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UNCLASSIFIED

UNITED STATES
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D. C. 20523

LAC REGIONAL

PROJECT PAPER

PARKS IN PERIL
AMENDMENT NUMBER 4

AID/LAC/P-923
CR-701, 702, 746

PROJECT NUMBER: 589-0782

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT DATA SHEET	1. TRANSACTION CODE <input type="checkbox"/> A = Add <input type="checkbox"/> C = Change <input type="checkbox"/> D = Delete	Amendment Number 4	DOCUMENT CODE 3						
2. COUNTRY/ENTITY LAC/Regional	3. PROJECT NUMBER 598-0782								
4. BUREAU/OFFICE LAC/RSD <input type="checkbox"/> 598	5. PROJECT TITLE (maximum 40 characters) Parks in Peril								
6. PROJECT ASSISTANCE COMPLETION DATE (PACD) <table style="width:100%; border-collapse: collapse;"> <tr> <td style="border: 1px solid black; padding: 2px;">MM</td> <td style="border: 1px solid black; padding: 2px;">DD</td> <td style="border: 1px solid black; padding: 2px;">YY</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">0 9</td> <td style="border: 1px solid black; padding: 2px;">3 0</td> <td style="border: 1px solid black; padding: 2px;">9 9</td> </tr> </table>	MM	DD	YY	0 9	3 0	9 9	7. ESTIMATED DATE OF OBLIGATION (Under 'B', below, enter 1, 2, 3, or 4) A. Initial FY <input type="checkbox"/> 9 <input type="checkbox"/> 0 B. Quarter <input type="checkbox"/> 4 C. Final FY <input type="checkbox"/> 9 <input type="checkbox"/> 9		
MM	DD	YY							
0 9	3 0	9 9							

8. COSTS (\$000 OR EQUIVALENT \$1 =)						
A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L/C	D. TOTAL	E. FX'	F. L/C	G. TOTAL
AID Appropriated Total						
(Grant)	(1,978)	()	(1,978)	(33,721)	()	(33,721)
(Loan)	()	()	()	()	()	()
Other J.S. 1. Mission Add-ons (non-add)				(1,652)		(1,652)
2.						
Host Country				3,138		3,138
Other Donor(s)	494		494	8,902		8,902
TOTALS	2,472		2,472	45,761		45,761

9. SCHEDULE OF AID FUNDING (\$000)									
APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATION TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1 Grant	2 Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) DA		1		12,971		20,750		33,721	
2)									
3)									
4)									
TOTALS				12,971		20,750		33,721	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)	11. SECONDARY PURPOSE CODE
SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each) A. Code B. Amount	

PROJECT PURPOSE (maximum 480 characters)

To ensure adequate on-site protection for up to 35 (LOP) critically threatened parks and reserves in Latin America and the Caribbean that have global significance.

SCHEDULED EVALUATIONS <table style="width:100%; border-collapse: collapse;"> <tr> <td style="border: 1px solid black; padding: 2px;">Interim</td> <td style="border: 1px solid black; padding: 2px;">MM</td> <td style="border: 1px solid black; padding: 2px;">YY</td> <td style="border: 1px solid black; padding: 2px;">MM</td> <td style="border: 1px solid black; padding: 2px;">YY</td> <td style="border: 1px solid black; padding: 2px;">Final</td> <td style="border: 1px solid black; padding: 2px;">MM</td> <td style="border: 1px solid black; padding: 2px;">YY</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;"></td> <td style="border: 1px solid black; padding: 2px;">0</td> <td style="border: 1px solid black; padding: 2px;">2</td> <td style="border: 1px solid black; padding: 2px;">9</td> <td style="border: 1px solid black; padding: 2px;">7</td> <td style="border: 1px solid black; padding: 2px;"></td> <td style="border: 1px solid black; padding: 2px;">0</td> <td style="border: 1px solid black; padding: 2px;">2</td> </tr> </table>	Interim	MM	YY	MM	YY	Final	MM	YY		0	2	9	7		0	2	15. SOURCE/ORIGIN OF GOODS AND SERVICES <input checked="" type="checkbox"/> 000 <input type="checkbox"/> 941 <input checked="" type="checkbox"/> Local <input type="checkbox"/> Other (specify)
Interim	MM	YY	MM	YY	Final	MM	YY										
	0	2	9	7		0	2										

AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a _____ page PP Amendment.)

Addition of \$20.75 million and a PACD extension to 9/30/99 to fully fund a new five-year unsolicited proposal from The Nature Conservancy.

APPROVED BY	Signature 	Date Signed <table style="width:100%; border-collapse: collapse;"> <tr> <td style="border: 1px solid black; padding: 2px;">MM</td> <td style="border: 1px solid black; padding: 2px;">DD</td> <td style="border: 1px solid black; padding: 2px;">YY</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">10</td> <td style="border: 1px solid black; padding: 2px;">17</td> <td style="border: 1px solid black; padding: 2px;">19</td> </tr> </table>	MM	DD	YY	10	17	19	18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION <table style="width:100%; border-collapse: collapse;"> <tr> <td style="border: 1px solid black; padding: 2px;">MM</td> <td style="border: 1px solid black; padding: 2px;">DD</td> <td style="border: 1px solid black; padding: 2px;">YY</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;"> </td> <td style="border: 1px solid black; padding: 2px;"> </td> <td style="border: 1px solid black; padding: 2px;"> </td> </tr> </table>	MM	DD	YY			
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	Title AA/LAC														

PROJECT AUTHORIZATION
AMENDMENT No. 4

Name of Country: LAC Regional
Name of Project: Parks in Peril
Number of Project: 598-0782

1. Pursuant to Section 103, 106 and 531 of the Foreign Assistance Act of 1961, as amended, the Parks in Peril (PIP) project was authorized on September 6, 1990, and amended on September 18, 1991, August 17, 1992, and June 25, 1993. That Authorization is hereby amended further as follows:

Paragraph 1 is amended to delete the phrase "Thirteen Million United States Dollars (\$13,000,000) from LAC Regional funds" and to insert in lieu thereof the following: "Thirty Three Million Seven Hundred Twenty Thousand Five Hundred Twenty Six United States Dollars (\$33,720,526) from LAC Regional funds." The planned life of project is revised to nine years from the date of initial obligation (Sept. 30, 1999).

2. The Authorization cited above remains in force except as hereby amended.



Assistant Administrator
Bureau for Latin America and the Caribbean

7/28/95

Date



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

I need to talk to Jeff B.
Also, see my comments on
management. MLS 4/27

I need to talk to Brokaw
Also see my comments on management

APR 25 1995

INFORMATION MEMORANDUM TO THE ASSISTANT ADMINISTRATOR, LAC

FROM : LAC/SPM, Christina Schoux *CS*

SUBJ : LAC Regional - Parks In Peril (598-0782) FY 95-99
Amendment

This Memorandum highlights the conclusions of the Issues Review of The Nature Conservancy's (TNC's) proposal for additional funding for the Parks in Peril program. The Proposal was reviewed on March 29, 1995 with representatives from LAC, PPC, M and G bureaus in attendance.

The Parks in Peril (PIP) program is a comprehensive and successful hemispheric initiative in park-based biodiversity conservation. 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. Since 1990, the LAC Bureau has provided the PIP program with approximately \$13 million. TNC has requested an additional \$27 million from USAID for activities during FYs 1995-1999. This would require an amendment to the PIP project to extend it by two years. The new PACD would be September 30, 1999.

The revised, longer-term PIP project is designed to respond to lessons that TNC and its local 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 "balancing themes" include conservation science, conservation policy, long-term financial planning and sustainability, work with local peoples, and production and dissemination of learning tools. TNC's "balancing themes" concept is one of the major pillars of the current proposal, guiding the development of activities to address these critical thematic issues.

This project is an excellent example of the new partnership that USAID is seeking with NGOs. The project operates via interactions among USAID/W, LAC field missions, TNC, and local environmental NGOs who are responsible for park management and

compatible development activities. Representatives from LAC/RSD/E and TNC also work collaboratively on the PIP management committee. This committee determines project strategies and new conservation directions.

The following issues and concerns were discussed during the review:

1. Multi-Year Commitment: In the past, PIP has been funded through yearly amendments in response to earmarks. We have another PIP earmark in FY95. The Nature Conservancy's proposal requests a longer-term program to be funded on an incremental basis. Since LAC/RSD has made improved park management one of its strategic objectives, LAC is considering making PIP a multi-year commitment. This would clearly demonstrate USAID commitment to our partnership with TNC, and will be less expensive to operate. On the other hand, USAID is now in a very difficult political environment, and we cannot depend on a steady level of environmental funds. Furthermore, committing ourselves to providing such a substantial amount of funds to one project will likely impact other LAC environmental projects. The consensus from the meeting was that a multi-year agreement is preferable, but that we would make a decision regarding total funding at a later date (see discussion below).

2. Activities to be Funded: We discussed the types of activities that USAID should fund, and their amounts given Bureau budget realities. The current proposal has the following five-year budget:

(a) Ongoing park management activities:	\$10.8 million
(b) Balancing themes:	\$10.1 million
(c) New sites:	\$ 6.1 million

Total	\$27.0 million

Ongoing park management activities and "balancing themes" are necessary to make the 23 currently active PIP sites sustainable (note that 4 park sites have "graduated" from USAID funding). The review committee felt strongly that TNC's future efforts should focus on making currently active parks sustainable. TNC should be encouraged to rigorously pursue, as early as possible, activities that lead to financial sustainability, and the technical ability to manage protected areas over the long-term without external assistance. TNC's annual workplans (and the park management plans) should further address sustainability, and should continue to be developed in conjunction with NGOs and host governments.

While TNC has already limited the number of planned new sites, LAC will scrutinize any proposal to initiate activities in new sites and will consider their approval only in exceptional circumstances. It is expected that USAID funding for activities in new sites would be largely from mission OYBs. Activities to be funded from LAC regional (primarily ongoing park management and balancing themes) are expected to be around \$18-20 million. The amount will be determined by USAID based on review of TNC's revised proposal.

3. Project management: When decisions were made about a year ago concerning where projects would be managed subsequent to the Agency reorganization, AA/M and PPC decided to leave PIP in LAC because no obligations were planned. They noted, however, that the decision would be revisited if additional obligations were planned. To resolve this issue, rather than transferring the project to G, LAC/RSD proposed a collaborative approach to sharing PIP's management whereby a project implementation committee with LAC and G participation would be formed. G/ENV has concurred with this proposal.

4. Pipeline: This project has had a history of implementation delays (now resolved) which resulted in large pipelines. TNC estimates that their current funding will carry them until about September 30, 1995. We do not anticipate pipeline problems in the future given TNC's current expenditure rate, nearly \$1 million per quarter.

5. PIP activities in close-out countries: The proposal does not specify in which countries TNC would implement new PIP sites. If TNC proposes to support new sites in close-out countries, it will occur in accordance with the Agency's guidance for activities in non-presence countries. We expect this would happen only in rare instances because those missions would not have funds to support new sites. However, please note that AA/M has already given approval for TNC to work in a Costa Rican park beyond USAID/Costa Rica's close-out date. *When done & when*

6. Waivers: TNC's proposal notes the possibility that they may request a waiver to acquire four-wheel drive vehicles (presumably non-U.S.). They will be told that Bureau policy is that vehicles funded by USAID must be of U.S. source/origin or they should be procured using non-USAID funds. *Why not US - 4 wheel?*

LAC/RSD will prepare a letter to TNC conveying the outcome of the meeting and request a revised proposal which satisfies our concerns. When the revised proposal is received, and if deemed satisfactory, we will forward a memo requesting that you authorize the project.

3/30/95
revised 4/19/95
u:\jnindel\docs\parks2.2

Clearances:

- LAC/SPM: SHill draft 4/6/95
- PPC/PC: JHester draft 4/6/95
- G/ENV: DLeibson draft 4/10/95
- LAC/RSD/E: JBrokaw draft 4/10/95
- LAC/RSD: WNilsestuen draft 4/17/95
- DAA/LAC: ~~RParker~~ [Signature] 4/26/95



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

LAC-IEE-95-30

Environmental Threshold Decision

Project Location : LAC Regional

Project Title : Parks in Peril
Amendment No. IV

Project Number : 598-0782

Funding : \$20.75 million new funding
(\$35,723 million LOP)

Life of Project : 5 years (to 9/30/99)

IEE Prepared by : Eric Fajer, Environmental
Advisor, LAC/RSD/E

Recommended Threshold Decision: Categorical Exclusion/
Conditional Negative
Determination

Bureau Threshold Decision : Concur with the following
changes.

Comments : 1. Rather than the Chief

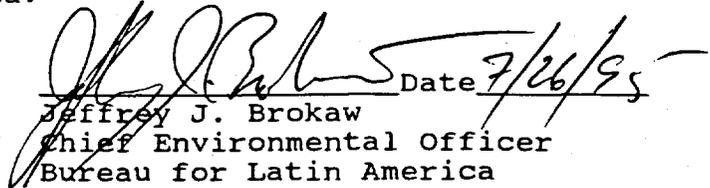
Environmental Officer, it will be the responsibility of the Parks in Peril Project Officer to review mitigation measures in work plans. If the Project Officer thinks that these mitigation measures may not be adequate to avoid significant negative effects on the environment, s/he will submit supplementary IEEs to the Chief Environmental Officer.

2. The last sentence of the last paragraph of the IEE is amended to read, "Under no circumstances will funds be used for: the procurement of pesticides; the purchase of equipment which could be used for commercial timber harvesting; nor activities, projects, or programs involving commercial timber harvesting, without supplemental IEEs being submitted to the Chief

ENVIRONMENTAL THRESHOLD
DECISION (cont'd.)

LAC-IEE-95-30

Environmental Officer, and the subsequent threshold decision
being reached and implemented."

 Date 7/26/95
Jeffrey J. Brokaw
Chief Environmental Officer
Bureau for Latin America
and the Caribbean

Copy to : Twig Johnson, Director, LAC/RSD
Copy to : Sue Hill, LAC/SPM/PSS
Copy to : IEE File



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

INITIAL ENVIRONMENTAL EXAMINATION

Project Location : LAC Regional

Project Title : Parks in Peril
Amendment IV

Project Number : 598-0782

Funding : \$20.75 million (FY'95-FY'99)
LOP: ~~\$35.27~~ million
23.72

Life of Project : FY'95 - FY'99

IEE Prepared by : Eric Fajer, LAC/RSD/E
Environmental Advisor

Project Description: The purpose of the new Parks in Peril (PiP) amendment is to ensure adequate on-site protection for 23 currently active sites initiated under Parks in Peril I (PiP I), initiate protection at an additional 5-7 critically threatened national parks and reserves in Latin America and the Caribbean that have global biological significance, and to disseminate lessons learned. PiP will elevate these areas from mere "paper parks" to functional protected areas. The new project PACD is September 30, 1999.

The project objectives are to:

- Continue to strengthen local institutional capacity in the currently programmed 23 high priority sites.
- Achieve a level of financial security for at least 23 of the 28-30 sites.
- Initiate activities for 5-7 additional high priority sites over the life of the project.
- Increase opportunities for direct participation of local indigenous communities in natural resource management in and around PiP sites.
- Strengthen conservation science and biological monitoring.
- Through regional workshops, publications, etc., disseminate lessons learned from PiP I.

- Assist partners in initiating policy dialogue and program development opportunities with other local, national, and international organizations.
- Increase the capacity of TNC to manage the PIP program.

Recommended Environmental Threshold Decision:

Categorical Exclusion/Conditional Negative Determination

Many of the proposed activities under the new PIP amendment qualify for a categorical exclusion under 22 CFR 216.2(c)(1)(i), "The action does not have an effect on the natural or physical environment," or 216.2(c)(2)(i), "Education, technical assistance, or training programs except to the extent such programs include activities directly affecting the environment (such as construction of facilities, etc)". A Categorical Exclusion is issued for PIP activities that fall under the above categories.

It is expected that the remaining activities will not have significant negative environmental effects. However, some of the proposed activities, such as construction of basic facilities (guard shacks, information centers, parking lots, hiking trails) could have negative environmental impacts if mitigation and monitoring measures are not in place. In addition, testing and promotion of sustainable uses of natural resources, including nature tourism and non-timber forest products, could result in negative environmental impacts.

Specific activities for the new park sites are presently unknown, and thus, impacts are impossible to predict at this point. Consequently, a conditional negative determination is issued for those components of the new PIP amendment, noted above, that are not categorically excluded from additional environmental review. Within PIP site work plans, TNC will outline potential negative environmental impacts of activities, and the measures and monitoring activities designed to mitigate these impacts. The LAC Chief Environmental Officer will determine if additional environmental review, mitigation, or monitoring is necessary based upon review of a park's initial work plan submitted to LAC/RSD/E by TNC. Subsequently proposed activities, not included in the work plan, substantive amendments, or extensions of approved activities will require further review and approval by the LAC Chief Environmental Officer.

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Under no circumstances will funds be used for: the procurement or use of pesticides; the purchase of equipment which could be used for commercial timber harvesting; nor activities, projects, or programs involving commercial timber harvesting unless the appropriate environmental assessment is conducted, and approved by the LAC Chief Environmental Officer.

Concurrence Twig Johnson Date 7/20/95
Twig Johnson, Director
LAC/RSD

c 11

EF

Drafted by EFajer:EF:7/18/95:U:\drpub\ees\pip\pipII.iee

Clearance:

LAC/SPM/PSS, Sue Hill
LAC/RSD, S Epstein

<u>draft</u>	<u>Date 7/18/95</u>
<u>SE</u>	<u>Date 7/19/95</u>

12
11

**A PROPOSAL FOR A
COOPERATIVE AGREEMENT
BETWEEN
THE UNITED STATES AGENCY
FOR INTERNATIONAL DEVELOPMENT
AND
THE NATURE CONSERVANCY**



JUNE 30, 1995

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PARKS IN PERIL
A PROPOSAL FOR A COOPERATIVE AGREEMENT
BETWEEN
THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
AND
THE NATURE CONSERVANCY

EXECUTIVE SUMMARY

The Parks in Peril (PiP) Program has become one of the most comprehensive and successful international initiatives in protected area-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 supported 27 sites.

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 of the Program to date.

Over the first five years of its existence, the Parks in Peril Program has become the largest in-situ biodiversity conservation project in the tropical world. In 27 protected areas in 12 countries the Program has constructed or renovated over 85 headquarter buildings, visitor centers, and other protection facilities and has trained over 300 rangers and extensionists. On approximately 18 million acres the Program has worked to protect cloud forests, coral reefs, tropical forests, savannas, and paramo. At each of the sites, local peoples have been involved in management decisions and deep-rooted support and pride has been fostered. Parks in Peril has been responsible for catalyzing innovative methods for assuring long-term financial stability of these sites. In short, this Program has increasingly become a model towards which the rest of the world is looking.

This revised PiP proposal is designed to 1) provide a critically needed longer-term planning horizon, and 2) respond to the lessons that TNC and its partner NGOs have learned in the first years of project implementation. With the assistance of the 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, PiP can both buttress its site-based activities and achieve maximum conservation leverage.

The Nature Conservancy respectfully presents this revised and updated proposal for the PiP project and requests an additional \$19.10 million from USAID to extend Parks in Peril from FY 97 to FY 99. A match of 25%, or approximately \$4.90 million, is proposed from TNC that will include direct project grants, technical assistance, training, and administrative support services. In addition, from host-country matching commitments for the project grant, TNC will generate approximately \$1.00 million (representing 15% of subgrantee costs). The Total Estimated Cost (TEC) of the project would be approximately \$25.00 million over a four year implementation period (see Attachment 1 for budget information). Complementary funding in the amount of \$1.40 million of Global Climate Change (GCC) funding for FY 95 and FY 96 activities is also being requested from the USAID Mexico Mission as follow-on funding to project activities in six PiP sites.

The cornerstone of the PiP Program has always been site-based activities, and during the next four years of the project TNC proposes to continue to devote most of its efforts to protected area-based activities in the hemisphere's endangered ecosystems. 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 in some of the project 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 PROPOSAL FOR A
COOPERATIVE AGREEMENT

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 due to an absence of on-site 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. 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.

From 1991 to the present Parks in Peril has worked in a total of 27 sites and "provisional approval" (J. Brokaw correspondence not dated) was given by USAID to begin PiP activities in the Talamanca-Caribbean Biological Corridor, raising the number of sites to 28 (see Attachment 2).

Cooperative Agreement

Since 1986 the U.S. Agency for International Development has been a major partner and contributor to TNC's conservation work in Latin America and Caribbean. 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, 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	\$2.00 m	\$4.60 m	\$3.00 m	\$5.00 m	\$14.60 m*
TNC Match	\$0.50 m	\$1.15 m	\$0.75 m	\$1.25 m	\$ 3.65 m
Local Contrib.	\$0.30 m	\$0.69 m	\$0.45 m	\$0.75 m	\$ 2.19 m
Total	\$2.80 m	\$6.44 m	\$4.20 m	\$7.00 m	\$20.44 m

*TEC in USAID line includes \$1.60 m Global Climate Change Mexico funds obligated in FY 91.

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: Goal 1) Build on-site

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management infrastructure in the hemisphere's most imperiled ecosystem; Goal 2) Integrate these protected areas into the economic and social lives of local communities; and Goal 3) Create long-term funding mechanisms to sustain the local management of these areas. Under each of these goals are listed "actions" needed to achieve these goals, global outcomes of action implementation, and specific site highlights:

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: Thanks to the actions of Parks in Peril, a local presence and constituency now exist to manage the resources within the park that would be left vulnerable without PiP project intervention. These actions have been of two main types: 1) the establishment of park infrastructure -- including surveyed and posted boundaries, ranger stations, equipped and trained rangers, radio communication, and transportation; and 2) the strengthening capacity of land-saving NGOs to assist the government in protecting these parks. To date, the PiP project has supported basic infrastructure, local presence, and constituency in 27 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, schedules surveying and demarcation for the protected area's boundaries, and outlines the recruitment, training, and equipment needs for park personnel.

OUTCOME: Parks in Peril project implementation facilitated many NGOs to develop continuity in management actions at the site level. In many cases, this effort has attracted the attention of local communities, governments, and external funders. The annual operational plans prepared for 27 sites have provided PiP project implementation institutions with planning and 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 outreach, 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.

HIGHLIGHTS Goal 1

Bolivia: Throughout the four years of PiP financial support from USAID and TNC, the Friends of Nature Foundation (FAN) has secured the protection of key sectors in Amboro and Noel Kempff National Parks. These two parks are considered models to be emulated for the further development of protected areas in Bolivia. As a result of FAN's exemplary work through PiP, in 1994 FAN received the authority over the entirety of the two parks on an interim basis from the Bolivian government. Early in 1995, FAN and the government of Bolivia finalized details on a contract to provide FAN with this authority at Noel Kempff for ten years. It is expected that they will sign a similar contract for Amboro by the close of 1995.

Parks in Peril Regional Protected Areas Management Seminars:

A total of 70 protected areas managers received on-the-ground training in three week-long seminars. The first seminar, held in Quito and in the Antisana Ecological Reserve in Ecuador, was designed for the South America Region and provided training to 32 participants. The Central America and Mexico Regions held the second seminar in the Chagres Environmental Center in Panama with 22 protected areas managers participating. Sixteen protected areas managers attended the third seminar for the Caribbean Region, held in Belize at the Rio Bravo Conservation and Management Area and San Pedro, Amergris Caye.

Dominican Republic: Despite the establishment of a national park and scientific reserve system in the Dominican Republic, the methodology for conducting integrated surveys of a protected area's biological wealth, social importance and threats did not exist until the arrival of the Parks in Peril Program. Through PiP, one of the most complete assessments of a protected area ever done in Latin America and the Caribbean was completed in Parque del Este. This study included ecological, speleological, socioeconomic, and ecotourism research. Furthermore, through the activities sponsored by and leveraged from PiP, Parque del Este is developing the necessary baseline data and infrastructure to allow effective management, and is emerging as a unique marine park not only in the Dominican Republic, but also in the Greater Antilles.

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 potential for community-based 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 management of the natural resources. As a result, project efforts focus on providing local communities with the tools to conserve 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 of protected areas personnel.

OUTCOME: Environmental education modules have been incorporated into annual project work plans 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 27 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.

HIGHLIGHTS Goal 2

Paraguay: The sustainable development program initiated by Fundacion Moises Bertoni (FMB) in 1990 was designed to conserve the Rio Jejui watershed ecosystems in the Mbaracayu Reserve and to improve the quality of life for surrounding populations. Local Production Committees composed of both local colonists and indigenous participants meet regularly with FMB staff to design activities in compliance with local development objectives and to sign renewable one-year agreements and work agendas. Women play important cultural and income-producing roles in this program and FMB is now actively working to provide support to gender-

related projects. Work plans for these committees include: forestry plantation management, private lands/ranch planning strategies, market and subsistence production/harvest of yerba mate, sustainable fertilization techniques, small domestic animal production, organic community gardens, and honey production.

Ecuador: In Machalilla National Park, Fundacion Natura is working in community-based initiatives to improve agricultural technologies and soil quality, promote environmental education, and develop reforestation projects in the area. Specifically, Fundacion Natura's staff is working with the community of Casas Viejas to improve agricultural techniques, promote formal environmental education programs with local schools, and begin the first-ever outreach activities with coastal communities in the park. Outreach efforts with the coastal communities of Machalilla focus on training local fishermen in sustainable fishing practices, methods to add value to their catch, and protection of porpoises and sea turtles.

Colombia: Through the environmental and community centers, the Fundacion Sierra Nevada de Santa Marta is developing innovative projects in sustainable use of natural resources with local communities of Sierra Nevada de Santa Marta National Park. A tree nursery created with the support of the PiP Program produces "palma amarga", a species of palm that is the principal source of roofing material used throughout the Sierra. According to tradition, and probably to avoid natural decay, the palms are replaced every five years. Due to overharvesting without a regeneration program, the palm was almost extinct in areas where it was once common. There is now a growing supply. Field staff are also working with communities to develop domestic aquaculture projects, address threats of uncontrolled ecotourism, improve formal and informal education within the Sierra, and reforest the area with native species.

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 after USAID project completion has been a primary objective of TNC since the start of the Program.

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 project development/monitoring guidelines, 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.

HIGHLIGHTS Goal 3

One: Over the past several years, TNC has pioneered numerous creative financing mechanisms, such as debt-for-nature swaps, national environmental funds, and carbon sequestration/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.

Two: TNC has developed a manual to assist partners in the development of long-term financial plans for PiP sites. A pilot workshop was held in Arlington in March with representatives from nine partner organizations to develop preliminary long-term financial plans for four PiP sites. This manual (still considered to be in draft form) was distributed to all partner organizations during Conservation Training Week in May and was included as an attachment in the latest quarter report to USAID. Based on partner needs assessment and the availability of balancing themes resources, TNC will plan a series of technical assistance consultations and regional workshops to reinforce these activities further.

Three: Through general TNC training events, such as 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 carbon sequestration/joint implementation projects. During Conservation Training Week III in May 1995, partners had an opportunity to focus on these important topics in three separate tracks -- Conservation Finance and Policy (Tracks 1 and 2), Accessing International Donors (Track 3), and Business Financial Planning for Sustainable Development and Self-Sufficiency Activities (Track 9).

Project To Date (PTD) 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 9/90-3/95	Balance 3/95
USAID	\$14.60 m	\$10.30 m	\$ 4.30 m
TNC Match	\$ 3.65 m	\$ 3.80 m	(\$0.20)m
Local Contrib.	\$ 2.19 m	\$ 2.40 m	(\$0.21)m
Total	\$20.44 m	\$16.50 m	\$ 3.89 m

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

In the first PiP proposal, submitted to USAID on December 1994, TNC had requested \$2.70 million of additional USAID funds to partially cover balancing theme and other ongoing activities in FY 95. This third revision of the proposal totalling \$19.10 million in USAID funds does not include the \$2.70 million additional USAID funding for the current fiscal year (FY 95) that had been previously requested.

II. PROJECT PROPOSAL

Introduction

The PiP Program has become one of the most comprehensive and most successful international initiatives in protected area-based biodiversity conservation in the tropical world. Working in 27 sites in its five years, the PiP project evolved as it 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 and requests an additional \$19.10 million from USAID. The Nature Conservancy will provide a 25% match, or approximately \$4.90 million, and the host-country matching commitments for project subgrants will be 15%, or approximately \$1.00 million. The TEC for the project is

approximately \$25.00 million for the four-year period. If approved, this would extend the current project by two years and allow TNC to successfully complete the activities initiated under previous PiP agreements.

The \$25.00 million are divided into the three components detailed in the table below:

Component	USAID	TNC match	Host-country contribution	Total
On-going Activities	\$ 7.40 m	\$1.80 m	\$0.30 m	\$ 9.50 m
New Site Development	\$ 2.90 m	\$0.90 m	\$0.20 m	\$ 4.00 m
Balancing Themes	\$ 8.80 m	\$2.20 m	\$0.50 m	\$11.50 m
Total	\$19.10 m	\$4.90 m	\$1.00 m	\$25.00 m

Complementary funding in the amount of \$1.40 million of the GCC component is also requested from the USAID Mexico Mission (see Attachment 3). This request includes a FY 95 Program Description and Budget and a proposed Budget for FY 96 for protection and management, community support, and long-term protected area security of six high priority GCC sites in Mexico.

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 and to constraints in U.S. government funding. With the assistance of the external review, we have identified key growth areas for the project, including 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. 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 selected sites where PiP will continue work will become conservation learning centers, providing the opportunity for the project's site-based work to affect conservation activities at regional and national levels.

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In addition to working in the 28 sites that currently comprise the PiP portfolio, TNC is proposing to expand the portfolio to include a very few additional sites. These sites will be carefully chosen to balance bioregional coverage in the Latin American and Caribbean region and will be chosen incorporating the methods and results developed in the USAID Biodiversity Support Program LAC priority-setting exercise. Instead of seeking full funding for these new sites, TNC has developed a mechanism to cost-share site-based conservation activities at these sites that recognizes the key role that USAID bi-lateral Missions have to play in supporting biodiversity conservation activities in their countries, resources for "new site development" budget will be used as "challenge grants" to encourage Missions to co-fund PiP activities at new sites. Such funding mechanism would not be limited to USAID Missions, but could include the USAID Global Bureau, bi-lateral Missions, GEF, and other interested parties.

Revised PiP Goals

Based on the first five years of project implementation, and aided by the project evaluation and comments from USAID, TNC has made some important changes to the project goals. Below we present an overview of the modifications based on the following four goals:

- Goal 1.** Build an on-site logistic and scientific basis to manage parks in the hemisphere's most imperiled ecosystems. This is the key component of the project and includes basic protection, infrastructure construction and maintenance, and conservation science costs (approximately 45% of the project TEC).
- Goal 2.** Integrate PiP protected areas with the human societies inhabiting their surrounding regions. Community outreach activities such as environmental education and sustainable development projects are included in this component (approximately 15% of the project TEC).
- Goal 3.** Create long-term funding and policy mechanisms to sustain the local management of these areas. This component of the project is comprised of conservation finance and policy activities (approximately 15% of the project TEC).
- Goal 4.** Use the PiP site-based activities to influence conservation in other sites in the region's most imperiled ecosystems. This new component includes project-related publications to be used in training and dissemination, development of participatory methodology, and support for on-site regional training centers for local peoples and conservation and development organizations (approximately 25% of the project TEC).

Under each goal are listed "actions" needed to achieve these goals including both "Ongoing Activities" and "New Activities." "New Activities" involve both "New Site Development" and "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 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 will 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 Site Development

- 1. ACTION:** TNC will conduct an analysis of the ecosystem coverage of the current PiP sites and propose additions to the project portfolio.

In order to achieve optimal levels of biodiversity conservation in a given region, a portfolio of conservation areas of global importance 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 high priority sites to receive USAID/PiP project targeted support extending the PiP project into new sites. This gap analysis will include an examination of threats and management opportunity criteria.

The USAID-TNC PiP Program would provide only partial funding for these new sites. Complementary funding would be sought from USAID Missions, bi-lateral and multi-lateral organizations, and other interested parties.

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; involve 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 several 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, protected areas 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 regions.

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'être*. With this goal, and the actions associated with the "balancing themes" component, TNC will address the issues of local peoples.

Goal 2: Ongoing Activities

1. **ACTION:** Implement programs to engage communities in actions designed to develop support and reduce conflicts between resource users and protected areas.

People living in and around PiP sites can represent both an asset and a liability to biodiversity conservation. By targeting the ways in which these people interact with key elements of biodiversity, TNC will continue to work to alleviate threats to biodiversity and build a local constituency for site-based conservation. This includes working with local leaders, conservation education, and community participation. During the past three years, and throughout the LOP, TNC has been committed to addressing issues of gender as well as providing training to partner NGOs and government institutions in the integration of local communities in the management of PiP sites.

Goal 2: New Activities

A. New Site Development

1. **ACTION:** The Program will employ the ongoing activities described above at all new sites for which full funding is obtained as well as begin activities described under the balancing themes actions listed below.

B. Balancing Themes

1. **ACTION:** Strengthen partner NGOs and TNC's internal capacity to boost community participation in protected areas management and sustained resource use.

To date, individual partners have been confronting the issue of local peoples' participation at the site level. Now, in an effort to consolidate and improve these individual efforts, TNC is developing its capacity to address the issue across regions. This will enable TNC to: 1) respond to requests for assistance from partner NGOs; 2) develop a programmatic presence in a few chosen sites that will allow PiP to seek new methods and ideas from others who are working on these topics; 3) broker relationships with new partners who have expertise in these issues; and 4) join needs with ideas to forge a more solid ability to address local people and gender-related issues. The Nature Conservancy will hire a "Local Peoples Specialist" as a vital first 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 is 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.

At Conservation Training Week in May 1995, TNC formalized its policy agenda with respect to partners and landscapes. The Conservation Finance and Policy track included several case studies on national policy issues relevant to financing and building local constituencies for protected areas. Several noted experts in this field were invited to participate, along with multilateral and bilateral representatives (including USAID) involved in both national and international policy and finance issues. A primary objective of TNC's policy agenda was to encourage partners to lobby their governments for increased support for protected areas and to promote the development of new national funding sources (please refer to Balancing Themes proposed activities).

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 achieve the objectives laid out in the USAID-TNC 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.

Due to limited funding available under the current PiP Cooperative Agreement, TNC is contemplating the completion of financial plans only for those sites that will achieve the objectives laid out in the Program at the end of FY 95. However, as noted earlier, TNC has developed a manual to assist partners in the development of long-term financial plans for PiP sites. This manual was distributed to all partner organizations during Conservation Training Week in May. Based on an assessment of partners needs and the availability of balancing themes resources, TNC will plan a series of technical assistance consultations and regional workshops to reinforce these activities further (please refer to Balancing Themes proposed activities).

Goal 3: New Activities

A. New Site Development

1. **ACTION:** The Program will employ the ongoing activities described above at all new sites for which full funding is obtained as well as begin 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. Project completion 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 four-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:** 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 local, 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 site constituency will help pressure national governments for long-term 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) approval 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 site 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 1996 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, the Dominican Republic, 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 and policy 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 support U.S. foreign aid funding 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 nearly 30 sites by FY 99, TNC and its partners 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 project, 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 five years of operation and share them to extend lessons learned to 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 Source Book" 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 a limited number of PiP sites as "learning centers" that will continue beyond USAID project funding as on-site regional training areas for local peoples and 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 the end of USAID project funding 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 are no longer receiving USAID funding, 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 and tropical conservation in general, including conservation methodologies, institutional development, program planning, compatible development, and community relations topics. The Nature Conservancy 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 USAID Program's projected needs to cover the current 28 sites, new site development, and balancing themes activities over a four-year period. The total requested from USAID includes: 1) a \$7.40 million request for ongoing activities; and 2) a \$11.70 million request which would cover balancing themes activities and targeted new site development. Any new site beyond the 28 listed in Attachment 2 will be only partially funded through this proposal.

Parks in Peril Program Activities	FY 96 - FY 99 Total Project Request USAID
Ongoing Activities	\$ 7.40 m
New Site Development	\$ 2.90 m
Balancing Themes	\$ 8.80 m
Total	\$19.10 m

This total of \$19.1 million will be matched by 25% TNC (\$4.90 million) and 15% host-country contributions (\$1.00 million) making the TEC \$25.00 million. Budget narrative and specific budget requests are detailed under the Estimated Budget section of this document.

III. PROJECT ANALYSIS

Project Achievements

During the first five 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 management presence in each of these areas has been established, thousands of kilometers of park boundaries have been demarcated, and more than 500 park rangers are now 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, directly enforcing 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 have been addressed in Guatemala, Paraguay, and Panama; and 2) demonstration projects such as 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, thereby assuring the presence of an experienced, in-country human resource base for landscape conservation. Training has ranged from radio-communication use, 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 to 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 to other USAID 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 the end of USAID funding, 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, wildfires, conversion to grazing lands, and overharvest of economic species.

The permanent on-site presence of skilled resource managers serves to monitor and mitigate the impacts of uncontrolled and inappropriate development. 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 five years of implementation the PiP Program has addressed 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 truly be 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 revised project will be implemented over a 48 month period.

Direct park protection and management activities will be carried out by local conservation NGOs, working in close coordination with government natural resource agencies (GOs). 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 work plan. 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 GOs to strengthen specific management actions. In some cases, a GO may be the appropriate entity to take the lead in a project, but all projects will promote NGO/GO 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 a host-country commitment (NGO and GO) of 15% of the total USAID and TNC funds received that will 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 considerable USAID involvement during the implementation of the project. The Nature Conservancy will submit an Initial Park Work Plan and seek approval from USAID Missions and the USAID PiP Project Officer prior to initiating activities in a new park. This document will describe the status of all conditions considered necessary for a park to be sustainably protected, and will contain a special section addressing initial environmental reviews.

An Annual Implementation Plan and Budget will be submitted to USAID for review by appropriate LAC Missions and the USAID PiP Project Officer. This plan will be submitted in September of each year, and will contain the following sections: A) An action-oriented work plan describing planned activities and indicators/benchmarks for measuring progress during the next year; B) A projected budget corresponding to the work plan; C) Revised site work plans for each of the parks based on the findings and recommendations of the End of Year Evaluation including environmental reviews, if appropriate.

On a quarterly basis, TNC will submit a brief program performance report which will coincide with the financial report. In addition, after each year of project implementation, TNC will submit an End-of-Year Evaluation Report to the USAID PiP Project Officer and to appropriate LAC Missions. This report will contain an evaluation of the progress, successes, and shortfalls in achieving the goals that were proposed in the Annual Implementation Plan for that Fiscal Year, and will include the recommendations for development of the next year's work plan. It is expected that USAID PiP Project Officer will provide formal approval for documents set forth in this proposal. Local USAID Missions will be encouraged to participate at all levels of project design, implementation, and evaluations.

When park sites are ready to "graduate" from USAID/PiP assistance, a Graduation Report will be submitted to the appropriate LAC Mission and to the USAID PiP Project Officer for review. The report will highlight the presence of on-site factors needed to reasonably assure that park sustainability is attainable without additional USAID/PiP funds as specified in documents under development by TNC and USAID. Additional USAID/PiP funds will be approved for these sites on a case-by-case basis for agreed upon "Balancing Themes" activities. Site graduation from USAID/PiP funding will be determined collaboratively by TNC, the relevant LAC Mission, and the USAID PiP Project Officer.

Both the LAC Mission and the USAID PiP Project Officer will need to approve the Graduation Report in order for a site to graduate.

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.

TNC Experience with USAID Grants

Since 1986, TNC has collaborated in various projects with USAID and has accumulated considerable experience in USAID funds administration (Attachment 4). USAID is a major contributor to the conservation work of TNC's LACD.

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 48 month period.

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 based on TNC's "5 S's": a) systems, b) stresses, c) sources, d) strategy, and e) success; (2) implementation plan and calendar; (3) a budget for personnel, training, operations, and commodities; (4) a financial section 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. TNC Matching Funds:** Upon approval of this proposal, TNC will provide matching funds in the amount of \$4.90 million over the life of the 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, administration, 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 funds that may become available.
- C. Host-Country Contribution:** The host-country GO and NGO will provide matching funds in the amount of \$1.00 million over the life of the project. These funds will match the total funds received from USAID and TNC, or subgrantee costs, and the match will be cash or in-kind and may include support for the following: protected areas personnel costs, training, commodities, and administration.
- D. 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.
- E. TNC Indirect Cost Recovery:** 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 new Cooperative Agreement.
- F. Complementary Funding to the Project:** The Nature Conservancy is willing to provide technical assistance and training support to interested USAID country Missions that wish to participate in the PiP Program. 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/LAC PiP Project Officer and Contract Officer.

PiP Project Team

Parks in Peril is managed by LACD staff at TNC (see Attachment 5). 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,

the PiP Program Manager together with representatives from USAID's LAC and Global Bureaus constitute the TNC PiP Management Committee to manage project activities.

In order to improve the in-house capacity to manage PiP, the Conservation Science and Stewardship Department was created two years ago. The Director of LACD/Conservation Science and Stewardship is responsible for the USAID 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 and are responsible for the reporting in this Program. In addition, a PiP Local Peoples Specialist has been hired to provide technical assistance on community issues.

Country Program Directors in LACD are 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 provides direct technical assistance and the Regional Training Coordinators provide training support to partner NGOs and government agencies. The LACD Conservation Finance Directors 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 are available to the NGOs to strengthen their capacities in these areas.

The LACD staff, Regional Finance Administrators, and the Administration Department will provide financial and administrative support, including the compilation of financial 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.

As requested by USAID LAC, two external evaluations of the Program will be conducted with support from additional funds that will be requested by USAID LAC over the next five years. USAID LAC anticipates adding an additional \$200,000 to \$250,000 to the authorized PiP budget level to finance these evaluations.

V. PiP PROJECT SCHEDULE

Actions Required

Action	Month	Responsibility
Approval of PiP Proposal	July 1995	LAC,TNC
Preparation of PiP work plans	June - Aug. 1995	NGO,GO,TNC
PiP Work Plans approval	Sept. 1995	USAID Missions
Individual Project implementation	all 12 mo.	NGO,GO,TNC
Quarterly financial report	3 mo. intervals	NGO,TNC
Quarterly reimbursement request	3 mo. intervals	TNC,USAID
Semester narrative report	6 mo. intervals	TNC
Annual audit	December	NGO,TNC
Project evaluation	June - Aug. 1995	TNC,NGO,GO

Total PiP Project Duration: 48 months

VI. FINANCIAL PLAN DESCRIPTION

Financial Plan Summary Four Years

Based on TNC's extensive experience with protected areas projects, 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 chainsaws, 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 of 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. Audit:** Support for in-country partner NGOs audit costs required by USAID/PiP project participation.

Audit Costs (TNC): TNC's direct costs associated with Parks in Peril project audits.

Indirect Cost 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
Latin America and Caribbean Division

Categories	YEAR 1			
	USAID	TNC	HOST	TOTAL
Personnel	1,022,866	147,710	0	1,170,577
Fringe Benefits	362,095	52,290	0	414,385
Travel	604,128	100,000	0	704,128
Office Equipment	25,000	500	0	25,500
Office Costs	78,681	500	0	79,181
Professional Fees	541,670	80,000	0	621,670
Training	306,891	75,000	0	381,891
Publications	110,000	25,000	0	135,000
Sub-Grantee Costs*	2,300,081	900,000	480,012	3,680,093
Audit Costs	86,960	0		86,960
Subtotal	<u>5,438,373</u>	<u>1,381,000</u>	<u>480,012</u>	<u>7,299,385</u>
ICR Rate	1,055,044	267,914	0	1,322,958
GRAND TOTAL	6,493,417	1,648,914	480,012	8,622,343

*Host match = 15% of total USAID + TNC funds for sub-grantee costs

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USAID Parks in Peril Proposal
Latin America and Caribbean Division
USAID FUNDING ONLY
YEAR 1

Categories	Ongoing Activities	New Site Dvpmt.	Bal. Themes	TOTAL USAID
Personnel	517,094	135,000	370,772	1,022,866
Fringe Benefits	183,052	47,790	131,253	362,095
Travel	286,128	135,000	183,000	604,128
Office Equipment	5,000	0	20,000	25,000
Office Costs	53,681	0	25,000	78,681
Professional Fees	259,670	135,000	147,000	541,670
Training	146,891	0	160,000	306,891
Publications	0	0	110,000	110,000
Sub-Grantee Costs	1,516,821	553,260	230,000	2,300,081
Audit Costs	86,960	0	0	86,960
Subtotal	<u>3,055,297</u>	<u>1,006,050</u>	<u>1,377,026</u>	<u>5,438,373</u>
ICR Rate	592,728	195,174	267,143	1,055,044
GRAND TOTAL	3,648,024	1,201,224	1,644,169	6,493,417

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USAID Parks in Peril Proposal
Latin America and Caribbean Division

Categories	YEAR 2			
	USAID	TNC	HOST	TOTAL
Personnel	970,035	147,710	0	1,117,746
Fringe Benefits	343,392	52,290	0	395,681
Travel	571,714	60,000	0	631,714
Office Equipment	25,000	500	0	25,500
Office Costs	80,386	500	0	80,886
Professional Fees	489,542	120,000	0	609,542
Training	275,507	65,000	0	340,507
Publications	135,000	20,000	0	155,000
Sub-Grantee Costs*	1,323,716	650,000	296,057	2,269,773
Audit Costs	54,454	0	0	54,454
Subtotal	<u>4,268,745</u>	<u>1,116,000</u>	<u>296,057</u>	<u>5,680,803</u>
ICR Rate	828,137	216,504	0	1,044,641
GRAND TOTAL	5,096,882	1,332,504	296,057	6,725,443

*Host match = 15% of total USAID + TNC funds for sub-grantee costs

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USAID Parks in Peril Proposal
Latin America and Caribbean Division
USAID Funding
Year 2

Categories	Ongoing Activities	New Site Dvpmnt.	Bal. Themes	TOTAL USAID
Personnel	479,432	105,000	385,603	970,035
Fringe Benefits	169,718	37,170	136,504	343,392
Travel	311,714	105,000	155,000	571,714
Office Equipment	0	0	25,000	25,000
Office Costs	0	0	80,386	80,386
Professional Fees	182,542	105,000	202,000	489,542
Training	105,507	0	170,000	275,507
Publications	0	0	135,000	135,000
Sub-Grantee Costs	615,956	477,760	230,000	1,323,716
Audit Costs	54,454	0	0	54,454
Subtotal	<u>1,919,323</u>	<u>829,930</u>	<u>1,519,493</u>	<u>4,268,745</u>
ICR Rate	372,349	161,006	294,782	828,137
GRAND TOTAL	2,291,671	990,936	1,814,275	5,096,882

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USAID Parks in Peril Proposal
Latin America and Caribbean Division

Categories	YEAR 3			
	USAID	TNC	HOST	TOTAL
Personnel	896,223	147,710	0	1,043,933
Fringe Benefits	316,275	52,290	0	368,565
Travel	335,970	65,000	0	400,970
Office Equipment	25,000	500	0	25,500
Office Costs	81,904	500	0	82,404
Professional Fees	284,769	50,000	0	334,769
Training	262,210	65,000	0	327,210
Publications	270,000	30,000	0	300,000
Sub-Grantee Costs*	718,337	400,000	167,751	1,286,088
Audit Costs	42,561	0	0	42,561
Subtotal	3,233,249	811,000	167,751	4,212,000
ICR Rate	627,250	157,334	0	784,584
GRAND TOTAL	3,860,499	968,334	167,751	4,996,584

*Host match = 15% of total USAID + TNC funds for sub-grantee costs

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USAID Parks in Peril Proposal
Latin America and Caribbean Division
USAID Funding
Year 3

Categories	Ongoing Activities	New Site Dvpmt.	New Site Dvpmt.	TOTAL USAID
Personnel	438,139	30,000	428,084	896,223
Fringe Benefits	150,504	10,620	155,152	316,275
Travel	126,970	30,000	179,000	335,970
Office Equipment	7,500	0	17,500	25,000
Office Costs	0	0	81,904	81,904
Professional Fees	114,769	30,000	140,000	284,769
Training	87,210	0	175,000	262,210
Publications	0	0	270,000	270,000
Sub-Grantee Costs	180,577	317,760	220,000	718,337
Audit Costs	42,561	0	0	42,561
Subtotal	<u>1,148,230</u>	<u>418,380</u>	<u>1,666,639</u>	<u>3,233,249</u>
ICR Rate	222,757	81,166	323,328	627,250
GRAND TOTAL	1,370,987	499,546	1,989,967	3,860,499

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USAID Parks in Peril Proposal
Latin America and Caribbean Division

Categories	YEAR 4			
	USAID	TNC	HOST	TOTAL
Personnel	1,021,868	110,783	0	1,132,651
Fringe Benefits	361,741	39,217	0	400,958
Travel	418,795	100,000	0	518,795
Office Equipment	25,000	0	0	25,000
Office Costs	82,072	1,000	0	83,072
Professional Fees	402,000	80,000	0	482,000
Training	160,000	100,000	0	260,000
Publications	270,000	120,000	0	390,000
Sub-Grantee Costs*	265,000	220,000	72,750	557,750
Audit Costs	50,000	0	0	50,000
Subtotal	<u>3,056,476</u>	<u>771,000</u>	<u>72,750</u>	<u>3,900,226</u>
ICR Rate	592,956	149,574	0	742,530
GRAND TOTAL	3,649,432	920,574	72,750	4,642,756

*Host match = 15% of total USAID + TNC funds for sub-grantee costs

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USAID Parks in Peril Proposal
Latin America and Caribbean Division
USAID Funding
Year 4

Categories	Ongoing Activities	New Site Dvpmt.	Bal. Themes	TOTAL USAID
Personnel	0	30,000	991,868	1,021,868
Fringe Benefits	0	10,620	351,121	361,741
Travel	0	30,000	388,795	418,795
Office Equipment	0	0	25,000	25,000
Office Costs	0	0	82,072	82,072
Professional Fees	0	30,000	372,000	402,000
Training	0	0	160,000	160,000
Publications	0	0	270,000	270,000
Sub-Grantee Costs	0	60,000	205,000	265,000
Audit Costs	50,000	0	0	50,000
Subtotal	<u>50,000</u>	<u>160,620</u>	<u>2,845,856</u>	<u>3,056,476</u>
ICR Rate	9,700	31,160	552,096	592,956
GRAND TOTAL	59,700	191,780	3,397,952	3,649,432

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USAID Parks in Peril Proposal
Latin America and Caribbean Division

Categories	YEARS 1-4			
	USAID	TNC	HOST	TOTAL
Personnel	3,910,993	553,914	0	4,464,907
Fringe Benefits	1,383,503	196,086	0	1,579,589
Travel	1,930,607	325,000	0	2,255,607
Office Equipment	100,000	1,500	0	101,500
Office Costs	323,043	2,500	0	325,543
Professional Fees	1,717,981	330,000	0	2,047,981
Training	1,004,608	305,000	0	1,309,608
Publications	785,000	195,000	0	980,000
Sub-Grantee Costs*	4,607,134	2,170,000	1,016,570	7,793,704
Audit Costs	233,975	0	0	233,975
Subtotal	<u>15,996,843</u>	<u>4,079,000</u>	<u>1,016,570</u>	<u>21,092,413</u>
ICR Rate	3,103,388	791,326	0	3,894,714
GRAND TOTAL	19,100,231	4,870,326	1,016,570	24,987,127

*Host match = 15% of total USAID + TNC funds for sub-grantee costs

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USAID Parks in Peril Proposal
Latin America and Caribbean Division
USAID Funding only
Years 1-4

Categories	Ongoing Activities	New Site Dvpmt.	Bal. Themes	TOTAL USAID
Personnel	1,434,665	300,000	2,176,328	3,910,993
Fringe Benefits	503,274	106,200	774,030	1,383,503
Travel	724,812	300,000	905,795	1,930,607
Office Equipment	12,500	0	87,500	100,000
Office Costs	53,681	0	269,362	323,043
Professional Fees	556,981	300,000	861,000	1,717,981
Training	339,608	0	665,000	1,004,608
Publications	0	0	785,000	785,000
Sub-Grantee Costs	2,313,354	1,408,780	885,000	4,607,134
Audit Costs	233,975	0	0	233,975
Subtotal	<u>6,172,849</u>	<u>2,414,980</u>	<u>7,409,014</u>	<u>15,996,843</u>
ICR Rate	1,197,533	468,506	1,437,349	3,103,388
GRAND TOTAL	7,370,382	2,883,486	8,846,363	19,100,231

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ATTACHMENT 2

**LIFE OF PROJECT MATRIX
FOR USAID/PIP SITES**

LIFE OF PROJECT MATRIX FOR USAID/PIP SITES

SHOWN BY REGIONS

ANDEAN/SOUTHERN CONE SITES

Country	Begin	End	1991	1992	1993	1994	1995	1996	1997	1998	1999
Amboro	Bolivia	1991	1994								
Noel Kempff	Bolivia	1991	1994								
La Paya	Colombia	1991	1995								
Pampas del Heath	Peru	1991	1996								
Mbaracayu	Paraguay	1992	1994								
Yanachaga-Chemillen	Peru	1992	1995								
Cahuinari	Colombia	1992	1996								
Chingaza	Colombia	1992	1996								
Machalilla	Ecuador	1992	1996								
Podocarpus	Ecuador	1992	1997								
Sierra Nevada de Santa Marta	Colombia	1992	1997								
Tariquia	Bolivia	1995	1998								
Total sites by year			4	11	11	11	9	7	3	1	0

CARIBBEAN SITES

Country	Begin	End	1991	1992	1993	1994	1995	1996	1997	1998	1999
Jaragua	Dominican Rep	1991	1995								
Rio Bravo	Belize	1993	1996								
Mome Trois Pitons	Dominica	1993	1996								
Parque del Este	Dominican Rep	1993	1997								
Total sites by year			1	1	4	4	4	3	1	0	0

CENTRAL AMERICAN SITES

Country	Begin	End	1991	1992	1993	1994	1995	1996	1997	1998	1999
Corcovado/OSA	Costa Rica	1991	1994								
Darien	Panama	1991	1996								
Sierra de las Minas	Guatemala	1991	1996								
Panama Canal Watershed	Panama	1993	1995								
Talamanca Caribbean Corridor	Costa Rica	1995	1998								
Total sites by year			3	3	4	4	4	3	1	1	0

MEXICO SITES

Country	Begin	End	1991	1992	1993	1994	1995	1996	1997	1998	1999
El Triunfo	Mexico	1991	1997								
Ria Lagartos/Celestun	Mexico	1991	1996								
Sian Ka'an	Mexico	1992	1996								
El Ocote	Mexico	1992	1997								
La Encrucijada	Mexico	1992	1997								
Calakmul	Mexico	1993	1997								
El Pinacate	Mexico	1994	1997								
Total sites by year			2	5	6	7	7	7	5	0	0

TOTAL SITES BY YEAR

10 20 25 26 24 20 10 2 0

TOTAL NUMBER OF SITES: 28

ATTACHMENT 3
USAID/GCC PROGRAM DESCRIPTION

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USAID - Global Climate Change (GCC)

FY 95 PROGRAM DESCRIPTION

In southern Mexico, The Nature Conservancy has established a very successful partnership between USAID/LAC, the USAID Mission for Mexico, and three Mexican NGO's. The focus of this partnership is the preservation of biological diversity and conservation of tropical forests and wetlands on the six Global Climate Change (GCC) sites in Mexico.

El Triunfo Biosphere Reserve/La Sepultura Ecological Reserve
La Encrucijada Ecological Reserve
El Ocote National Park
Calakmul Biosphere Reserve
Sian Ka'an Biosphere Reserve
Ria Lagartos/Ria Celestun Special Reserves of the Biosphere

These sites have been part of the USAID/LAC Parks in Peril Program since 1990. They have received funding from the USAID Mexico Mission via the GCC program since 1991. GCC Mexico funds complement ongoing activities of the USAID/LAC Parks in Peril Program in the following areas:

- Building conservation infrastructure to ensure minimum critical management for the six GCC sites in Mexico by adequately staffing reserves and providing funding for reserve operations.
- Incorporating local communities in reserve management and fostering sustainable economic activities with targeted community outreach and development programs.
- Building the long-term local institutional capacity of organizations that administer and manage GCC sites in Mexico through training and technical assistance in self-sufficiency, strategic planning, and long-term funding mechanisms.
- Developing the capacity of site managers to evaluate management actions and make scientifically-based management decisions by establishing cost-effective monitoring and research programs for each site.

The primary goals for FY 95 are to consolidate the protection and management, community support, and long-term security of the Mexican GCC sites. To this end, we have restructured the annual site-based work plans for GCC to reflect these goals. Based on the FY 94 site evaluations, we have identified several tasks that will be completed in FY 95.

1. "Scorecard" of PIP measures of success developed and assessed for each site to determine annual progress towards graduation.
2. Threats analysis completed for three of six sites.
3. Appropriate strategic indicators identified to evaluate conservation impact.
4. Annual evaluations using both program indicators and strategic indicators completed by partner organizations.
5. Institutional evaluations completed and a training program designed for institutional strengthening of each GCC partner.
6. Methodology developed for assessing conservation science and stewardship needs for each site.

Budget Narrative:

The FY 95 GCC budget presented here represents the commitments made to our partners in the FY 95 PIP/GCC work plans and TNC costs for implementing and administering the program.

Personnel, Fringe Benefits, Travel, Office Equipment, Office Costs: These funds will cover partial salary support, travel costs, and office expenses for the following TNC staff.

Brian Houseal, Regional Director, 10% senior management and technical assistance.

Joe Keenan, Southern Mexico Program Manager, 90% to implement GCC activities.

Susan Anderson, Stewardship Program Manager, 50% to manage the Parks in Peril program for Mexico and provide technical assistance in site protection and management.

Jennifer Shopland, Conservation Science Program Manager, 50% to develop a primer on ecological monitoring, provide technical assistance for site-based monitoring programs, and develop the methodology for science and stewardship assessments.

Joe Quiroz, Policy and Finance Program Manager, 10% to provide assistance in local policy issues and long-term financial planning.

Victoria Diggins, Conservation Science and Stewardship Program Assistant 50% to administer the PIP program for Mexico

Cande Barfuss, Policy and Finance Program Assistant, 20% to provide training to partners in site-based long-term financial plans.

Veronica Pinell, Administrative Assistant, 10% to provide administrative and communications support with TNC Home Office.

Professional Fees: These funds will cover Short-term contracts for consultants in long-term financial planning, bioserve planning, and strategic indicators.

Training: These funds will cover costs of implementing training programs and events and covering training costs for TNC's partners.

Publications: These funds will cover the cost of publishing some of the lessons learned and best practices on GCC sites.

Sub-grantee Costs: These include the funds budgeted in the site-based annual work plans and disbursed to partners. Annual site budgets will use the same budget categories as past years:

Personnel

Training

Equipment and Materials

Transportation: No vehicles will be purchased with AID funds.

Construction

Field Operations

Special Studies

Land Acquisition: No land will be purchased with AID funds.

Institutional Support/Admin

Audit Costs: Costs for A-133 Audits for GCC sites and partners.

Indirect Cost Recovery Rate: TNC's indirect recovery rate is 19.4%.

Schedule of Activities:

June - September 1995:

1. Scorecard" of PIP measures of success developed.
2. Threats analysis completed for three of six sites.
3. Annual evaluations using both program indicators and strategic indicators completed by partner organizations.
4. Annual work plans and budgets for FY 96 completed
5. Methodology developed for assessing conservation science and stewardship needs for each site.

October - January 1996:

1. Institutional evaluations completed and a training program designed for institutional strengthening of each GCC partner.
2. Conservation Science and Stewardship assessments completed for each site.
3. PIP measures of success scorecard completed for each site.
4. Appropriate strategic indicators identified to evaluate conservation impact.

February - September 1996:

1. Graduation analysis and plan completed for Ria Celestun/Ria Lagartos and El Triunfo. Long-term financial plan completed for these sites.
2. Threats analysis completed for all seven GCC sites.

USAID Parks in Peril Proposal
Latin America and Caribbean Division
FY 1995 Annual Budget - MEXICO
USAID/GCC Funding

Categories	FY 95				
	LAC	GCC	TNC	HOST	TOTAL
Personnel	46,390	120,000	0	0	166,390
Fringe Benefits	16,422	42,000	0	0	58,422
Travel	48,760	15,000	0	0	63,760
Office Equipment	0	1,000	0	0	1,000
Office Costs	0	5,000	0	0	5,000
Professional Fees	56,058	18,600	0	0	74,658
Training	36,531	0	0	0	36,531
Publications	0	0	0	0	0
Sub-Grantee Costs*	564,765	300,912	290,740	127,015	1,283,432
Audit Costs	22,067	0	0	0	22,067
Subtotal	790,993	502,512	290,740	127,015	1,711,260
Indirect Cost Rec. Rat	0	97,487	0	0	97,487
GRAND TOTAL	790,993	600,000	290,740	127,015	1,808,748

Host Match = 15% of total USAID Funds for Sub-grantee Costs

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USAID Parks in Peril Proposal
Latin America and Caribbean Division
FY 1996 Annual Budget - MEXICO
USAID/GCC Funding

Categories	FY 96				
	LAC	GCC	TNC	HOST	TOTAL
Personnel	46,521	120,000	0	0	166,521
Fringe Benefits	16,468	42,000	0	0	58,468
Travel	38,896	15,000	0	0	53,896
Office Equipment	0	1,000	0	0	1,000
Office Costs	0	5,000	0	0	5,000
Professional Fees	42,670	18,600	0	0	61,270
Training	25,037	0	0	0	25,037
Publications	0	15,000	0	0	15,000
Sub-Grantee Costs*	243,037	453,417	177,864	106,718	981,036
Audit Costs	20,800	0	0	0	20,800
Subtotal	<u>433,429</u>	<u>670,017</u>	<u>177,864</u>	<u>106,718</u>	<u>1,388,028</u>
Indirect Cost Rec. Rat	0	129,983	0	0	129,983
GRAND TOTAL	433,429	800,000	177,864	106,718	1,518,011

Host Match = 15% of total USAID Funds for Sub-grantee Costs

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USAID Parks in Peril Proposal
Latin America and Caribbean Division
FY 1995-1996 Annual Budget - MEXICO
USAID/GCC Funding

Categories	FY 95-96				
	LAC	GCC	TNC	HOST	TOTAL
Personnel	92,911	240,000	0	0	332,911
Fringe Benefits	32,890	84,000	0	0	116,890
Travel	87,656	30,000	0	0	117,656
Office Equipment	0	2,000	0	0	2,000
Office Costs	0	10,000	0	0	10,000
Professional Fees	98,728	37,200	0	0	135,928
Training	61,568	0	0	0	61,568
Publications	0	15,000	0	0	15,000
Sub-Grantee Costs*	807,802	754,329	468,604	233,733	2,264,468
Audit Costs	42,867	0	0	0	42,867
Subtotal	<u>1,224,422</u>	<u>1,172,529</u>	<u>468,604</u>	<u>233,733</u>	<u>3,099,288</u>
Indirect Cost Rec. Rat	0	227,471	0	0	227,471
GRAND TOTAL	1,224,422	1,400,000	468,604	233,733	3,326,759

Host Match = 15% of total USAID Funds for Sub-grantee Costs

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ATTACHMENT 4

TNC'S 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-S-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 (CC) 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-S-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: Fundacion Moises Bertoni-Paraguay.** USAID/Paraguay provided a grant for the initial organizational and start-up expenses of the Moises Bertoni Foundation (FMB). Project total = \$58,000: \$15,000/USAID and \$43,000/TNC. (6/29/87-6/30/91).
4. **520-0000-G-S-9560-00: Conservation Data Center-Guatemala.** USAID/Guatemala provided a grant for the installation of a CC 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-S-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-S-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 CC 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. (9/13/93-10/12/97).
21. 512-0784-A-00-4011: Serra do Divisor National Park Program. The Nature Conservancy received a grant from USAID/Brazil GCC funds to support a collaborative assistance program for the Serra do Divisor National Park in the Acre region in Brazil. The purpose of this agreement is to conduct a Socio-Ecological Assessment and Integrated Regional Management Plan for the park. Project total = \$938,000: \$750,000 /USAID and \$188,000/TNC. (9/29/94-9/30/96).

ATTACHMENT 5
TNC'S LACD STAFF EXPERIENCE



Latin America and Caribbean Division
1815 North Lynn Street
Arlington, VA 22209
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Conservation Science and Stewardship Department

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 is responsible for directing the USAID Parks in Peril project. B.A. (Biology), Harvard University, Post-Doctoral Fellowship, University of Florida. Dr. Redford is proficient in Spanish and Portuguese.

Parks in Peril Team

Mónica Ostria

Manager, Parks in Peril Program. Ms. Ostria has worked with the Conservancy's Latin America and Caribbean Division since 1987 as part of the Stewardship Department. She has been involved in the Parks in Peril Program since the design phase and since 1991 has been in charge of overseeing the program and project management. Ms. Ostria has conducted financial analysis, written technical reports, and coordinated partner relations. Prior to joining The Nature Conservancy, Ms. Ostria was a free-lance translator. She also worked for the Government of Bolivia as the Civil Attache 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, Ms. Ostria has lived in Brazil and travelled extensively throughout Latin America. She is fluent in Spanish, English, and Portuguese, and proficient in French.

Christine E. Campbell

Administrative Assistant, Parks in Peril Program. Ms. Campbell has been with The Nature Conservancy since 1992 and is currently responsible for assisting the Parks in Peril Manager in administering the Parks in Peril Program. She acts as a liaison to TNC partner organizations and USAID 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.

Conservation Science

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 Andres 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.

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 Simon Bolivar University in Venezuela and the State University of New York in Albany and taught courses in animal physiology and general biology. His field experience includes work 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 Bolivar 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.

Jane A. Mansour

Conservation Science Specialist, Conservation Science and Stewardship Department. Ms. Mansour has been working with The Nature Conservancy since 1993, first as an intern, and full-time since completing graduate studies in 1994. As a graduate student, Ms. Mansour conducted research at the Smithsonian Institution's National Zoological Park on the long-term

costs of the captive breeding program for lion tamarin species. She is currently editing the *Parks in Peril Source Book*. Prior to her work in conservation, Ms. Mansour worked for ten years in the securities industry in New York City. B.A. (French Literature), Colgate University; M.S. (Sustainable Development and Conservation Biology) University of Maryland. Ms. Mansour is fluent in French and is currently studying Spanish.

Claire Teixeira

Financial Administrator, Conservation Science and Stewardship Department. Mrs. Teixeira is responsible for the financial management and administration for Conservation Science in the Latin America and Caribbean Division. Prior to joining The Nature Conservancy, she provided administrative support to the private sector in Brazil, Spain, and the United States. Mrs. Teixeira grew up in Latin America and later resided in Brazil for 18 years. She is fluent in Portuguese and Spanish.

Spatial Information Systems:

Roger Sayre

Director, Spatial Information Systems, Conservation Science and Stewardship. Dr. Sayre is a specialist in spatial information technologies, particularly in GIS (Geographic Information Systems). He acquired GIS project management experience in the Dominican Republic. Dr. Sayre has worked in protected areas management, conservation, and sustainable development programs for ten 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. (Natural Resources) Cornell University. Dr. Sayre is proficient in Spanish.

Andrea Cristofani

Manager, Spatial Information Projects, Conservation Science and Stewardship Department. Ms. Cristofani 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. Prior to joining The Nature Conservancy, Ms. Cristofani worked with the U.S. Forest Service, Department 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.

Conservation Information:

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 taught ecology at the University of Costa Rica and conducted research on tropical rainforest ecology and co-evolution of plants and animals under the Organization for Tropical Studies. B.S. (Biology) and 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.

Conservation Finance and Policy Department

Randall K. Curtis

Director, Conservation Finance and Policy, 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.

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 Nature Conservancy, Ms. Nelson has secured Congressional funding for biodiversity projects and park protection. B.S. (Wildlife Ecology) University of Wisconsin.

Catherine Scott

Policy Representative and Legal Adviser, International Programs. Ms. Scott is an attorney specializing in international environmental policy issues. At The Nature 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.

Andean and Southern Cone Region

Gregory A. Miller

Vice-President and Regional Director, Andean/Southern Cone Region. 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 Nature Conservancy, he was an Environmental Advisor for the Bureau for Latin America and the Caribbean at USAID where he evaluated the environmental consequences of development projects, provided technical assistance to USAID 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.

Alan C. Randall

Director, Major Program Development and Paraguay Country Program. Mr. Randall has more than 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) and B.S.F.(Forestry Engineering) University of Washington. Natural Resources Administration, University of Michigan, Ann Arbor. Mr. Randall is fluent in Spanish.

Daniel B. Quinn

Director, Peru and Bolivia Country Programs. Mr. Quinn has five years of experience as a naturalist and 13 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. Mr. Quinn was also the Director of Development of The Nature Conservancy's Ohio office. In his work with Latin America Division, he spent one and a half years in Peru as a Nature 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.

Hugo Arnal

Director, Ecuador Country Program and Acting Director, Venezuela Country Program. Mr. Arnal has been working throughout Latin America in protected areas and natural resource management for more than 14 years. Before joining The Nature Conservancy, he worked for five years as Andean Regional Director of the Fundacion BIOMA in Venezuela. Prior to working in BIOMA, he was the 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, feasibility studies, and 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 English, and proficient in Portuguese.

Bernardita Zapata-Hutchinson

Director, Conservation Finance-South America. Prior to joining The Nature 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. B.A. (International Relations) Mary Washington College; M.B.A. (International Business and Finance) University of Chicago. Ms. Zapata is fluent in Spanish and proficient in Portuguese and French.

Dennis McCaffrey

Senior Project Manager, Andean/Southern Cone Region. Mr. McCaffrey has worked in conservation and natural resources management in Latin America for more than 20 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, conservation, and the use of natural resources. At one point, he served as regional environmental management specialist to the USAID. For five years he was an independent consultant whose clients included conservation organizations, government agencies, The World Bank, the InterAmerican Development Bank, and UN agencies. His work with The Nature 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.

Juan E. Black

Regional Community Outreach Specialist, Andean/Southern Cone Region. Mr. Black has been a conservation leader in Ecuador for more than 22 years. Prior to joining The Nature 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 Catolica, Quito, Ecuador. Mr. Black is a native of Ecuador.

Leonard West

Protected Areas Specialist, Andean/Southern Cone Regions. Mr. West has worked in Latin America for years. Prior to joining The Nature 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 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) and M.S. (Natural Science/Wildlife Management) Oklahoma State University. Mr. West is fluent in Spanish and proficient in Portuguese.

Jerome Touval

Protected Areas Specialist and Colombia Program Manager. Prior to joining The Nature Conservancy, Mr. Touval worked as the International Affairs Specialist for the U.S. Fish and Wildlife Service for eight years, where he developed and administered courses for Latin American and Caribbean biologists and wildlife administrators on habitat and endangered species management, migratory bird conservation, and environmental education techniques. He also worked as a Wildlife Biologist for the U.S. Bureau of Land Management where he led in the development of policy and field office guidance for various environmental and natural resource issues for the Eastern States office's Threatened and Endangered Species Program. Mr. Touval also served as a Peace Corps Volunteer in Honduras, where he assessed and evaluated vegetative cover and runoff, erosion and sediment load in main watersheds within the country. He is fluent in Spanish

Jennifer Diaz

Regional Financial Manager, Andean/Southern Cone Region. Mrs. Diaz is responsible for overseeing all aspects of financial and administrative programs of the Andean/Southern Cone Region of the Latin America Division. She manages all financial aspects of two USAID grants, namely the Pacaya-Samiria project in Peru and the SUBIR grant in Ecuador. Mrs. Diaz also works with partners in the Andean/Southern Cone Region on financial and administrative issues. B.A. (Latin American History) Georgetown University. Mrs. Diaz lived in Bogotá, Colombia for 17 years and is fluent in Spanish.

Alex Hitz-Sanchez

Training Coordinator, Andean/Southern Cone Region. Mr. Hitz-Sanchez has worked in the field of international training for the past 10 years. He has experience in organizational development, training, and program management in Latin America and the United States. Mr. Hitz-Sanchez is responsible for organizing and implementing 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.

Suzanne C. Aloï

Fundraising Coordinator, Andean/Southern Cone Region. Ms. Aloï joined The Nature Conservancy in 1991 as the Membership Coordinator for the Latin America and Caribbean Division and assumed her current position in 1992. She is responsible for the development and implementation of the regional fundraising plan, including oversight of all private donor strategy, cultivation, solicitation, and reporting for six country programs. Previously, Ms. Aloï worked for the U.S. Department of Commerce as a Special Assistant to the Office of the Director General, where she participated in a Strategic Review of the U.S. and Foreign Commercial Service. B.A. (International Affairs-Communications) The George Washington University; Coursework in Italian Language and Commerce, Centro Linguistico Dante Alighieri, Florence, Italy. Ms. Aloï is proficient in Italian and Spanish.

Brazil Region

William J. Possiel

Vice-President and 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 Bioserve and advising The Nature Conservancy on other Brazil projects. Prior to this, he was Ohio State Director for TNC 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.

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 USAID-Brazil Office. B.S. (Architecture) University of Brasília; M.S. (Landscape Ecology) University of London. A native of Brazil she is fluent in English and Spanish.

Nanette Rutsch

Regional Financial Coordinator - Ms. Rutsch has worked for the Conservancy's Latin America Division for six years. She coordinates the financial and administrative activities of the Brazil Program, assisting in the development of financial management mechanisms and administrative procedures for the region. She has worked closely with the Brazil-based staff on the opening and setup of the Brasília office, and will continue to act as a liaison between the Home Office and TNC do Brasil. Prior to joining The Nature Conservancy, Ms. Rutsch worked for the Inter-American Foundation, providing administrative coordination and grant tracking to the Brazil team. Raised in Brazil, Ms. Rutsch is fluent in Portuguese. B.A. (Social Work & Spanish) Asbury College, Kentucky; M.A. (Teaching English as a Second Language) Georgetown University.

Matt Esserman

Regional Fundraising Coordinator - Matt Esserman joined the Brazil Program as its Regional Fundraising Coordinator in October 1993. Previously the Assistant Director of Corporate and Foundation Support for the Conservancy's National Development office, Matt brings over four years of Conservancy fundraising experience to the Brazil Program. He concentrates mostly on raising monies from American sources for the Brasil Verde Conservation Campaign, and spends a portion of his time in Brazil working closely with the Conservancy's Brasilia office and its Brazilian partners. B.A. (Speech Communication & Business Administration) Penn State.

Caribbean Region

Bradford 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 Nature 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 TNC'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 TNC'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.

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., PhD. (Forestry and Land Use) University of Oxford, Oxford Forestry Institute. Dr. Green is fluent in 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 English.

Hernán Torres

Senior Protected Areas Specialist, Caribbean Region. Prior to joining The Nature Conservancy, Mr. Torres worked as consultant to The Nature Conservancy conducting pre-investment studies for Parks in Peril sites in the Dominican Republic, Bolivia, Peru, and Paraguay. He has extensive experience in environmental planning and assessments, protected areas and wildlife planning, management training, and project design. He was a consultant

for private companies in Chile, the Food and Agriculture Organization of the United Nations (FAO), the World Conservation Union, and the National Park Foundation and Center for Tropical Agricultural Research and Training in Costa Rica, USAID in Indonesia, OAS in Trinidad and Tobago. B.S. (Natural Resources) University of Michigan; M.A. (Forestry and Environmental Studies) Yale University. Mr. Torres is a native Chilean and is fluent in English and Portuguese.

John J. Tschirky

Protected Areas Specialist, Caribbean Region. Mr. Tschirky's primary duty within the region is 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 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. B.S. (Marine Biology) Oregon State University; M.S. (Marine Ecology and Population Biology) University of Maryland. He is qualified at operating small vessels, is a certified SCUBA diver, and is fluent in Spanish.

Carla Tufano

Regional Financial Manager, Caribbean Region. Mrs. Tufano has worked for the Conservancy since 1987. She overlooks all aspects of financial as well as Human Resources issues for the Caribbean Region. Prior to joining The Nature Conservancy, Mrs. 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 English.

Monique A. Zegarra

Training Coordinator, Caribbean Region. 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 English, and proficient in both German and Portuguese.

Emily Ross

Regional Fundraising Coordinator, Caribbean Region. Ms. Ross has worked for The Nature Conservancy since 1990. Prior to joining the Caribbean Region, Ms. Ross gained fund raising and financial experience with the launching of the Tallgrass Prairie Preserve Project, a five-year \$15 million campaign. In her capacity as Bioserve Program Coordinator, she managed an informational network for ecosystem conservation projects across the country and internationally to assist in project development, fundraising, and strategic planning. Ms. Ross has been working in her present capacity since September 1993 developing regional fundraising plans with partners and staff, preparing fundraising and communication materials, coordinating major donor activities, identifying prospects, scheduling U.S. fundraising trips, and organizing VIP trips to the region. B.A. (Biology) Mary Baldwin College. Ms. Ross was born and raised in Puerto Rico, lived in the British and U.S. Virgin Islands, and has traveled extensively throughout the Caribbean. Ms. Ross is proficient in Spanish.

Central America Region

Kathleen Marie Moser

Regional Director, Central America. 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.

Carlos de Paco

Director, Costa Rica and Panama Country Programs. One of the newest members of our staff, Mr. de Paco recently finished his Masters in Public Administration at Harvard University, where he concentrated on environmental and conservation strategies. Prior to his Harvard studies, he worked for IUCN in Central America, coordinating marine and coastal activities. He has also worked for the Fundación de Parques Nacionales in Costa Rica and for CIMAR at the University of Costa Rica. B.S. (Biology) University of Costa Rica; M.B.A. INCAE, Costa Rica; M.S. (Marine Resource Management) Université du Quebec, Canada; M.P.A. Harvard University. Mr. de Paco is Costa Rican and is fluent in English and French.

Karen Luz

Director, Honduras and Nicaragua Country Programs. Ms. Luz has eight years of experience in conservation and sustainable development in Latin America, focusing on natural resource management, small agriculture production, community development, and non-governmental organizations. Before joining the Nature Conservancy in July '95, she spent three years working as a consultant to The World Bank's Pilot Program to Conserve the Brazilian Rain Forest. B.A. (History) Yale University; M.S. (Agricultural Economics) University of Wisconsin-Madison. Ms. Luz is fluent in Spanish, Portuguese, and Guarani and has a working knowledge in French.

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 Nature 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.

Miriam J. Ostria

Regional Financial Manager, Central America Region. Mrs. Ostria has worked with The Nature 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 USAID grants. Mrs. Ostria also advises TNC's partner organizations and in-country offices on financial and management issues. Prior to joining The Nature Conservancy, Mrs. 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 English.

Anne McEnany

Regional Fundraising Coordinator, Central America Region. Ms. McEnany has worked for The Nature Conservancy's Latin America and Caribbean Division since 1991 as the Adopt-an-Acre Program Coordinator. For two years, she managed the day-to-day program's operations. In her current position, she coordinates the fundraising activities for five countries in the Central America region. She has lived in Spain and Costa Rica and has

travelled extensively in Europe and Central America. B.A. (Latin American Studies) University of Virginia. Ms. McEnany is proficient in Spanish.

Mexico Region

Brian Houseal

Vice-President and Regional Director, Mexico. 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, USAID, The Tropical Agricultural Center for Investigation and Training, and The Nature Conservancy. Mr. Houseal is the creator and former Director of TNC's Parks in Peril Program. 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.

Joseph R. Quiroz

Director, Conservation Finance and Policy, Mexico Region. 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 fluent in Spanish.

L. Susan Anderson

Director of Stewardship, Mexico Region. 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 Nature 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.

Jennifer Shopland

Manager, Conservation Science Program, Mexico Region. 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.

Joe Keenan

Manager, Southern Mexico Program. 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.

Richard Devine

Training Coordinator, Mexico Region. Mr. Devine has worked for the past 12 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 Mexico Region 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.

Victoria Diggins

Conservation Science and Stewardship Program Assistant. Mexico Region. Ms. Diggins has been with The Nature Conservancy for seven years and provides program management, fundraising, financial administration, and communication support to the Conservation Science and Stewardship Program. Before joining TNC, she worked as a hydrologist and geologist. B.S. (Geosciences) University of Arizona. Ms. Diggins is proficient in Spanish.

Training Department

Paquita Bath

Training Director, Latin America and Caribbean Division. 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. Formerly, Ms. Bath was the Training Coordinator for The Nature Conservancy's Latin America Science Program working on Rapid Ecological Assessments and other scientific skills training requested by partner organizations. Prior to joining TNC, 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 and sustainable agricultural and income-generating programs. B.S. (Latin American Studies) Georgetown University; M.S. (International Agricultural Development) California Polytechnic. Ms. Bath is fluent in Spanish and proficient in Portuguese.

Patricia Leon

Director, Financial Self-Sufficiency, Latin America and Caribbean Division. Ms. Leon is responsible for providing technical assistance and training to TNC's partner organizations to contribute to their financial stability. Prior to this position Ms. León was Director of Resources and Institutional Development in the Peruvian Foundation for the Conservation of Nature (FPCN) since 1991. A native of Peru, she studied architecture and marketing, and entered the private business sector where a significant part of her career developed. Ms. Leon is fluent in English and proficient in Portuguese.

Finance and Administration Department

Alma Lopez

Director of Operations, Latin America and Caribbean Division. Ms. López has worked with the Conservancy's Latin America and Caribbean Division since its inception developing and administering personnel and instituting 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. Course work in international communications, American University. A native of Cuba, Ms. López is fluent in English.

Elizabeth Palmer

Office Systems Manager, Latin America and Caribbean Division. Mrs. Palmer has overall responsibility for supporting automated information systems for LACD's home office and in-

country offices. She is responsible for the design, installation, implementation and maintenance of adequate systems in cooperation with TNC-HO and users. The responsibilities included: planning, purchasing, installation, integration, documentation, training, trouble shooting, and serving as a liaison between the in-country offices, HO, and outside companies/organization. Prior to joining The Nature Conservancy, Mrs. Palmer was a financial systems consultant and electronic data processing auditor with Coopers & Lybrand. B.S. (Accounting) University of Maryland. A native of Puerto Rico, Mrs. Palmer is fluent in English.

Resources Department

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. 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 the Conservancy's Adopt An Acre program. B.A. (Mathematics) Miami University; M.A. (Landscape Architecture) University of Wisconsin, Madison. Mr. Younkman is proficient in Spanish.

Marie Uehling

Manager, International Trips Program, Latin America and Caribbean Division. Prior to joining the Latin America Division of the Conservancy, Ms. Uehling worked for two years with TNC's Tennessee Chapter. She has worked as a Botanical Research Assistant for the Missouri Botanical Garden and the Smithsonian Institution's Botany Department. Ms. Uehling was involved in a variety of field studies and plant collection projects throughout Latin America, including eight months working for the Biological Dynamics of Forest Fragments Project in Manaus, Brazil. She is currently planning and overseeing implementation of the International Trips Program offered to the Conservancy's membership. B.S. (Botany) Miami University, Ohio. Ms. Uehling has a working knowledge of Portuguese and Spanish.

Cinthya Pandini

Director of Marketing and Outreach, Latin America and Caribbean Division. Ms. Pandini joined the Conservancy's development department in 1989 in the Donor Response Program engaging in fundraising, donor relations, and providing public information. She joined the Latin America and Caribbean Division as Communications Manager, bringing expertise in public relations, writing/document production, special events planning, and information services to that position, and is now responsible for the division's marketing efforts. Ms. Pandini is also the co-author of several books, the latest of which is *This Planet is Mine--Teaching Environmental Awareness to Children*. B.A.(English Literature) Saint Mary's College, California. Ms. Pandini is proficient in Italian, French, and Spanish.

Erin Borgeson Castelli

Director of Annual Giving Programs, Latin America and Caribbean Division. Ms. Castelli has worked for the Conservancy for six years. She has extensive experience in major donor fundraising, proposal writing, and membership services. Ms. Castelli is in charge of the Latin America and Caribbean Division's direct mail program and giving clubs. B.A. (French and Psychology) Colby College, Waterville, Maine. Ms. Castelli is proficient in Spanish and French.

Lisa Weinerman

Manager, Capital Campaign, Latin America and Caribbean Division. Ms. Weinerman has worked for The Nature Conservancy for five years. Prior to joining the Latin America and Caribbean Division, she worked as a writer in the Home Office Development department. As Capital Campaign Manager, she coordinates fundraising activity, writes and edits proposals, and tracks incoming funds. Most recently, she co-edited "*Heart of the Land: Essays on the Last Great Places*," an anthology of essays by major authors about places where the Conservancy is working in the United States, Latin America, and the Pacific. B.A. (Political Science) Duke University.

Shelly Harrington

Adopt-An-Acre/Rescue-the-Reef Programs Coordinator. Ms. Harrington joined The Nature Conservancy's Latin America and Caribbean Division in May 1993. Prior to joining The Nature Conservancy, she worked for PRC Public Systems Inc., a computer software specialist in computer aided dispatching systems. She is responsible for the day-to-day operations of the Adopt-An-Acre and Rescue-the-Reef programs including the production of education and outreach materials, proposal and report writing, and outreach efforts. She works directly with the Director of Marketing and Outreach to create marketing strategies and campaigns for the programs. B.A. (International Relations) Simmons College. Ms. Harrington is fluent in Spanish.