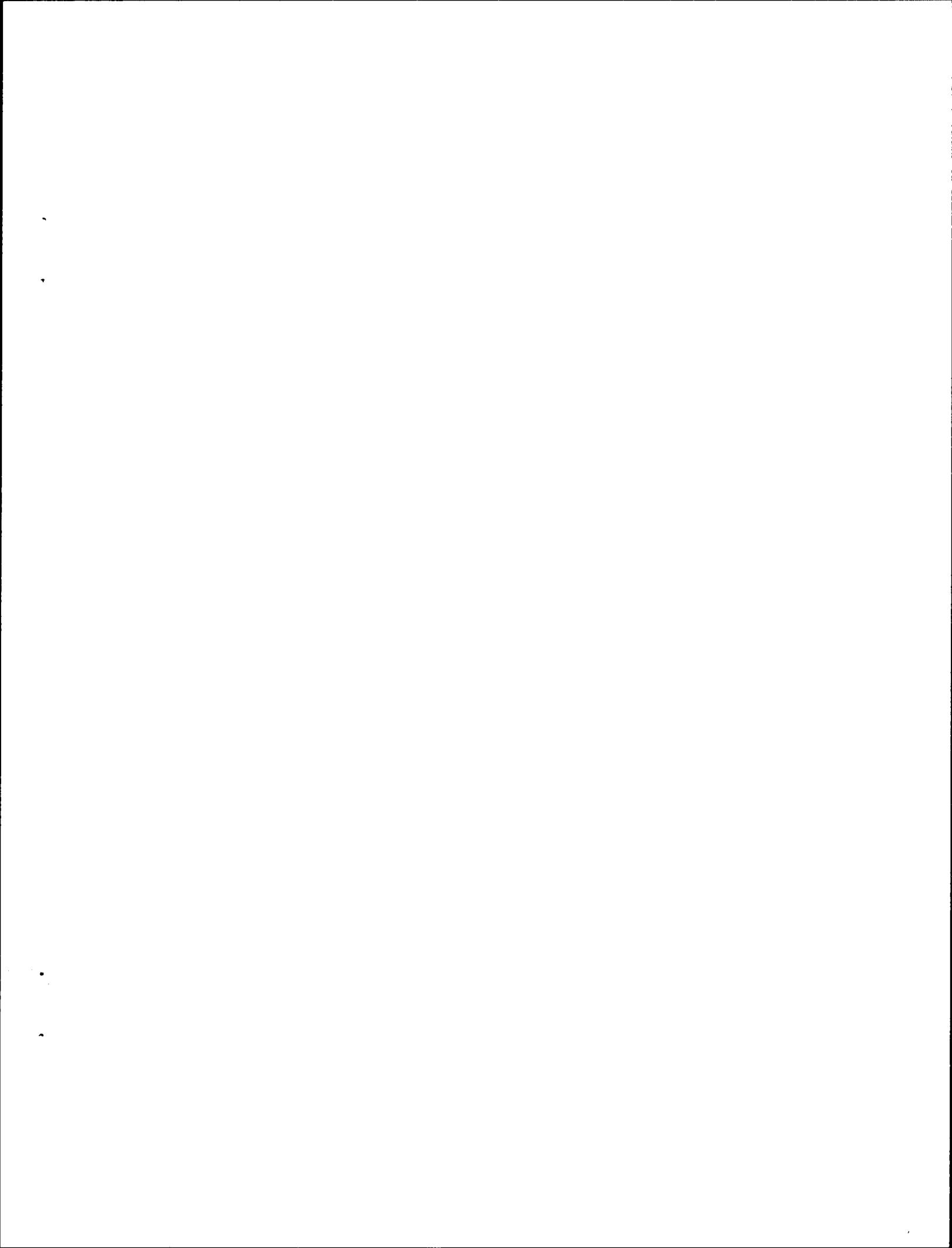
5. **ACTION:** Create training modules which provide a framework for partner staff to train others, ensuring long-term continuity.

During the first phase of the PiP project, TNC has focused on direct training of individuals in partner NGOs, building their capacity and skills so that such learning would be passed on at local, national, and regional levels. While such training has been valuable, it has not had the multiplier effect necessary for wider dissemination and long-term continuity. Training is in constant demand, there is a need to increase in-region training capacity to ensure that training investments survive changes in site personnel and that learning is passed on to a wider conservation audience.

The Nature Conservancy will work with partners to develop training modules for key skill areas including demarcation, park management plans, institutional development, and project management. In essence, TNC will focus its limited training resources on training trainers who will stay in-region, share their skills and extend training beyond the life of the project.

- Goal 2: Integrate PiP protected areas with the human societies inhabiting their surrounding region, nation, and communities.**

The success of the PiP Program ultimately depends on the involvement of local peoples in the conservation of biological diversity. It is clear that, across many cultural and geographic settings, attempts to conserve biodiversity have failed because the presence and participation of local peoples was not taken into consideration. However, it is equally clear in other settings that local peoples can be the major threat to the biodiversity of an area. The challenge facing the PiP Program is how to address the needs of local peoples without losing the biodiversity conservation focus that is the Program's *raison d'etre*. With this goal,



step towards achieving these four objectives. This person will be responsible for strengthening TNC's work with local peoples through implementation of better field-based programs, training of staff and partners, and assessing the work with local peoples engaged in by TNC and partner NGOs.

- 2. ACTION:** Develop gender analysis tools and provide training in gender and community development issues to more fully engage all groups of people living adjacent to PiP sites.

Increasingly, conservation organizations are realizing that community-based conservation will fail unless gender issues are made an integral part of project design and implementation. With funding available under this balancing theme, TNC will develop a proactive program to address gender issues at PiP sites. Working with partner NGOs, TNC will identify the key gender issues that need addressing and develop strategies to begin work. In partnership with the University of Florida and other institutions, TNC will design tools and materials for gender analysis and community development that will focus on women's roles in natural resource management, participatory rural appraisal techniques and development, and related compatible use topics. In addition, TNC will train local partner NGOs and government personnel in using these tools and materials and will help develop gender training capacity in national universities. We will test and refine training materials and approaches and provide publications and outreach to partners and local constituencies. The increased capacity of organizations working with PiP sites will strengthen the role women play in resource stewardship and more fully engage the diverse constituencies associated with the PiP Program.

**Goal 3: Create long-term funding and policy mechanisms to sustain the local management of these areas.**

In-situ biodiversity conservation activities will fail unless there is a long-term funding base to ensure continuity of activities and a policy framework to ensure long-term success. Because conservation activities are costly and often not priorities of local governments, the development of continuous funding mechanisms to support conservation activities over the long-term are a primary goal of the PiP program. However, long-term funding by itself is not enough. Also needed are local and national policies that both ensure the continuity of funding and support management and community involvement activities.

### **Goal 3: Ongoing Activities**

1. **ACTION:** Continue to pursue national government support to finance the recurrent operating costs of PiP protected areas.

To-date in the PiP Program, efforts to secure long-term national government budgetary support for PiP sites, either in the form of direct funding to NGOs or indirectly through the provision of park management related services (such as park guards, protected area infrastructure and equipment) have been only moderately successful. At the same time, we recognize that these policy-oriented initiatives often take considerable time to yield anticipated results. Since the inception of the program, TNC has worked with local partners - both NGOs and GOs - to stimulate national government budgetary support for conservation activities in PiP areas and will continue to do so throughout the project amendment period.

2. **ACTION:** Complete long-term management plans, including long-term financing strategies that identify projected financial needs and potential funding sources, for park protection in the post-USAID funding period.

In order to graduate sites from the PiP Program, TNC will assist partners in the development of long-term management and financial plans to provide for the ongoing financial sustainability of these protected areas. Based on the recently developed PiP Graduation Criteria, the identification of long-term sources and mechanisms to fund recurrent site operations, administration, and maintenance costs is a fundamental requirement for graduation.

Due to limited funding available under the current PiP Cooperative Agreement, TNC is currently contemplating the completion of financial plans for FY'95 graduates only. This will include the publication of a long-term financial planning manual and a pilot training workshop in Rosslyn in March 1995, which will form the basis for the long-term financial planning components of three separate tracks (Global Finance and Policy Issues, Accessing Multilateral and Project Management) at Conservation Training Week in Quito in May, 1995.

### **Goal 3: New Activities**

#### **A. New Sites**

1. **ACTION:** The Nature Conservancy will undertake the ongoing activities described above at all new site as well as beginning those activities described under the balancing themes actions listed below.

## **B. Balancing Themes**

- 1. ACTION:** Strengthen local institutional capacity to develop and refine long-term financial planning tools.

The Nature Conservancy proposes to assist partners to retrofit all PiP sites with comprehensive long-term management and financial plans, and to provide ongoing guidance and training in strategic and financial planning. Graduation plans will define a follow-up review process that will enable TNC to directly influence the long-term outcome of USAID's initial investment in PiP sites, by guiding ongoing strategic planning and financing activities.

Additional training will include conservation finance and policy workshops incorporating 15-45 participants annually over the five-year period. Furthermore, incremental funding will facilitate multiple south-south exchanges among partners to expand skills in actual preparation of long-term financial plans and follow-up reviews for PiP sites. Finally, TNC will sponsor a series of publications to disseminate lessons learned in the workshops and provide information on long-term financial planning to all local partners involved in PiP site management.

- 2. ACTION:** Create and consolidate a dedicated constituency for each site that can respond effectively to future threats and opportunities, and change local and national policies as necessary to sustain conservation.

While the current Cooperative Agreement does not include specific funding for policy-related activities at PiP sites, TNC proposes to assist partners to build their capacity in the policy arena at national, regional, and international levels, and to help guide policy and funding decisions that impact biodiversity. Like training and publications, policy-related activities have a direct bearing on the success of protected areas management, community outreach, sustainable development, and long-term site security. Increasingly, TNC and its partner NGOs have been studying ways to influence decisions made in the capital cities so as to enhance long-term protected area security.

New approaches that TNC proposes to pursue include engaging in policy inventories for selected PiP sites and building local constituencies that include private and government institutions, media, universities, key decision-makers, communities and resource users, in addition to NGO/GO partners responsible for the site. An effective local constituency will help pressure for long-term national government budgetary support for each site in the form of 1) direct funding to NGO/GOs responsible for managing sites, 2) facilitation and approval of long-term financing mechanisms such as bilateral debt conversions and national environmental funds, 3) direct funding of park management services and infrastructure, such as park guards,

community education centers and equipment, and 4) the facilitation of local revenue generation mechanisms to support protected areas such as user fees, tourism taxes, entrance fees, and the development of local micro-enterprises or community business ventures. While a local match with a strong government component has been a prerequisite to PiP funding, the availability of sustained financial support to PiP sites from local governments remains uncertain and in some cases has been displaced by external financing. The development of a dedicated and diverse local constituency is designed to challenge this effect.

Approaches for creating local constituencies for PiP sites will include 1) formal training and strengthening of NGO boards, 2) targeted educational campaigns and curricula in local areas, 3) creation and support of local booster organizations (for example, "Friends of Noel Kempff Park"), 4) support of local community action organizations like "chambers of commerce" for specific sites through "adoption" or other techniques, and 5) technical assistance to local private-sector entrepreneurs to stimulate park-related businesses.

The Nature Conservancy will also work with partners to establish environmentally sound national, regional, and local policies to address key issues such as resource use and land tenure. In addition, through an enhanced local policy component in the PiP program, TNC and its partners will be able to test sustainable development initiatives and promote the integration of population, gender and cultural issues that can serve as a new model of conservation and development. From a global policy perspective, TNC will boost the involvement of its partners in regional and international fora. Specific opportunities include the Biodiversity Convention, the 1995 Sustainable Development Meeting of Latin American Ministers of the Environment in Bolivia and efforts to revitalize the Western Hemisphere Convention. In addition, a variety of site-specific policy issues, such as partners' efforts to challenge the Pan-American Highway extension through Panama and Colombia could be supported through this balancing theme.

**3. ACTION: Develop new long-term funding sources and mechanisms to support PiP sites.**

To-date, the USAID commitment in the PiP program has already leveraged other international investments in these biologically significant areas. TNC and its partners continue to work closely with the World Bank and GEF staff on the design and implementation of GEF-funded projects in Mexico, Colombia, Costa Rica, Peru and Bolivia that will provide long-term support for PiP and other significant natural areas in those countries.

At the same time, TNC's conservation finance staff continues to pursue a variety of long-term funding mechanisms to provide for the ongoing protection of these areas. TNC has played a major role in supporting the emergence of national environmental funds, which are considered to be key channelers of various national and international funding sources in-country. TNC has actively supported the establishment of national environmental funds in Peru, Colombia, the Dominican Republic, El Salvador, Panama, Honduras, Mexico and Jamaica and continues to provide ongoing technical and financial assistance to these funds. Additionally, TNC is currently engaged in creating new country-level funds in Ecuador, Costa Rica, and Paraguay, and evaluating the feasibility of starting regional funds in the Caribbean and Central America. These efforts are intended to stimulate new national and international investment in an endowment or other trust fund-type mechanism that will provide sustainable funding to protected areas over the long-term.

In addition, TNC will continue to seek support for PiP sites from a variety of new policy-oriented conservation finance mechanisms. These include 1) collaborative efforts with other NGOs and multilateral agencies to influence the policies and programming of the GEF (including current initiatives to develop a Medium Grants Window and significantly expand the United Nations Development Program-UNDP Small Grants Program), 2) the development of new debt-for-nature swap mechanisms for commercial and bilateral debt, 3) the opening of a representative office in Brussels to facilitate partner access to European funding sources, 4) supporting a revitalization of the Western Hemisphere Convention, including efforts to obtain new pledges of direct support and cooperation from the Inter-American Development Bank (IDB) and Organization of American States (OAS), and 5) specific attempts to reprogram U.S. foreign aid for conservation.

**Goal 4: Use the PiP site-based activities to influence conservation in other sites in the region's most imperiled ecosystems.**

The PiP Program is one of the largest and most successful parks conservation programs in the tropical world. By working with more than 35 sites by FY'99, TNC will have gathered enormous experience that will be essential in guiding site-based conservation action into the next century. The Nature Conservancy has come to recognize that this wealth of information will also be vital in influencing conservation action by others not associated with the Program, and that there is in fact a "second harvest" that can be gathered from this site-based work. This leveraging of the Program's results will become an increasingly important part of PiP as it matures. This goal, new in the proposed project

amendment, is designed to allow the PiP Program to maximize its impact on national and hemisphere-wide conservation action. Some of these activities have already been initiated, but the majority are new balancing themes.

#### **Goal 4: Ongoing Activities**

1. **ACTION:** Document the activities of the PiP Program's first four years of operation so as to be able to share them and influence the activities of others.

Two activities that are under way that will serve to document the activities of the first years of the Program and that will enable TNC to share with partner NGOs and others the lessons that have been learned. The first of these is a "PiP Atlas" with a description and map of all of the USAID funded PiP sites and two overall summary chapters, to be published in English and Spanish. The second is an analysis led by two outside experts which will produce an overview of the major conservation challenges facing current PiP sites along with a set of in-depth case studies documenting the challenges and successes of a select number of cases.

#### **Goal 4: New Activities**

##### **A. Balancing Themes**

1. **ACTION:** Select approximately six existing and new PiP sites as "learning centers" that will continue beyond "graduation" as on-site regional training areas for local peoples and other conservation and development organizations.

Site-based activities supported through the PiP project have traditionally been viewed as of conservation importance only within the context of the site itself. However, TNC has come to recognize that there is enormous interest in the PiP Program from outside the Program. In order to meet this demand, TNC proposes to designate a select number of PiP sites as "learning centers" where TNC will continue to work with partner NGOs after graduation from the TNC/USAID PiP project. These learning centers will serve both as training grounds for those interested in successful park-based conservation, as well as testing grounds for new techniques and approaches. In addition to providing assistance to those outside the PiP Program, these learning centers will also provide continuing "extension" services to partners at sites that have graduated, providing technical continuity and an opportunity to improve their activities from these learning centers.

2. **ACTION:** Develop a variety of published products in English, Spanish and Portuguese to be used in training and dissemination. These would include working papers, primers, manuals, and training documents.

Publications can have a wide-ranging and lasting impact on the long-term success of protected area management, community outreach, sustainable development, and long-term institutional capacity. Recognizing this, in 1994 TNC launched the *America Verde Publications* series.

Within the PiP Program, there is a tremendous need for two types of published products. First are products which can be used to train conservation professional both directly involved in the PiP Program, and outside of it. During the initial years of the Program TNC has developed an understanding of the training needs of partner NGOs, which heretofore have been addressed on an ad-hoc basis. The Nature Conservancy is now in a position to develop and publish training materials that target the needs of this Program, including conservation methodologies, institutional development, program planning, compatible development, and community relations topics. In addition, TNC is confident that consistent with this goal, these materials will also be invaluable in training a great many conservation professionals not associated with the PiP Program.

The second type of published products are those that "harvest" the tremendous amount that has been learned during the course of the PiP Program. Very little of this learning is available in a format suitable for sharing with all those who are interested and TNC is committed to creating ways to capture and disseminate this learning (see next action).

3. **ACTION:** Coordinate the development of a participatory methodology to capture the lessons learned from the PiP Program and produce a steady stream of learning products.

Under the existing Cooperative Agreement, sharing of organizational successes and field experience has been primarily informal, occurring at TNC-sponsored conferences and training events to which PiP implementors are invited. There is a need for a systematic, formal process to document and disseminate experiences from one organization or site and transfer them to another. To accomplish this, TNC proposes to use outside experts and staff working with local partners in the writing of case studies based on experiences at individual sites and organizations. Such a process would be conducted once in the middle and once at the end of the project. The wealth of experiences gained from this large conservation experiment will be documented and disseminated in order to allow others within the project as well as those involved in similar endeavors outside the project, to avoid pitfalls, replicate successes, and proceed using the experience gained from implementing this project.

## Budget Request Summary

The following table summarizes the PiP Program's projected needs to cover the current 27 ongoing sites, eight proposed sites, and balancing themes activities from FY'95 to FY'99. The total includes: 1) a \$5 million budget amendment request to cover additional funds needed for FY '95 activities and initial funding for FY '96 activities; and 2) a \$22 million request which would cover part of FY '96 activities and all of FY '97-99 activities.

PiP Program Activities	Budget Amendment Request	FY'96-FY'99 Projected Budget	Total Request from FY'95-99
Ongoing Activities	\$3m	\$8m	\$11m
New Activities: New Sites	\$1m	\$4.1m	\$5.1m
New Activities: Balancing Themes	\$1m	\$9.9m	\$10.9m
Total	\$5m	\$22m	\$27m

This total of \$27 million will be matched by 25% TNC and 25% local contributions. Budget narrative and specific budget requests are detailed under the Estimated Budget section of this document.

### III. PROJECT ANALYSIS

#### Project Achievements

During the first four years of operation the Parks in Peril Program has accomplished a number of achievements across a broad front of conservation action. The achievements span the gamut from site-based conservation to policy action.

At the site-level, the PiP Program has worked in 27 sites totalling more than 18 million acres. As a result of project activities, all of these sites are on the path towards consolidating protection with thousands of kilometers of park boundaries having been demarcated. A permanent presence in each of these areas has been established, more than 500 park rangers have been installed on-site and most of them have been trained and equipped through PiP activities. Not only are these guards present in the protected areas, but through provision of transportation and

communication, they are regularly patrolling the sites, helping to ensure biodiversity protection. Parks in Peril activities have also been integral in the construction of management infrastructure at many sites, providing housing for the guards, administrative headquarters, and visitor centers.

Park personnel not only work towards park protection, but many are also involved in community extension and conservation education. Through their activities, they have focused the attention of local communities on the importance of sustainable resource use and biodiversity protection to the well-being and quality of life of human residents. Issues of central importance to local peoples have also been addressed in areas outside of the protected areas. For example: 1) land tenure rights has been addressed in Guatemala, Paraguay, and Panama; and 2) demonstration projects that include grazing, bee-keeping, and agroforestry practices have been designed to change unsustainable resource use practices. Local populations directly benefited from PiP activities, with over 200 employed through PiP activities.

Program-sponsored training has helped in the creation of a corps of dedicated conservation professionals and land managers by providing them with skills and training, thereby assuring the presence of an experienced, in-country human resource base for landscape conservation. Training has ranged from radio-communication, through ecological monitoring to community extension. More than 50 site-level training workshops have been held involving approximately 500 people.

Parks in Peril was designed as a way for TNC to work with national conservation partners. Through these partnerships more than 40 governmental and non-governmental partners have strengthened and consolidated their administrative systems which allow them to carry out conservation actions. These actions have contributed to the formation of in-country leaders and leadership groups that will defend the conservation gains made in this Program and extend them well beyond the scope of PiP. These organizations, have begun the vital task of incorporating the private sector in the protection of biodiversity, both as volunteer board members of NGOs and as entrepreneurs in sustainable resource use.

The PiP Program has also been working successfully to lay the groundwork for the long-term financial security of the Parks in Peril sites, both by creating and accessing long-term funding sources and by training in-country NGO partners to do the same. Over the past several years, TNC has pioneered numerous creative financing mechanisms such as debt-for-nature swaps, national environmental funds, and joint implementation projects. In addition, TNC has helped its PiP partner NGOs and GOs access traditional bilateral, multilateral, and private aid sources.

## **Project Benefits**

The Parks in Peril Program has produced benefits of many types to a broad range of organizations and people. In terms of benefits that accrue to humans, these include those that have direct use value, indirect use value, and option values. Some of the project benefits are discussed below; listed under benefits to Latin America and Caribbean Countries, benefits to TNC, and benefits to USAID

### **A. Benefits to Latin American and Caribbean Countries**

Benefits to PiP countries accrue at the local, regional, and national levels. Through its activities at the local level, the PiP Program provides significant positive socio-economic benefits for the people involved in on-the-ground activities of the PiP sites. These people depend on the local natural resource base for their economic survival and can least afford a degraded environment. As watersheds are protected, increased clean water flows decreasing erosion and sedimentation result, and downstream users will benefit. Better protection for forest lands will also increase wildlife and other forest resources that can improve the sustainability of the local economy. Protected areas also provide opportunities for ecotourism and other sustainable economic activities in the buffer zones.

Through community extension efforts and direct local participation, TNC and its partner NGOs work to identify land tenure and natural resource issues and to define management techniques to improve biodiversity conservation, diversify agricultural use, and stabilize the buffer zones of the PiP sites. In some buffer zone areas, TNC is supporting in-country partner NGOs efforts in reforestation with native species to enhance wildlife, watershed, and soil conservation as well as to provide fuelwood, lumber, fruits, and other economic products.

The PiP Program has a direct economic impact on local communities through the provision of employment and training opportunities as reserve directors, park managers, rangers, guides, laborers, and extensionists. Short-term contracts for boundary demarcation and facilities construction to local contractors has also provided direct local economic benefits. Preference has always been and will continue to be given to hiring local men and women for these positions. These people receive hands-on training and technical assistance to enhance their professional capacity for protected areas management and community relations.

Project activities have also provided benefits to local communities in less direct ways. Many of the PiP sites are remote from areas that are currently receiving national government support. Through identification of these areas as conservation priorities of international stature, national governments have made services available to local peoples who might not otherwise have received these benefits. The needs of these local communities often include installation of potable

water and sanitation systems, and improvements in nutrition, family planning and basic education for women. Although TNC does not directly implement these activities, it works to locate partner NGOs with the skills necessary to help in providing these services.

Extending from the local to the regional level, conservation activities in the PiP Program help perform critical watershed and soil conservation functions for downstream users. Conserved in a natural state, protected areas maintain vital ecologic processes and preserve a diverse array of flora and fauna. This helps ensure the success of regional agricultural and development projects.

Parks in Peril activities accrue benefits at the national level, with clear links back to the local level. Helping to strengthen NGOs acts as a catalyst in the development of local conservation constituencies for increased national level conservation activities. These partner NGOs help in educating the public and influencing government policies to establish protected areas and assign funds for their adequate management, and to use environmental information in government conservation and development decisions. The Nature Conservancy works closely with NGOs to enhance their relationship with national government agencies to promote the emergence of a conservation ethic in all public sectors.

The Program provides training and technical assistance both to NGOs and GOs in land protection and biodiversity conservation techniques, cooperative land management agreements, public relations, conservation finance, and project administration. Through the PiP Program, great strides have been made in advancing the development of conservation finance and policy mechanisms. These training activities and the development of nationally appropriate tools empower GOs and NGOs in the development of more powerful conservation and development tools.

Furthermore, NGO development also provides benefits in the currency of democratization. Through the development and strengthening of non-government organizations, citizens are able to voice their opinions and organize to influence national policies. TNC's commitment to institutional strengthening is of tremendous benefit in this regard.

At a national level, benefits include the preservation of threatened natural communities and species that may hold the promise of future medicines, foods, and industrial products. The protection of key ecosystems is a relatively inexpensive action to maintain ecological processes and conserve biotic resources that provide subsidies from nature, vital for national agricultural and extractive economies as well as urban health and well-being. The conservation of each country's biodiversity represents a solid contribution to the health of the overall

global environment and safeguards the long-term economic and ecological vitality of the country.

## **B. Benefits to The Nature Conservancy**

The PiP Program is a fundamental activity helping TNC accomplish its mission. The protected areas that have benefited from Program activities protect vital biodiversity of not only national but international importance. 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 of the land, and by permitting carbon to be fixed as degraded zones are recuperated through good management.

The Program has been instrumental in shaping the activities of TNC's Latin America and Caribbean Division. It has provided TNC with the opportunity to develop innovative, efficient biodiversity conservation strategies, and help in the myriad number of ways documented above. Parks in Peril has also had a major role in directing and leveraging non-USAID funds towards Program goals.

## **C. Benefits to USAID**

The PiP Program is a cooperative initiative between TNC and USAID that has benefited both institutions. The benefits to USAID have accrued at numerous levels. The Program helps USAID accomplish the U.S. Government Foreign Assistance Act Sections 118 and 119 which have made the conservation of tropical forests and the preservation of biological diversity in developing countries a foreign policy priority of the United States. Parks in Peril also helps USAID accomplish one of its goals: "protecting the global environment (biological diversity)." In addition to helping accomplish the goal of biodiversity conservation, as discussed above, the PiP Program has substantially contributed in major efforts that are in USAID's objectives including democratization, local institution building, and poverty alleviation.

The PiP Program is a valuable public-private partnership. Through its work with more than 30 Latin American and Caribbean NGOs, TNC is able to provide USAID with efficient, highly skilled delivery of services to help both organizations accomplish their goals. The built-in match component of the Program has created a private match of well over 50%, greatly increasing the buying power of USAID funds.

Parks in Peril also assists to accomplish of one of USAID's Latin America and Caribbean Division strategic objectives: "improved protection of selected LAC parks and protected areas representing a variety of ecosystems." This Program is equally important at a mission level, since biological diversity preservation or

sustainable resource use are explicit components of the strategic objectives of 15 USAID LAC bilateral missions and operational components of at least an additional two.

The Nature Conservancy has worked assiduously with bilateral missions during all phases of PiP project implementation. Programmatic activities are discussed with mission staff at all phases, from initiation to graduation, and much of the strength of the Program is due to the widespread support it has received from bilateral missions and their staff. Further evidence of mission support comes from the number of missions that are interested in developing ways of investing bilateral funds in the Program. TNC looks forward to working with USAID on ways to strengthen this relationship.

### **Appropriate Technology**

The PiP 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 and/or infrastructure. Equipment and facilities construction materials are selected and designed to withstand extreme environmental conditions and lack of regular services. Local craftsmen are consulted concerning the best construction techniques for local settings. Protected areas personnel are trained to repair and maintain all PiP infrastructure and equipment.

### **Socio-Cultural Factors and Implementing Agency Environment**

Throughout the Latin America 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 PiP sites 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 come from construction of hydroelectric dams, oil pipelines and highways, logging and mining, uncontrolled agricultural settlement, wildfire, 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. Furthermore, these managers and rangers are in a position to build community consensus on sustainable resource uses and defuse resource-use conflicts before they threaten social stability.

Parks in Peril 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. Community development NGOs are also working with local communities in the buffer zones surrounding the parks to stabilize land uses and enhance local quality of life. The Nature Conservancy's projects empower NGOs to become a powerful constituency for policy reform to continue protection for the areas and address local development needs.

### **Project Continuity**

Throughout the four years of implementation the PiP Program addresses the critical implementation phase for 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. During this early implementation phase of PiP, TNC is focused on creating the financial base to ensure long-term management of these important natural areas. From the onset of PiP, TNC has obligated both NGOs and government agencies to provide in-kind or cash contribution to begin building a base of sustained local support.

In order to provide for the long-term security of these protected areas, TNC assists partner NGOs and GOs to promote policy revisions and design programs that support protected areas. The Nature Conservancy's Conservation Finance Directors work closely with NGOs and GOs to develop diversified national and international funding mechanisms, such as debt-for-nature swaps, dedicated taxes and/or fee structures, and sustainable development ventures, to finance the recurrent costs of operating PiP sites in the post-USAID funding period. With the technical and financial assistance of TNC, national environmental funds have been established in nine of the thirteen countries with current PiP sites, and are under consideration in three additional PiP project countries. Many of these funds have been capitalized through bilateral debt conversion mechanisms, such as The Enterprise for the Americas Initiative (EAI) that TNC helped to facilitate. In some cases, the GEF has provided initial capitalization to these funds, many of which are designed to provide operational support to PiP-type projects.

Parks in Peril is catalyzing investments from other bi- and multi-lateral organizations such as The World Bank (GEF). The European Community is also providing funds for PiP projects, both through national mechanisms such as environmental funds and also directly to the local NGOs and GOs responsible for protecting these sites. This support has leveraged the funds available for biodiversity conservation through direct on-the-ground project investments. Whenever possible, TNC is working to ensure complementarity between USAID/PiP and other bi- and multi-lateral support for PiP sites.

Currently, TNC is working with partner NGOs and GOs to determine the long-term management costs and develop financial plans for the current PiP sites in an effort to provide financial continuity for these areas into the future. The financial plans identify a diversified portfolio of local, national and international sources and strategies for developing sustainable 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 Hemisphere's Parks in Peril until they can be truly considered "Parks in Perpetuity."

#### **IV. PROJECT IMPLEMENTATION**

##### **How the Project will Work**

To continue the successful implementation of the PiP project, TNC proposes to administer the requested amount in order to expedite its delivery to local organizations. The amended project will be implemented over a 60 month period (FY'95-FY'99).

Direct park protection and management activities will be carried out by local conservation NGOs, working in close coordination with government natural resource 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 agreements for the project's implementation.

The Nature Conservancy 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 PiP. The NGOs will be required to have formal agreements with their own governments to define critical on-site protection activities and a corresponding government commitment for the long term management of the reserves. The Nature Conservancy will provide to USAID evidence that the host government and the USAID in-country mission have approved the workplan. The Nature Conservancy will then inform USAID/LAC and 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 areas, 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. In some cases, a government agency may be the appropriate entity to take the lead in a project, but all projects will promote NGO/government partnership.

Similarly, the NGOs will be responsible for monitoring the appropriate expenditure and accounting of all funds. As a prerequisite for receiving project funds, TNC will establish with each NGO a reporting format for financial statements in accordance with USAID accountability requirements. Parks in Peril project funds will be used to perform audits at appropriate points during project implementation.

Parks in Peril USAID funds will be spent for on-the-ground protection of the protected areas. In most cases, it will be necessary to strengthen the local implementing organization's "in-house" land management and administrative capacity. Where necessary, TNC will work with the NGO to establish appropriate financial management systems.

An integral part of each operating plan will be an in-country match for the PiP funds. Local commitments for 25% of the total USAID and TNC funds applied on-site will be obligated for the eight additional protected areas to be added over the LOP. 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 or other in-kind services. These commitments have two purposes: first, to increase the resources available to sustain the management of the area; and second, to ensure that there is a genuine interest in PiP.

The Nature Conservancy anticipates substantial USAID involvement during the implementation of the project. It is expected that USAID will approve the overall implementation plan and budget set forth in this proposal and participate in yearly evaluations of PiP's progress. Local USAID missions will be encouraged to participate at all levels of project design and implementation.

Each Parks in Peril site 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.

## **PiP Project Administration**

- A. Grant Management:** The Nature Conservancy, as the grantee, will subgrant the funds to the local NGOs. Grant funds will be used to meet the approved expenses, including salary support, training, equipment, construction, field operations, and special studies, as indicated in the attached budgets. The amended PiP project will be implemented over a 60 month period (FY'95 - FY'99).

The NGOs will implement the grant in accordance with a joint Annual Memorandum of Understanding (MOU), Work Plan, and Budget prepared with the host-country government agency and approved by TNC. As a minimum, the MOU between TNC and the NGO will require the preparation of an Annual Work Plan and Budget which includes: (1) a project narrative and a threats matrix describing the PiP sites key ecosystems, socio-economic uses, threats, and priority management actions, (2) implementation plan and calendar; (3) a budget for personnel, training, operations, and commodities; (4) a financial plan showing and explaining all other sources of income in addition to USAID and TNC funds; (5) a schedule for the submission of quarterly financial and narrative reports; and (6) an annual independent audit statement.

The Nature Conservancy, as grantee, will complete all financial reporting requirements in accordance with USAID standard provisions. These reports will include Annual Works Plans and Budgets for each PiP site, PiP Quarterly Financial and Narrative Reports, and Annual Internal Evaluation. At the conclusion of the project, TNC will provide USAID with a project narrative that covers the accomplishments of the PiP Program.

The Nature Conservancy will be responsible for ensuring that the NGOs submit Quarterly Narrative 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 PiP.

- B. Matching Funds:** Upon approval of this amendment, TNC will provide additional matching funds up to an amount of \$6.7 million over the life of the amended project. These funds may include support for the following: TNC personnel, NGO and GO protected areas personnel, technical assistance, training, commodities, field operations, land acquisition, administrations, and debt-for-nature swaps or trust funds, in accordance with USAID guidelines. The Nature Conservancy will match USAID funds applied to PiP on a global basis. In a given year, TNC may expend more than its minimum required amount of matching funds but the excess amount will

carry over and qualify during the LOP, or for mission add-ons that may become available.

- C. Disbursement and Procurement:** The Nature Conservancy will implement PiP on a cash reimbursement basis against receipts presented to USAID each quarter 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.
- D. TNC Indirect Administrative Costs:** The Nature Conservancy has determined 19.4% as an indirect cost recovery rate for all U.S. Federal funds used by the organization. An independent auditor has calculated this rate and TNC has obtained approval from the cognizant USAID officer to include indirect cost recovery in any project amendment of the Cooperative Agreement.
- E. Project Add-ons:** The Nature Conservancy is willing to provide technical assistance and training support to interested USAID country missions that wish to "add-on" to PiP. 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/LA/DR PiP Project Officer and Contract Officer.

#### **PiP Project Team**

Parks in Peril will be managed by LACD staff at TNC (see Attachment 3). This Division has been restructured into five regional teams (i.e., Caribbean, Mexico, Central America, Andean/Southern Cone, and Brazil) to provide improved Program support. The Executive Director, the Director of the Conservation Science and Stewardship Department, the Regional Directors, the Director of Finance and Administration, the Training Director, and the PiP Program Manager constitute the TNC PiP Management Committee to manage project activities. In addition, the USAID Project Officer has also become a permanent member of the PiP Management Committee.

In order to improve the in-house capacity to manage PiP, last year TNC created a Conservation Science and Stewardship Department. A Director of LACD/Conservation Science and Stewardship has been hired and has assumed the responsibility for the PiP Program. A PiP Program Manager and PiP Administrative Assistant are supported by Program funds to provide technical and administrative oversight for the day-to-day activities. In addition, a PiP Local Peoples Specialist will be hired to provide technical assistance on community issues.

Country Program Directors in LACD 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. A team of Protected Areas Specialists will provide direct technical assistance and the Regional Training Coordinators will provide training support to partner NGOs and government agencies. The LACD Conservation Finance Directors will assist NGOs and GOs in the development of appropriate financial mechanisms for the long-term operation of protected areas. In a similar manner, the services of TNC's Government Relations staff will be available to the NGOs to strengthen their capacities in these areas.

The LACD Program staff, Regional Finance Administrators, and the Administration Department will provide financial and administrative support, including the compilation of administrative reports and their timely submission to USAID.

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

1. **TNC Technical Advisors:** The Latin America and Caribbean Division of TNC has "in-house" technical capacity to provide key Program support and assistance.
2. **TNC Conservation Corps (INTERCON):** Qualified TNC Field Office staff will be available for training and technical assistance assignments. Short-term Conservation Corps assignments matching The Nature Conservancy experts with local counterparts will be made to address specific on-site management needs of the NGOs and government agencies.
3. **Contracted Technical Assistance:** In such cases where TNC is not able to provide the required technical assistance, short-term technical assistance for the Program will be contracted.
4. **Training Courses and Manuals:** A series of on-site courses, regional workshops and training seminars will be developed for protected areas personnel. In addition, qualified local candidates will be sent to training courses as needed.

#### **PIP Project Monitoring and Evaluation**

In accordance with USAID requirements and the grant agreement, TNC will prepare and submit quarterly reports indicating progress against the Program's implementation plan outlined in this proposal. On-site visits, narrative and financial reports, maps and photos will be used to prepare these documents. In addition, an annual technical and financial evaluation will be conducted. Furthermore, annual

audits will be conducted by an independent agency in accordance with the grant agreement and accepted accounting practices.

TNC's Annual PiP Evaluation Report will list the accomplishments of the NGOs in using the funds provided through PiP, obstacles encountered during Program implementation, and the degree of progress in achieving the strategic objectives of PiP. The evaluation will also assess the success of the NGOs in establishing funding mechanisms for the continued operations of PiP beyond the end of the project. Successes and failures in PiP 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 Program will be included.

## V. USAID PIP PROJECT SCHEDULE FY 1994 - 1999

### Schedule of Actions Required

<u>Action</u>	<u>Month</u>	<u>Responsibility</u>
Approval of USAID/TNC amended PiP Grant Agreement	4	USAID LAC,TNC
Preparation of PiP work plans	9	NGO,GO,TNC
PiP Work Plans approval	12	USAID missions
Individual Project implementation	1-12	NGO,GO,TNC
Quarterly financial report submission	3 mo.intervals	NGO,TNC
Quarterly reimbursement request	3 mo.intervals	TNC,USAID
Semester narrative report	6 mo. intervals	TNC
Annual audit	12,24,36,48	NGO,TNC
Project evaluation	12,24,36,48	
TNC,NGO,GO		

**Total Amended PiP Project Duration: 60 months**

## VI. ESTIMATED BUDGET

### Financial Plan Summary FY'95-FY'99

Based on TNC's extensive experience with protected areas project, the budget developed for the Parks in Peril project reflects reasonable costs for services and commodities in the Latin America and Caribbean region. They may vary from country to country.

**Personnel and Fringe Benefits:** TNC's *direct* staff costs associated with technical assistance to partner NGOs (90%) and management of the project (10%). The fringe benefits include those that are legally mandated and the benefits consistent with TNC's published personnel policies.

**Travel:** TNC's *direct* costs associated with providing technical assistance to the project.

**Office Costs:** TNC's *direct* costs allocable to project implementation. These include telephone, postage, fax, copies, and supplies.

**Professional Fees:** PiP *project* costs associated with external technical assistance using consultant or contractor services.

**Training:** PiP *project* costs associated with conducting training activities (workshops, seminars, courses at formal institutions, fellowships, south-south exchanges, TNC-sponsored events.)

**Publications:** PiP *project* costs associated with production and printing of training materials and informational products.

**Sub-Grantee Costs:** PiP *project* costs associated with in-country partner NGO project implementation activities. These include:

- A. **Salaries:** Project costs associated with salaries and benefits for natural resource technicians including NGO project officer, park personnel, directors, extensionists, etc. in Latin America and Caribbean countries. Salary and benefits from host country personnel are consistent with the personnel policies of TNC partner NGOs and government institutions.
- B. **Training:** Project costs associated with site-based and in-country local training events including food, lodging, and educational materials.
- C. **Equipment and Materials:** Project costs associated with the purchase of field equipment including park ranger back packs, tents, stoves, hammocks, boots, machetes, compasses, and canteens; base station radios including battery, and installation; electrical generators, portable 2hp gasoline generators, lights, and tools; office furniture including desks, chairs, and bunks; carpentry and mechanical tools including chain saws, picks, shovels, wrenches, and drills, for each remote station to be used in maintenance and repair activities on park infrastructure and equipment.

- D. Transportation:** Project costs associated with the purchase of vehicles motorcycles, boats with outboard motors, horses, and mules.
- E. Construction:** Project costs associated with construction on-site facilities. These include materials, transport and labor related to the construction of headquarters building, ranger houses, and patrol stations. Also included are the costs associated with the installation of fences, gates, cattle barriers, and boundary marking activities (professional surveyor and team, labor crews to open boundary trails, transport, logistical support, installation of metal signs and concrete monuments).
- F. Field Operations:** Project costs associated with the maintenance and repairs for vehicles, buildings, other infrastructure, and boundary trails. Also included are the costs of fuel, oil, and lubricants for vehicle transport and machine operation and patrol supplies including photos, maps, community assistance, and overflights.
- G. Special Studies:** Project costs associates with studies of land tenure as related to private property inholdings in the protected area, ecological characterization, applied research, socio-economic surveys in the protected areas.
- H. Land Acquisition:** The purchase or acquisition of sensitive lands is an important protection tool that may be used in the PiP Program to guarantee the protection status of important private property inholdings of the sites. Land purchase may also be necessary to acquire a key parcel for the construction of headquarters building or other infrastructure. **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 PiP program as a match.
- I. Institutional Support/Local Administration:** Project costs associated with the strengthening of local partner NGOs in order for them to manage the project and fortify their administration capacity.
- J. Audits:** See below.

**Audit Costs:** TNC's direct costs associated with Parks in Peril project audits and support for in-country partner NGOs audit costs required by USAID/PIP project participation.

**Indirect Recovery Rate:** TNC's provisional rate of 19.4% approved by USAID (TNC's cognizant agency.)

**ATTACHMENT 1**

**PROPOSED ANNUAL BUDGETS**

USAID Parks in Peril Proposal  
 Grant# LAC-0782-A-00-0047-00  
 Latin America and Caribbean Division  
 FY 95 Amendment

Categories	FY 95 AMENDMENT			TOTAL
	USAID	TNC	HOST	
Personnel	368,919	69,541	0	438,460
Fringe Benefits	130,596	24,618	0	155,214
Travel	210,268	40,000	0	250,268
Office Equipment	0	500	0	500
Office Costs	53,925	0	0	53,925
Professional Fees	286,124	65,000	0	351,124
Training	581,595	144,300	0	725,895
Publications	205,000	51,250	0	256,250
Sub-Grantee Costs*	399,855	257,029	191,051	847,935
Audit Costs	27,855	0	0	27,855
<b>Subtotal</b>	<b>2,264,137</b>	<b>652,238</b>	<b>191,051</b>	<b>3,107,426</b>
Indirect Recovery Rate	439,243	0	0	439,243
<b>GRAND TOTAL</b>	<b>2,703,380</b>	<b>652,238</b>	<b>191,051</b>	<b>3,546,669</b>

\*Host match = 25% of total USAID funds for sub-grantee costs

09-Dec-94

USAID Parks in Peril Proposal  
 Grant# LAC-0782-A-00-0047-00  
 Latin America and Caribbean Division  
 FY 95 Amendment  
 USAID FUNDING

Categories	FY '95 AMENDMENT			
	Ongoing Activities	New Sites	Bal. Themes	TOTAL USAID
Personnel	368,919	0	0	368,919
Fringe Benefits	130,596	0	0	130,596
Travel	141,068	37,200	32,000	210,268
Office Equipment	0	0	0	0
Office Costs	43,140	10,785	0	53,925
Professional Fees	85,124	18,000	183,000	286,124
Training	113,395	44,000	424,200	581,595
Publications	0	80,000	125,000	205,000
Sub-Grantee Costs	382,051	17,804	0	399,855
Audit Costs	27,855	0	0	27,855
Subtotal	<u>1,292,148</u>	<u>207,789</u>	<u>764,200</u>	<u>2,264,137</u>
Indirect Recovery Rate	250,677	40,311	148,255	439,243
<b>GRAND TOTAL</b>	<b>1,542,825</b>	<b>248,100</b>	<b>912,455</b>	<b>2,703,380</b>

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USAID Parks in Peril Proposal  
 Grant# LAC-0782-A-00-0047-00  
 Latin America and Caribbean Division  
 FY 96 Annual Budget

Categories	FY 96			TOTAL
	USAID	TNC	HOST	
Personnel	1,010,877	151,862	0	1,162,739
Fringe Benefits	357,852	53,759	0	411,611
Travel	581,640	66,843	0	648,483
Office Equipment	10,000	500	0	10,500
Office Costs	75,410	1,000	0	76,410
Professional Fees	636,700	85,997	0	722,697
Training	518,109	109,102	0	627,211
Publications	83,000	20,750	0	103,750
Sub-Grantee Costs*	2,994,162	1,293,577	748,041	5,035,780
Audit Costs	122,120	0		122,120
<b>Subtotal</b>	<b>6,389,870</b>	<b>1,783,390</b>	<b>748,041</b>	<b>8,921,301</b>
Indirect Recovery Rate	1,239,635	0	0	1,239,635
<b>GRAND TOTAL</b>	<b>7,629,505</b>	<b>1,783,390</b>	<b>748,041</b>	<b>10,160,936</b>

\*Host match = 25% of total USAID funds for sub-grantee costs

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USAID Parks in Peril Proposal  
 Grant# LAC-0782-A-00-0047-00  
 Latin America and Caribbean Division  
 FY 96 Annual Budget  
 USAID FUNDING

Categories	FY 96			TOTAL USAID
	Ongoing Activities	New Sites	Bal. Themes	
Personnel	537,094	110,851	362,932	1,010,877
Fringe Benefits	190,132	39,242	128,478	357,852
Travel	306,128	160,480	115,032	581,640
Office Equipment	10,000	0	0	10,000
Office Costs	64,005	11,405	0	75,410
Professional Fees	309,710	130,990	196,000	636,700
Training	212,891	78,018	227,200	518,109
Publications	0	0	83,000	83,000
Sub-Grantee Costs	1,762,962	1,231,200	0	2,994,162
Audit Costs	86,960	35,160	0	122,120
Subtotal	<u>3,479,882</u>	<u>1,797,346</u>	<u>1,112,642</u>	<u>6,389,870</u>
Indirect Recovery Rate	675,097	348,685	215,853	1,239,635
<b>GRAND TOTAL</b>	<b>4,154,979</b>	<b>2,146,031</b>	<b>1,328,495</b>	<b>7,629,505</b>

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USAID Parks in Peril Proposal  
 Grant# LAC-0782-A-00-0047-00  
 Latin America and Caribbean Division  
 FY 97 Annual Budget

Categories	FY 97			TOTAL
	USAID	TNC	HOST	
Personnel	1,051,272	193,389	0	1,244,661
Fringe Benefits	372,148	68,460	0	440,608
Travel	599,040	75,686	0	674,726
Office Equipment	7,500	500	0	8,000
Office Costs	78,616	1,000	0	79,616
Professional Fees	635,168	102,738	0	737,906
Training	491,436	120,877	0	612,313
Publications	77,000	19,250	0	96,250
Sub-Grantee Costs*	1,901,997	818,376	475,499	3,195,872
Audit Costs	96,120	0	0	96,120
<b>Subtotal</b>	<b>5,310,296</b>	<b>1,400,276</b>	<b>475,499</b>	<b>7,186,071</b>
Indirect Recovery Rate	1,030,197	0	0	1,030,197
<b>GRAND TOTAL</b>	<b>6,340,494</b>	<b>1,400,276</b>	<b>475,499</b>	<b>8,216,269</b>

\*Host match = 25% of total USAID funds for sub-grantee costs

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USAID Parks in Peril Proposal  
 Grant# LAC-0782-A-00-0047-00  
 Latin America and Caribbean Division  
 FY 97 Annual Budget  
 USAID FUNDING

Categories	FY 97			TOTAL USAID
	Ongoing Activities	New Sites	Bal. Themes	
Personnel	544,539	129,285	377,448	1,051,272
Fringe Benefits	192,766	45,766	133,616	372,148
Travel	320,674	130,526	147,840	599,040
Office Equipment	0	0	7,500	7,500
Office Costs	0	0	78,616	78,616
Professional Fees	201,242	140,964	292,962	635,168
Training	176,507	77,730	237,200	491,436
Publications	0	0	77,000	77,000
Sub-Grantee Costs	975,997	926,000	0	1,901,997
Audit Costs	59,454	36,666	0	96,120
Subtotal	<u>2,471,178</u>	<u>1,486,937</u>	<u>1,352,182</u>	<u>5,310,296</u>
Indirect Recovery Rate	479,409	288,466	262,323	1,030,197
<b>GRAND TOTAL</b>	<b>2,950,587</b>	<b>1,775,402</b>	<b>1,614,505</b>	<b>6,340,494</b>

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USAID Parks in Peril Proposal  
 Grant# LAC-0782-A-00-0047-00  
 Latin America and Caribbean Division  
 FY 98 Annual Budget

Categories	FY 98			TOTAL
	USAID	TNC	HOST	
Personnel	1,080,334	198,918	0	1,279,252
Fringe Benefits	382,441	70,417	0	452,858
Travel	458,050	74,437	0	532,487
Office Equipment	7,500	500	0	8,000
Office Costs	81,759	1,000	0	82,759
Professional Fees	556,590	83,356	0	639,946
Training	598,308	152,848	0	751,156
Publications	190,000	47,500	0	237,500
Sub-Grantee Costs*	1,455,660	683,400	363,915	2,502,975
Audit Costs	82,498	0	0	82,498
<b>Subtotal</b>	<b>4,893,140</b>	<b>1,312,376</b>	<b>363,915</b>	<b>6,569,431</b>
Indirect Recovery Rate	949,269	0	0	949,269
<b>GRAND TOTAL</b>	<b>5,842,410</b>	<b>1,312,376</b>	<b>363,915</b>	<b>7,518,701</b>

\*Host match = 25% of total USAID funds for sub-grantee costs

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**USAID Farks in Peril Proposal**  
**Grant# LAC-0782-A-00-0047-00**  
**Latin America and Caribbean Division**  
**FY 99 Annual Budget**

Categories	FY 99			TOTAL
	USAID	TNC	HOST	
Personnel	1,087,253	118,814	0	1,206,067
Fringe Benefits	384,887	42,060	0	426,947
Travel	388,900	34,131	0	423,031
Office Equipment	0	500	0	500
Office Costs	83,383	0	0	83,383
Professional Fees	541,198	64,131	0	605,329
Training	520,000	138,262	0	658,262
Publications	680,000	107,500	0	787,500
Sub-Grantee Costs*	0	32,600	30,675	63,275
Audit Costs	70,000	0	0	70,000
<b>Subtotal</b>	<b>3,755,622</b>	<b>537,998</b>	<b>30,675</b>	<b>4,324,295</b>
Indirect Recovery Rate	728,591	0	0	728,591
<b>GRAND TOTAL</b>	<b>4,484,212</b>	<b>537,998</b>	<b>30,675</b>	<b>5,052,885</b>

\*Host match = 25% of total USAID funds for sub-grantee costs

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**USAID Parks in Peril Proposal**  
**Grant# LAC-0782-A-00-0047-00**  
**Latin America and Caribbean Division**  
**FY 99 Annual Budget**  
**USAID FUNDING**

Categories	FY 99			TOTAL USAID
	Ongoing Activities	New Sites	Bal. Themes	
Personnel	0	0	1,087,253	1,087,253
Fringe Benefits	0	0	384,887	384,887
Travel	0	0	388,900	388,900
Office Equipment	0	0	0	0
Office Costs	0	0	83,383	83,383
Professional Fees	0	0	541,198	541,198
Training	0	0	520,000	520,000
Publications	0	0	680,000	680,000
Sub-Grantee Costs	0	0	0	0
Audit Costs	0	0	70,000	70,000
Subtotal	<u>0</u>	<u>0</u>	<u>3,755,622</u>	<u>3,755,622</u>
Indirect Recovery Rate	0	0	728,591	728,591
<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>4,484,212</b>	<b>4,484,212</b>

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USAID Parks in Peril Proposal  
 Grant# LAC-0782-A-00-0047-00  
 Latin America and Caribbean Division  
 FY 1995 Amendment - FY 99

Categories	FY 95 AMENDMENT - FY 99			TOTAL
	USAID	TNC	HOST	
Personnel	4,598,655	732,524	0	5,331,179
Fringe Benefits	1,627,924	259,314	0	1,887,238
Travel	2,237,898	291,097	0	2,528,995
Office Equipment	25,000	2,500	0	27,500
Office Costs	373,093	3,000	0	376,093
Professional Fees	2,655,780	401,222	0	3,057,002
Training	2,709,448	665,389	0	3,374,837
Publications	1,235,000	246,250	0	1,481,250
Sub-Grantee Costs *	6,751,674	3,084,982	1,809,181	11,645,837
Audit Costs	398,593	0	0	398,593
<b>Subtotal</b>	<b>22,613,065</b>	<b>5,686,278</b>	<b>1,809,181</b>	<b>30,108,524</b>
Indirect Recovery Rate	4,386,935	0	0	4,386,935
<b>GRAND TOTAL</b>	<b>27,000,000</b>	<b>5,686,278</b>	<b>1,809,181</b>	<b>34,495,459</b>

\*Host match = 25% of total USAID funds for sub-grantee costs

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USAID Parks in Peril Proposal  
 Grant# LAC-0782-A-00-00-00  
 Latin America and Caribbean Division  
 FY 1995 Amendment - FY 99  
 USAID FUNDING

Categories	FY 95 Amendment - FY 99			
	Ongoing Activities	New Sites	Bal. Themes	TOTAL USAID
Personnel	1,965,602	421,765	2,211,288	4,598,655
Fringe Benefits	695,822	149,305	782,796	1,627,924
Travel	911,744	484,062	842,092	2,237,898
Office Equipment	17,500	0	7,500	25,000
Office Costs	107,145	22,190	243,758	373,093
Professional Fees	726,979	453,641	1,475,160	2,655,780
Training	673,262	340,387	1,695,800	2,709,448
Publications	0	80,000	1,155,000	1,235,000
Sub-Grantee Costs	3,698,770	3,052,904	0	6,751,674
Audit Costs	216,830	111,763	70,000	398,593
Subtotal	<u>9,013,655</u>	<u>5,116,016</u>	<u>8,483,395</u>	<u>22,613,065</u>
Indirect Recovery Rate	1,748,649	992,507	1,645,779	4,386,935
<b>GRAND TOTAL</b>	<b>10,762,304</b>	<b>6,108,523</b>	<b>10,129,173</b>	<b>27,000,000</b>

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## **ATTACHMENT 2**

### **TNC EXPERIENCE WITH USAID FUNDING**

## **THE NATURE CONSERVANCY'S EXPERIENCE WITH U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT FUNDING**

The U.S. Agency for International Development is a major contributor to the conservation work of The Nature Conservancy in Latin America and the Caribbean. This collaboration began in 1986, and continues to grow in volume and importance. Significant actions include:

- 1. LAC-0605-G-SS-6049-00: Conservation Data Centers-LAC.** The initial USAID grant to TNC had the objective of expanding the Latin America and Caribbean regional network of Conservation Data Centers (CDC) to Bolivia and Panama. Training and the transfer of technology to and among national centers were also part of the grant. Project total = \$741,566: \$266,000/USAID and \$475,566/TNC. (6/19/86-12/31/88).
- 2. LAC-0605-G-SS-7024-00: Yanachaga-Chemillen National Park-Peru.** The grant secured the establishment of a management program for the Yanachaga-Chemillen National Park. The grant included the purchase of equipment, the training and equipping of park guards, biological surveys, and the development of a management plan for the Park. Project total = \$400,000: \$200,000/USAID and \$200,000/TNC. (6/29/87-6/30/91).
- 3. 526-0616-G-IR-8001-00: Fundación Moisés Bertoni-Paraguay.** USAID/Paraguay provided a grant for the initial organizational and start-up expenses of the Moisés Bertoni Foundation (FMB). Project total = \$58,000: \$15,000/USAID and \$43,000/TNC. (6/29/87-6/30/91).
- 4. 520-0000-G-SS-9560-00: Conservation Data Center-Guatemala.** USAID/Guatemala provided a grant for the installation of a CDC in Guatemala at the Center for Conservation Studies (CECON) and provided assistance to National Environmental Commission (CONAMA) to legally establish 14 high-diversity protected areas and prepare management plans. Project total = \$234,845: \$140,000/USAID and \$94,845/TNC. (6/28/89-6/30/90).
- 5. 526-0616-G-SS-9001-00: NGO Institutional Development-Paraguay.** USAID/Paraguay provided a grant to TNC to develop and strengthen the conservation capacity of FMB and to support major land management and protection projects. Project total = \$674,231: \$396,563/USAID and \$277,668/TNC-FMB. (8/31/89-3/31/93).

6. **520-0000-C-00-9818-00: Park Guard Training-Guatemala.** USAID/Guatemala awarded a contract to the Conservancy to assist the National Council of protected Areas (CONAP) in the preparation of a park guard manual, train the trainers, and give pilot training courses to park guards. Contract total = \$85,945/USAID. (11/01/90-3/27/90).
7. **532-0148-G-SS-0037: Protected Areas Resources Conservation (PARC)-Jamaica.** USAID provided a grant to TNC to cover long-term technical assistance to the Government of Jamaica in the establishment and management of the Montego Bay Marine Park, and the Blue Mountain/John Crow National Park. In addition this grant assisted in the establishment of a CDC at the University of the West Indies, the formulation of a national parks system plan, and the establishment of an endowed National Parks Trust Fund through a debt-for-nature exchange. Project total = \$646,869: \$423,619/USAID and \$223,250/TNC. (1/01/90-2/28/93).
8. **LAC-0784-G-00-0048-00: Mbaracayú Protection Program-Paraguay.** Support to the establishment and protection of the 143,000 acres that comprise the Mbaracayú Nature Reserve in eastern Paraguay. USAID provided a grant from Global Climate Change funds towards the purchase of the land. Project total = \$2,000,000: \$500,000/USAID and \$1,500,000/TNC-FMB. (9/30/90-9/30/93).
9. **LAC-0782-A-00-0047-00: Parks in Peril Program (PiP)-Regional.** The Nature Conservancy has entered into a Cooperative Agreement with USAID/LAC to implement an on-the-ground protection for 40 critically threatened ecosystems in Latin America and the Caribbean. Parks in Peril provides training and technical assistance to national agencies and NGOs responsible for the protection of these areas. Project total = \$20,390,000: \$14,600,000/USAID, \$3,600,000/TNC, and \$2,190,000/host country NGOs and GOs. (9/30/90-9/27/97).
10. **OTR-0158-A-00-0112-00: Private Voluntary Organizations (PVO) Sustainable Development and Leadership-Regional.** The Nature Conservancy entered into a Cooperative Agreement with USAID for a three-year program from FVA/PVC for development of PVOs and PVO constituencies in support of biodiversity and sustainable development in Jamaica, Belize, Guatemala, and Bolivia. Project total = \$500,000: \$250,000/USAID and \$250,000/TNC. (9/01/90-8/31/93).
11. **596-0150-A-0843-00: PVO Leadership Development-Regional Office for Central America and Panama (ROCAP).** USAID entered a two year Cooperative Agreement with TNC to provide training fellowships to

conservation leaders from Honduras, Guatemala, Nicaragua, El Salvador, Costa Rica, and Panama. Project total = \$335,450: \$188,000/USAID and \$147,450/TNC. (9/27/90-9/30/93).

12. **518-0069-A-00-1223-00: Sustainable Uses of Biological Resources (SUBIR) Project Design-Ecuador.** The Nature Conservancy, CARE, and Wildlife Conservation International (WCI) entered into a Cooperative Agreement with USAID for the design of the \$22 million SUBIR project in Ecuador. USAID/Ecuador financed \$37,335 of TNC's costs for the design phase. (9/29/90-6/1/91).
13. **518-0069-A-00-0232-00: SUBIR-Ecuador.** The project design was approved by USAID/Ecuador for implementation by the consortium and the original Cooperative Agreement amended to include the three priority biodiversity conservation sites that were selected for Phase I. CARE, as lead implementing organization, was responsible for the sustainable development and environmental education components. The Nature Conservancy provided parks and protected areas technical assistance, ecotourism development and conservation assistance, and strengthened local conservation NGO development. Wildlife Conservation International implemented the applied research component. USAID financed \$409,685 of TNC's technical assistance components costs. (8/30/91-9/30/94).
14. **595-0150-A-00-0586-00: Environmental Project for Central America (PACA)-ROCAP.** A consortium of CARE and TNC has a Cooperative Agreement that integrates conservation and sustainable development activities in four sites in Central America. CARE, as the lead implementing organization, is responsible for the Environmental Education and Environmental Policy components. The Nature Conservancy is implementing the Wildlands Management and the Environmental Monitoring and Conservation Information components. Project total = \$3,887,948: \$1,943,974/USAID and \$1,943,974/TNC. (8/07/90-8/06/1995).
15. **520-0395-A-00-1223-00: Maya Biosphere Resources Management (MAYAREMA)-Guatemala.** As a complement to the USAID MAYAREMA project, TNC has entered into a Cooperative Agreement to work with the National Protected Areas Council (CONAP) in the on-site protection of natural areas within the Maya Biosphere Reserve in the Peten region of northern Guatemala and to assist on local NGO institutional development. Project total = \$1,373,122: \$912,122/USAID and \$461,000/TNC. (9/30/91-8/31/96).
16. **527-0341-G-00-1323-00: Employment and Natural Resources Sustainability (Pacaya-Samiria)-Peru.** This grant will provide support to TNC's program to create a balance between natural resources conservation, biodiversity protection and economic uses of the Pacaya-Samiria National Reserve in

order to increase regional productivity and income. Project total = \$5,000,000: \$3,600,000/USAID and \$1,400,000/TNC. (9/30/91-9/30/95).

17. **511-0000-G-00-2483-00: Technical Assistance to Protected Areas Management-Bolivia.** USAID/Bolivia provided a grant to support the Executive Director of the Bolivian Government National Environmental Trust Fund (FONAMA) and a technical advisor to work with the national parks agency. USAID financed \$200,000 of TNC's technical assistance costs. (7/1/92-8/31/93).
18. **525-0308-G-00-2216-00: MARENA-Conservation Foundation Development-Panama.** The Nature Conservancy received a grant to finance the capitalization of a national conservation trust fund, and to assist in the institutional development of the NATURA Foundation in Panama to manage the fund. Grant activities to begin upon USAID/Panama and the government agreeing on the form and scheduling of government contributions to the trust fund. Project total = \$25,000,000: \$8,800,000/USAID, \$2,000,000/TNC and \$15,000,000 Government of Panama contribution towards the capitalization of the trust fund. (7/21/92-12/31/94).
19. **596-0150-A-00-0586-00: RENARM: Sustainable Forestry and Social Institutions in Belize, Guatemala, and Mexico (MAYAFOR).** Add-on to the PACA Cooperative Agreement under the Wildlands Management Component for the conservation and sustained management of the humid tropical forests found in Belize, the Peten of Guatemala, and the southern states of Mexico by providing technical assistance and a small grants program for local communities. Project total = \$1,001,859: \$798,259/USAID and \$203,600/TNC. (9/30/93-9/30/95).
20. **524-0314-A-00-3033-00: BOSAWAS** The Nature Conservancy received a grant from USAID/Nicaragua to enhance biodiversity conservation in Nicaragua through the development and promotion of improved and innovative management practices in selected core and buffer zone areas of the Bosawas Reserve. Project total = \$2,533,300: \$1,879,700/USAID and \$653,600/TNC. (9/13/93-0/12/97).

## **ATTACHMENT 3**

### **TNC STAFF EXPERIENCE**



## **THE NATURE CONSERVANCY LATIN AMERICA AND CARIBBEAN DIVISION STAFF EXPERIENCE**

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**Geoffrey S. Barnard**  
Vice President and Executive Director

Mr. Barnard has been Vice President and Executive Director of the Latin America and Caribbean Division of The Nature Conservancy since 1987. He has extensive fundraising, finance, land acquisition, and conservation experience both domestically and internationally. Prior to joining the Conservancy in 1972, Mr. Barnard served in the Peace Corps in Peru working with agricultural and artisan cooperatives in the Altiplano region. As the Conservancy's midwestern regional Vice President, Mr. Barnard completed over 100 land preservation projects and four major capital campaigns. In 1976, he took a leave of absence to co-found a business dedicated to reintroducing native midwestern plants into commercial and residential landscaping.

In 1981, he joined the international program as the Conservancy's first overseas advisor, working as in-country technical advisor to Fundación de Parques Nacionales in Costa Rica, helping that institution develop Costa Rica's first private capital fundraising campaign for the preservation and management of the national parks system. In 1982, Mr. Barnard received the Gulf Oil Conservation Award.

He currently oversees the Conservancy's programs in 22 Latin American and Caribbean countries. He is a staunch advocate of partnerships with Latin American and Caribbean non-governmental and governmental entities. He has led the development of the Conservancy's Parks in Peril program, which now assists partners throughout Latin America and the Caribbean with innovative approaches to ecosystem protection, community development, and conservation science.

In addition to directing the Latin America and Caribbean Division, Mr. Barnard serves on the senior Management Committee of The Nature Conservancy. He is a 1967 graduate of Stanford University with a B.S. (Engineering), and received his Masters in Business Administration (M.B.A.), from Stanford University in 1969. Mr. Barnard is fluent in Spanish and Portuguese.

### **L. Susan Anderson**

Co-Director, Mexico Program. 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.

### **Hugo Arnal**

Director, Ecuador Country Program. Mr. Arnal has been working throughout Latin America in protected areas and natural resource management for more than fourteen years. Before joining the Conservancy, he worked for five years as Andean Regional Director of the Fundación BIOMA in Venezuela. Formerly, he served as Superintendent of Sierra Nevada National Park and Andean Regional Director for the Venezuelan National Parks Service. Mr. Arnal is a specialist in park management planning and feasibility studies. He has organized numerous participatory training programs for South American national park services and NGOs. B.S. (Biology) Universidad Central de Venezuela; CESET, Universidad de Los Andes, Venezuela. Mr. Arnal is fluent in Spanish and English, and proficient in Portuguese.

### **Douglas S. Baker**

Director of Program Development, Conservation Science and Stewardship Department. Mr. Baker is an economist with Brazilian specialization and is an information systems manager. He has consulted in economic planning for AID and he developed FORIS, the Forestry Project Information System, to track forestry and natural resources projects worldwide, for AID and the Tropical Forestry Action Plan. 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.

### **Paquita Bath**

Training Director. Ms. Bath is responsible for the institutional development program and the training events for the international program. Most recently she has edited and published *Resources for Success 1993: A Manual for Conservation Organizations in Latin America and the Caribbean*, which documents successful financial self sufficiency approaches. Prior to this position she was the Training Coordinator for the Conservancy's Latin America Science Program working on Rapid Ecological Assessment and other scientific skill training requested by partner organizations. Prior to joining the Conservancy, Ms. Bath worked with OEF International and as a consultant with the Inter American Foundation. She has lived for many years in Latin America working with partner institutions on organizational development, 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**

Regional Community Outreach Specialist, Andean and Southern Cone Region. 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.

### **Christine E. Campbell**

Administrative Assistant, Parks in Peril Program. Ms. Campbell has been with The Nature Conservancy for nearly two years and is currently responsible for assisting the Parks in Peril Director and Manager in administering the Parks in Peril Program. She acts as a liaison to eighteen partner organizations and fifteen AID missions. Before joining the Conservancy, she coordinated medical, legal and financial assistance to clients worldwide as an International Coordinator for USAssist; B.A. International Relations, Florida International University. Ms. Campbell grew up in several Latin American countries and is fluent in Spanish and proficient in Portuguese and French.

### **Luis F. Corrales**

Conservation Systems Manager, Conservation Science and Stewardship Department. Prior to joining the Conservancy, Mr. Corrales worked as a technical advisor for the Conservancy's Conservation Data Center (CDC) network in Latin America. He was also the Data Manager of the Costa Rican CDC. Mr. Corrales has taught ecology at the University of Costa Rica and has conducted research on tropical rain forest ecology and co-evolution of plants and animals under the Organization for Tropical Studies. B.S.(Biology), M.S.(Ecology) University of Costa Rica. A native of Costa Rica, Mr. Corrales is fluent in Spanish and English, and proficient in Portuguese and Italian.

### **Andrea Cristofani**

Spatial Information Project Manager, Conservation Science and Stewardship Department. Ms. Cristofani assists the Chief Ecologist of LASP in carrying out Rapid Ecological Assessments and has experience in Remote Sensing and Geographic Information Systems. She participated in a habitat mapping project of the California Condor with the University of California, Department of Geography. Ms. Cristofani previously worked with the US Forest Service, Dept. of Minerals and Geology, using Cartographic and mapping skills to delineate boundaries. She also designed an environmental education exhibit for the Santa Barbara Botanic Garden to teach the public about the protection of biodiversity. B.A. (Environmental Studies/Geography) University of California at Santa Barbara. Ms. Cristofani is proficient in Spanish, Portuguese, and Italian.

### **Randall K. Curtis**

Director, Costa Rica Country Program and Conservation Finance, Latin America and Caribbean Division. Mr. Curtis has worked as an advisor to FUCODES (the Costa Rican Development Foundation) on the establishment of a revolving credit loan fund for farmers and small businesses. He has held positions with firms involved in international marketing of irrigation and food transportation systems. Mr. Curtis also helped establish a state-wide land trust in Maine to acquire land and promote environmentally sound agriculture, forestry, and housing projects for low-income residents. Mr. Curtis has been instrumental in implementing a number of debt-for-nature swaps. B.A.(Government) Bowdoin College, Maine; M.I.M. (International Management) American Graduate School of International Management, Arizona. He is fluent in French and Spanish.

### **Richard Devine**

Training Coordinator, Central America & Mexico Region. Mr. Devine has worked for the past twelve years in the field of international training with a special focus on Latin America. He designed training programs and student exchanges in both the U.S. and Latin America for several international training organizations. Mr. Devine has also administered training centers for international students. He is responsible for organizing and implementing the Latin America Division's training activities through workshops and international work-study exchanges.

B.A.(Anthropology/Bi-cultural Education), Universidad de las Américas, Puebla, Mexico. Mr. Devine is fluent in Spanish and proficient in French and Portuguese.

### **Gina C. Green**

Director, Jamaica and Belize Country Programs. Prior to joining the Conservancy, Dr. Green worked as a consultant on forestry, wildlands management, and land-use projects for USAID. She has taught at the University of Oxford and in the Wildlands Management Program of the Tropical Agricultural Research and Training Center in Costa Rica. Dr. Green was Assistant Director of the Merenberg Foundation and Nature Reserve in Colombia where she served previously as a natural resource consultant for the Peace Corps. B.S.(Natural Resource Management) University of Oregon; M.A., FhD. (Forestry and Land Use) University of Oxford, Oxford Forestry Institute. Dr. Green is fluent in Spanish.

### **Alex Hitz-Sanchez**

Training Coordinator, Andean and Southern Cone Region. Mr. Hitz-Sanchez has worked in the field of international training for the past ten years. He has demonstrated success in organizational development, training, and program management in Latin America, the Caribbean, and the United States. Mr. Hitz-Sanchez is responsible for organizing and implementing the South America Program's training activities through workshops and international work-study exchanges. B.A. (English) Virginia Tech University; M.S. (Guidance and Counseling--with an emphasis on cross-cultural relations) Old Dominion University. Mr. Hitz-Sanchez is fluent in Spanish.

### **Brian Houseal**

Vice-President and Regional Director, Mexico and Central America. Mr. Houseal has spent over 15 years in Latin America working on protected area management projects in Chile, Honduras, Costa Rica, Nicaragua, Guatemala, Jamaica, and

Panama. A variety of organizations have supported his work including the Peace Corps, the Man and the Biosphere Programme of UNESCO, U.S. Agency for International Development, 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, Central America Region. 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 Atitlan 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.

#### **Susan Iremonger**

Regional Ecology Advisor, Conservation Science and Stewardship Department. Dr. Iremonger joined The Nature Conservancy in 1990. She became the Rapid Ecological Assessment Project Coordinator charged with furnishing the Conservation Data Centre (CDC) in Kingston with information on Jamaican plants, training the CDC staff in the use of TNC data base methodology, fieldwork training of Jamaican scientists, organizing and carrying out fieldwork associated with the Rapid Ecological Assessment for the PARC project, and categorizing all Jamaican vegetation types. Dr. Iremonger was previously a lecturer in Ecology at the University of the West Indies in Jamaica. B.Sc. honors in Botany. University College, Dublin, Ireland. Ph.D. in Botany, Trinity College, Dublin, Ireland.

#### **Shirley Keel**

Chief Botanist, Conservation Science and Stewardship Department. 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 Andrés 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, and proficient in Portuguese.

### **Joe Keenan**

**Southern Mexico Program Manager.** A native of Washington, D.C., Mr. Keenan has lived and worked in Mexico since 1984. He has worked with environmental NGOs for the last four years, and before that worked as a journalist in Mexico City, where he was editor of a weekly newsmagazine and a financial newspaper. He has also served as a consultant to several international foundations with operations in Mexico. Before joining TNC he was communications director with Pronatura Peninsula de Yucatan, a Conservancy partner. He is the author of hundreds of articles on Mexico and has recently published a book on learning Spanish with the University of Texas Press. B.A. (Political Science) Swarthmore College. Mr. Keenan is fluent in Spanish.

### **Cristina Garcia Kirkbride**

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

### **Alma López**

**Director, Finance and Administration Department.** Ms. López has worked with the Conservancy's Latin America and Caribbean Division since its inception developing and administering personnel and financial management policies. She advises the Conservancy's partner organizations on financial and management issues. Ms. López has designed a training program in financial management for Latin American NGOs and oversees the financial management of various programs and projects. (International Communications) American University. A native of Cuba, Ms. López is fluent in both English and Spanish.

### **Domingo Marte**

Director, Caribbean Region Conservation Finance and Dominican Republic Country Program. Mr. Marte has worked as the initial Coordinator for Fondo Pro Naturaleza, helping to establish the first debt-for-nature swap in the Caribbean. He has been a Member of the Monetary Board of the Dominican Republic's Central Bank since 1984 and is a former Minister of Agriculture. Mr. Marte has carried out extensive agricultural consultancies for international organizations throughout Latin America and the Caribbean. Agronomist degree, Loyola Polytechnical Institute; B.S.(Horticulture) Texas A&M University; M.S.(Agricultural Sciences) University of Florida. Mr. Marte is fluent in Spanish and English.

### **Dennis McCaffrey**

Senior Project Manager, Andean and Southern Cone Regions. Mr. McCaffrey has worked in conservation and natural resources management in Latin America for more than twenty years. He has lived in Puerto Rico, Costa Rica, and Peru. In recent years Mr. McCaffrey's work has focused on the relationship between economic development and conservation and use of natural resources. At one point he served as regional environmental management specialist to the US Agency for International Development. For five years he was an independent consultant whose clients included conservation organizations, government agencies, the World Bank, the Inter-American Development Bank, and UN agencies. His work with the Conservancy concentrates on complex projects like Pacaya-Samiria in Peru and SUBIR in Ecuador. B.S. (Forestry) and M.S. (Tropical Forestry) State University of New York College of Forestry at Syracuse; J.D. University of California at Davis. Mr. McCaffrey is fluent in Spanish.

### **Gregory A. Miller**

Vice-President and Regional Director, Andean and /Southern Cone Regions. Dr. Miller has more than 15 years of 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 an Environmental Advisor for the Bureau for Latin America and the Caribbean, U.S. Agency for International Development (AID) where he evaluated the environmental consequences of development projects, provided technical assistance to AID missions, and co-authored country and regional biodiversity assessments and strategies. Dr. Miller is a high Andean ecosystem specialist and a former naturalist with the Galapagos National Park. B.A.(Botany) University of California, Santa Barbara; Ph.D.(Plant Ecology) University of Connecticut. Dr. Miller is fluent in Spanish.

### **Jennifer Moog**

**Regional Financial Administrator, Andean and Southern Cone Regions. Ms. Moog has been with The Nature Conservancy for two and a half years and is currently responsible for overseeing all aspects of the financial and administrative programs of the Andean and Southern Cone Region of the Latin America Division. She manages all financial aspects of AID grants such as the Pacaya-Samiria project in Peru and the SUBIR grant in Ecuador. Ms. Moog also works as an advisor and liaison to partners in the Andean and Southern Cone region on financial and administrative issues. Currently, Ms. Moog is working in conjunction with the Training Coordinator to implement training programs for Conservancy partners on financial administration throughout the region. B.A. in Latin American History, Georgetown University. Ms. Moog lived in Bogotá, Colombia for seventeen years and is fluent in Spanish.**

### **Kathleen Marie Moser**

**Director, Guatemala, Nicaragua, and Honduras Country Programs. 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.**

### **Tia Nelson**

**International Legislative Representative. Ms. Nelson was a legislative liaison for the State of California Resources Agency prior to five years in the executive and legislative branches of Wisconsin state government. She served as a constituent liaison for the Governor and later as principal staffer for the State Assembly's Natural Resources Committee where she worked on the enactment of Natural Areas Match Grant legislation and a host of landmark environmental laws. Most recently with the Conservancy, Ms. Nelson has secured Congressional funding for biodiversity projects and park protection. B.S.(Wildlife Ecology) University of Wisconsin.**

### **Bradford C. Northrup**

Vice-President and Director, Caribbean Region. Mr. Northrup has extensive conservation management experience particularly in the area of institution building. As Vice President of the Conservancy's Eastern Region for eight years, Mr. Northrup supervised land acquisition and stewardship activities regionally and initiated ten state conservation programs. As Vice President for the Conservancy's Support Service Division for seven years, Mr. Northrup directed the organization's finances, personnel program, data processing, and training and planning activities including the Latin America Division's NGO Services Department. In 1989, Mr. Northrup became Director of the Conservancy's new Caribbean Regional Program. B.A.(History) Hobart College; M.B.A., State University of New York, Buffalo; M.P.A., Kennedy School of Government, Harvard University. Mr. Northrup is proficient in Spanish.

### **Miriam J. Ostria**

Regional Financial Administrator, Mexico and Central America Region. Ms. Ostria has worked with the Conservancy's Latin America and Caribbean Division since 1992 assisting in the development of financial management mechanisms and administrative procedures for the region. She oversees financial activities for the Mexico and Central America Region and the financial management of AID grants. She also advises the Conservancy's partner organizations and in-country offices on financial and management issues. Prior to joining the Conservancy, Ms. Ostria worked at the International Monetary Fund providing technical support to Spanish translators in the Bureau of Language Services Department. B.A. (Economics) INTEC, Santo Domingo, Dominican Republic; M.A. (Latin American Studies) George Washington University, Washington, D.C. A native of the Dominican Republic, Mrs. Ostria is fluent in both English and Spanish.

### **Mónica Ostria**

Manager, Parks in Peril Program. Ms. Ostria has worked with the Latin America Division since 1987 as part of the Stewardship Department. She has worked in the Parks in Peril Program since the design phase and for the past four years has been overseeing the project management, conducting financial analysis, writing the technical reports and coordinating partner relations with 22 organizations in 62 parks throughout Latin America. Prior to joining the Conservancy, Ms. Ostria worked as a free lance translator and she also worked for the Bolivian Government as the Civil Attaché at the Bolivian Mission to the Organization of American States in Washington, D.C. B.A.(International Affairs) George Washington University, Washington, D.C.; M.A.(International Communications - Cross Cultural Training)

American University, Washington, D.C. A native of Bolivia, she has also lived in Brazil and travelled throughout Latin America. Ms. Ostria is fluent in Spanish, English, and Portuguese, and proficient in French.

#### **Claudio V. Padua**

Director of Conservation Science, Brazil Region. Dr. Padua was born on April 14, 1948, in Rio de Janeiro, Brazil. In December 1974, he received a degree in Business Administration from the University of Economy and Finances of Rio de Janeiro. He worked in the business field until 1980. In 1978 he entered University Gama Filho, Rio de Janeiro, seeking a degree in biology. In 1980 he left the business world to start working on the conservation of the black lion tamarin and other endangered primate species at the Rio de Janeiro Primate Center/CPRJ-FEEMA. In 1981, he received a Bachelor of Science degree in biology. In 1982, he participated in an intensive training program on the breeding of endangered species in captivity at the Jersey Wildlife Preservation Trust, Jersey, Channel Islands. In 1983, he joined University Gama Filho again, where he taught Introduction to Ecology. He started his graduate studies at the University of Florida in August 1984, and completed requirements for the Master of Arts degree in January 1987, majoring in Latin American studies, with specialization in wildlife conservation. In 1986, he received the conservation award of the American Society of Primatology for his work toward the conservation of the black lion tamarin. In 1993 Claudio Padua received a Ph.D. from the University of Florida in Wildlife Ecology. Claudio has more than ten years experience in endangered species conservation and habitat management. He brings expertise to the Conservancy's operation that will greatly increase program efficacy in species conservation programs, ecological assessments, mapping, and biological monitoring. Besides his native language, Portuguese, Claudio is fluent in English, Spanish and French.

#### **William J. Possiel**

Director, Brazil Region. Mr. Possiel has 16 years of experience in forestry, environmental education, and natural resource management both domestically and internationally. He lived in Brazil for two years working on the development of the Atlantic forest Bioreserve and advising TNC on other Brazil projects. Prior to this, he was Ohio State Director for the Conservancy and completed a \$11.5 million campaign to protect critical natural areas in Ohio and Latin America. Mr. Possiel has worked on several occasions as a consultant for the Organization of American States in the Caribbean. B.S.(Management Science) Kean College, New Jersey; B.S.(Forestry) Oregon State University; M.A.(Anthropology) Oregon State University. Mr. Possiel is fluent in Portuguese.

### **Daniel B. Quinn**

Director, Peru and Bolivia Country Programs. Mr. Quinn has five years of experience as a naturalist and thirteen years of experience in NGO development and programming. His five years with the American Lung Association in air pollution issues included fundraising, coalition building, and media and government relations. As Development Director of the Conservancy's Ohio office, Mr. Quinn planned a \$4.2 million land conservation campaign. In his first work with Latin America Division, he spent one and a half years in Peru as a Conservancy partner organization advisor focusing on institution building, fundraising, 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.

### **Joseph R. Quiroz**

Co-Director, Mexico Country Program. 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, Major Program Development and Paraguay Country Program. 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.

### **Kent H. Redford**

Director, Conservation Science and Stewardship Department, Latin American and Caribbean Division. Prior to joining the Nature Conservancy, Dr. Redford served as an Associate Professor in the Center for Latin American Studies and Department of Wildlife & Range Sciences at the University of Florida. In addition, he directed the Program for Studies in Tropical Conservation at the University of Florida, an interdisciplinary graduate training program focusing on training students from tropical countries. Dr. Redford has extensive teaching and research experience and has published numerous articles in the fields of tropical ecology, neotropical mammalogy and resource use and conservation by traditional forest-dwelling peoples; including editing or authoring five books. In addition to directing the CS&S Department, Dr. Redford directs the Parks in Peril Program. B.A. (Biology), Harvard University, Post-Doctoral Fellowship, University of Florida. Dr. Redford is proficient in Spanish and Portuguese.

### **Roberto L. Roca**

Chief Zoologist, Conservation Science and Stewardship Department. Dr. Roca is a specialist in tropical animal ecology and conservation. He has served on the faculty of both Simón Bolívar University in Venezuela and the State University of New York in Albany providing instruction in animal physiology and general biology. He has extensive field experience working with marine invertebrates, amphibians, and small tropical mammals. Dr. Roca conducted research on the reproductive strategies and ecology of amphibians in Venezuela; B.S.(Biology) Simon Bolívar University, Venezuela; and on conservation and foraging ecology of the oilbird, *Steatornis caripensis*, in Venezuela, Ph.D.(Biology) State University of New York. Dr. Roca is a native of Venezuela and is fluent in Spanish and English, and is proficient in Portuguese as well.

### **Angela Rocha**

Director of External Affairs, The Nature Conservancy do Brasil. Before joining TNC, Angela Rocha worked for the British Petroleum Co. in Rio de Janeiro and London as an International Manager for Community, Education and Public Affairs. She brings a wide range of experience in the areas of media relations, public affairs and business administration. Ms. Rocha has held management positions in the corporate and government arenas of Brazil, including 4 years at the U.S. Embassy in Brasília. She joined the Brazil Program in the fall of 1993. B.A. (Business Administration) University of Brasília, Brazil; M.A.(Human Relations and Management) Michigan State University. A native of Brazil, she is fluent in English, proficient in Spanish and has a working knowledge of French.

### **Roger Sayre**

**Director, Spatial Information Systems, Conservation Science and Stewardship.** Mr. Sayre is a specialist in spatial information technologies, particularly in GIS (Geographic Information Systems). He has GIS project management experience in the Dominican Republic. Mr. Sayre has worked in protected areas management and conservation and sustainable development programs for 10 years, and has conducted research on biomass production in relation to soil erosion in the tropics. He has also evaluated the effects of acid rain and ozone on vegetation and nutrient cycling. B.S. (Plant Sciences) University of California, Riverside; M.S. (Forest Resources) Pennsylvania State University; Ph.D. (pending-Natural Resources) Cornell University. Mr. Sayre is proficient in Spanish.

### **Catherine Scott**

**Policy Representative and Legal Adviser, International Programs.** Ms. Scott is an attorney specializing in international environmental policy issues. At the Conservancy, she has worked on trade policy (NAFTA), international treaties and conventions, and U.S. foreign assistance matters. Prior to joining TNC, she was an attorney-adviser with the U.S. Department of State, where she advised the U.S. government on the legal aspects of international negotiations and foreign policy. From 1990 - 1991, she was a Special Assistant on the U.S. Delegation to the U.S. - Soviet Strategic Arms (START) Negotiations in Geneva, Switzerland. B.A. (Government) Dartmouth College; J.D. Stanford Law School.

### **Jennifer Shopland**

**Conservation Science and Stewardship Program Manager for the Mexico Country Program, Latin America and Caribbean Division.** Dr. Shopland has worked on research and conservation projects in Mexico, Costa Rica, Kenya, and Mauritius. She has also taught at the Center for Wildlife Research at Mahidol University, Bangkok, Thailand. Past professional positions include research and development of public programs in conservation education at the Chicago Zoological Society and Field Museum of Natural History. Dr. Shopland guides strategic planning in conservation science and stewardship for the Mexico Country Program, provides technical assistance to all of TNC's Mexican partner organizations in applied conservation ecology, chairs the Monitoring for Management Working Group of TNC's Latin America and Caribbean Division (LACD), and manages LACD's primer series in conservation science and stewardship.

### **Claire Teixeira**

Financial Administrator, Conservation Science and Stewardship Department. Ms. Teixeira has been with The Nature Conservancy for three years and is currently responsible for the financial management and administration for Conservation Science in the Latin America and Caribbean Division. Previous to joining the Conservancy, she provided administrative support to the private sector in Brazil, Spain and the United States. Ms. Teixeira grew up in Latin America and later resided in Brazil for eighteen years. She is fluent in Portuguese and Spanish.

### **Angela Tresinari**

Director, Conservation Projects, Brazil Region. Ms. Tresinari has been working in protected areas and natural resources management in Brazil for more than 16 years. Prior to joining the Conservancy she worked for 12 years for the Federal Brazilian Institute for Forestry Development where she defined strategies to design and implement the Brazilian conservation unity system, and also served as Director for Protected Areas and Wildlife Department. She was Program Officer for the Global Climate Change Program at the US Agency for International Development (AID) - Brazil Office. BSc (Architecture) University of Brasilia. MSc (Landscape Ecology) University of London. A native of Brazil, she is fluent in English and Spanish.

### **John J. Tschirky**

Protected Areas Specialist, Caribbean Region. Mr. Tschirky's primary duties within the LACD are to help in the development of a strong marine conservation program. This is being done through his support in marine park design and management, as well as in the development of a marine ecosystem conservation strategy. He is trained as a marine biologist with over nine years experience working in protected areas and tropical and sub-tropical marine systems. He received his B.S. at Oregon State University and M.S. at the University of Maryland where his academic training was in marine ecology and population biology. He has been affiliated with the Smithsonian Institution's Museum of Natural History in several capacities over the past seven years and currently is their representative for the Carrie Bow Research Lab in Belize to the Caribbean-wide marine monitoring project - CARICOMP. He has many years of field experience working with the population biology and management of marine crustacean and sea turtle populations. Early in his career he worked extensively in the U.S National Parks as an interpretive guide and naturalist. He is qualified at operating small vessels, is a certified SCUBA diver and is fluent in Spanish.

### **Carla Tufano**

**Regional Financial Administrator, Caribbean Region, Latin America and Caribbean Division. Ms. Tufano has worked for the Conservancy for over 7 years and currently overlooks all aspects of financial as well as Human Resources issues for the Caribbean Region. Prior to joining the Conservancy Ms. Tufano was employed with McDonnell Douglas Corporation working as a Personnel Assistant. B.A., Government and Politics, George Mason University, Fairfax, Virginia. A native of Nicaragua, Ms. Tufano is fluent in Spanish and English.**

### **Leonard West**

**Protected Areas Specialist, Andean/Southern Cone Region. Mr. West has worked in Latin America and the Caribbean for approximately five years. Prior to joining the Conservancy, he worked for the U.S. Fish and Wildlife Service on issues pertaining to endangered species consultation and recovery, wildlife management, tropical biology, and international wildlife trade. Mr. West served as a Peace Corps Volunteer in Paraguay as a vertebrate zoologist in the National Biological Inventory Program and later taught courses in wildlife management and conservation biology in the M.S. Program, Forestry Management Division, of the Universidad Nacional Agraria in La Molina, Peru. Mr. West also worked in the Oklahoma Zoo specializing in the reproductive biology of neotropical snakes. B.S.(Zoology), M.S.(Natural Science/Wildlife Management) Oklahoma State University. Mr. West is fluent in Spanish and proficient in Portuguese.**

### **J. Scott Wilber**

**In-Country Technical Advisor, Guatemala Country Program. Mr. Wilber has experience in forestry and natural resource management in Latin America. Prior to joining the Conservancy, he was information director for the newly established Tropical Forest Foundation and participated in the organization's initial development. Mr. Wilber has worked on contract for the U.S. Agency for International Development. He has also worked for the Office of International Affairs in the U.S. National Park Service, the U.S. Forest Service, and as a Peace Corps Volunteer in Capon National Park in Honduras. B.S. (Forest Management) Northern Arizona University; M.A.(Latin American Studies) University of New Mexico. Mr. Wilber is fluent in Spanish.**

## **David K. Younkman**

**Vice-President and Director, Resources Department. Mr. Younkman has been the Director of Resources for the Latin America and Caribbean Division since 1987. Mr. Younkman has over fourteen years of conservation experience in fundraising, finance, program development, wildlands management, land acquisition, and conservation planning both domestically and internationally. As Director of the Ohio Field Office from 1978 until 1984, Mr. Younkman successfully directed the \$3.5 million Ohio Lands Forever Campaign, negotiated over fifty land acquisition projects throughout the state, and increased Conservancy membership by 400%. Mr. Younkman also served from 1984 until 1987 as the National Director of Individual Donor Programs, and was responsible for the Katharine Ordway Associates program, VIP trips, and the development of the computer based Donor Information System. He played a key role in the success of the National Wetlands Campaign and other national fundraising efforts.**

**As the Director of Resources, Mr. Younkman is responsible for all fundraising and development activities carried out by the Latin America and Caribbean Program including campaign planning, major donor solicitation, direct marketing, public outreach, communications, international trips, and membership programs. Mr. Younkman is responsible for developing the Conservancy's successful Adopt An Acre program. Mr. Younkman also provides training and technical assistance to in country partners. B.A.(Mathematics) Miami University; M.A.(Landscape Architecture) University of Wisconsin, Madison. Mr. Younkman is proficient in Spanish.**

## **Bernardita Zapata**

**Director, Conservation Finance-South America. Prior to joining the Conservancy in early 1994, Ms. Zapata was a commercial real estate portfolio manager serving a client base of U.S. institutional investors. She has 12 years of management experience in the financial services industry, including international banking and insurance. Ms. Zapata recently served as the financial consultant on a World Bank mission to finalize a GEF grant to the national environmental fund of Peru. She holds a Masters of Business (MBA) degree in International Business and Finance from the University of Chicago and an undergraduate degree in International Relations from Mary Washington College. Ms. Zapata is fluent in Spanish and proficient in Portuguese and French.**

**Monique A. Zegarra**

**Training Coordinator, Caribbean Region, Latin America and Caribbean Division. Ms. Zegarra has worked with the Latin America and Caribbean Division since 1988 as part of the NGO Services Department. She has worked with partner NGOs in Latin America and the Caribbean assisting them on institutional development and income-generating projects. As a meetings manager, she has organized large workshops in Latin America and coordinated participation of our partners at courses in the U.S. She has also contributed to the publication, both English and Spanish versions, of the NGO development manual Resources for Success. B.A. (English) Universidad Ricardo Palma, Lima, Peru; (English) American University, Washington, D.C. A native of Peru, Ms. Zegarra is fluent in Spanish and English, and proficient in both German and Portuguese.**