



# NAPA

## News from African Protected Areas



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### Comparative advantages of Conservation Trust Funds versus Project approach for biodiversity conservation

*What are the advantages and disadvantages of Conservation Trust Funds (CTF) in comparison to those of other financial mechanisms used to support Protected Areas such as a traditional project approach?*

*Indeed, despite continued interest to support CTFs, several organizations question the benefit of channeling funds into a CTF, as opposed to spending it directly in project grants. In order to provide answers to these aspects and issues, the Conservation Finance Alliance (CFA – [www.conservationfinance.org](http://www.conservationfinance.org)) with support from FFEM, MAVA, FIBA and the French development agency (AFD) has commissioned a study with the overall objective of conducting some field case studies. The aim is to analyze and review the advantages and disadvantages of providing support to PA systems through a long term endowment CTF mechanism versus a project-finance approach, as well as to highlight the conditions that determine the decision process leading to either or both investment options.*

*The present NAPA letter summarizes some of the findings... More on [www.papaco.org](http://www.papaco.org) (on useful tools/studies pages)*

The study was prepared by a consulting team from **Baastel** ([www.baastel.com](http://www.baastel.com)) based on extensive interviews, review of in-depth documentation, and

consultations in Benin, Madagascar, Mexico and Uganda.

**Four PAs** were selected for the field case studies:

1. **Pendjari National Park (PNP)** in Benin;
2. **Bwindi Impenetrable NP (BINP)** in Uganda;
3. **Masoala NP** in Madagascar; and
4. **Monarch Butterfly Biosphere Reserve (RBMM)** in Mexico.

These four PAs are included in a national governmental PA system, have management systems and processes defined and in place, and have been created some years ago. They are therefore only representative of some of the PAs around the world.

*This study has been financed by the following partners :*



Within the context of this comparative advantage study, the term endowment CTF refers to the following: “**Endowment CTF as a long term financial mechanism to support the creation and/or strengthening/fostering of PA sites or systems and their management**”.

On the other hand, more traditional projects have been implemented and are still on-going supporting biodiversity conservation inside and outside PAs. Within the context of this comparative study, a project is defined as a: **“Financial intervention programmed for a short period (no more than 4 or 5 years) and designed to create and/or strengthen/foster PA sites or systems and their management”**.

### Prerequisites

Various financial instruments exist to support PA systems. For instance, CTFs as institutions can manage various financing mechanisms including, but not limited to, endowment funds, sinking funds, revolving funds, and debt for nature swaps. Other financial mechanisms exist to support PA system such as carbon offset, short term project support, etc. All these financial instruments can strategically complement each other and act in synergy. This study focuses only on two specific financial instruments in support to PA systems: **short term projects and endowment CTFs**. The issue is not whether one instrument is better than the other, but rather how the instruments can best complement each other. The four detailed case studies suggest that there is indeed **no inherent contradiction between endowment funds and project funding**.

Both financial mechanisms have their **own niche** in funding PAs or supporting interventions around the PAs and can therefore significantly complement each other. In making a decision on which financial instrument would be better positioned to achieve a specific expected goal for a given PA in an efficient and effective fashion, some prerequisites need to be analyzed and assessed. Such prerequisites will influence the decisions that will be made regarding investment options. They include the following:

- Identified financial needs and priorities: a comprehensive PA System Finance Analysis should be conducted first of all to weigh options and to identify what are the exact financial needs that have to be filled and what are the potential financial options available to fill these needs.

- Level of development and/or maturity of the national PA system: the level of development of the national PA system will influence the role that each financial instrument may play. In a nascent national PA system with weak capacities to develop and manage the system and its PAs, an endowment CTF may be used to support PAs recurrent costs, while short term projects may best be used in parallel to build basic capacities and infrastructures within PAs

and to buy basic equipment. On the contrary, in a mature national PA system, endowment CTFs may be used to promote conservation innovations, to demonstrate new management approaches, to support the development of co-management processes and to finance alternative livelihood options for surrounding communities. In such a mature system, short term project support may be used to strengthen existing infrastructure, to provide specific and specialized support or to conduct detailed studies and research.

- Existence of specific conservation laws or decrees: this prerequisite is closely associated to the one above. In a given country without any endorsed specific conservation laws and/or decrees, an initial project support may be necessary to support/contribute to the development of such laws/decrees, in order to pave the way for more secure financial support and the definition of better structured support.



*Lions in Pendjari NP, one of the PA of this study © Gaétan Quesne (Baastel)*

- Level of governance: the state of the national policy and governance system may also influence the decision being made regarding investment options. In a country faced with instability in its policy and governance system, an endowment CTF may be advisable due to its independence and its resilience to policy and institutional shocks, and in view of the limited other financial options that may be available.

On the contrary, in a country with a sound and stable governance and policy system, an endowment CTF

may not be the best option as other more promising financial sources may be available. A return on investment analysis may be conducted in such a situation.

□ Government commitment to conservation efforts: this prerequisite is in a sense linked to the national legal system. A country displaying a strong commitment to conservation efforts will probably have enacted specific conservation laws, decrees and policies. In a country with a weaker commitment to conservation efforts, short term projects may be used to increase basic awareness vis-à-vis conservation and natural resource management aspects. Lobbying vis-à-vis national institutions and government may be conducted with the aim of increasing financial and institutional commitment to biodiversity conservation.

□ Private sector and civil society commitment to conservation efforts: in addition to government commitment to conservation efforts, the commitment of the private sector and of civil society towards conservation and protection of biodiversity, and/or the restoration of ecosystems will influence the decisions that should be made regarding an investment option. CTFs would be better adapted if there were a structured private sector and a civil society committed to conservation efforts, with capacities to actively participate in the CTF governance system, where they can feed into a national debate and discussion on conservation aspects. On the contrary, short term projects may be advisable in a situation where the private sector and civil society are not committed to conservation efforts: projects would have to be implemented to increase this commitment and pave the way for more sustainable and secure financial support.

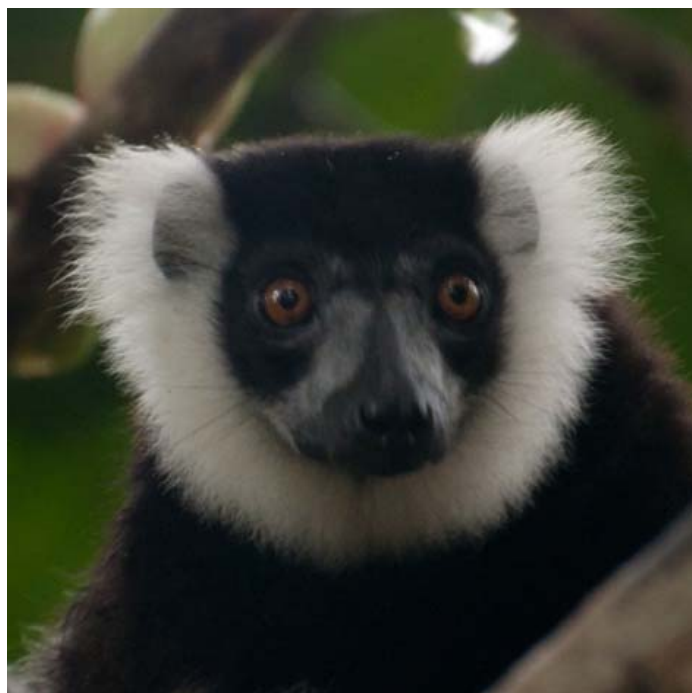
□ Level of structuring in national and local conservation/development organizations: short term projects can be used to build basic capacities of local and national organizations in a country where organizations are not yet structured.

### Specific niches of both instruments

Although each financial instrument has its own niche in supporting PAs, according to their stages of development and the specific support to be provided, specific conditions and/or circumstances influence these niches and the decisions to be made regarding an investment option. They include the following:

□ Objective and mission to be carried out by the financing instrument: the decision on the investment option would have to be determined based on a

detailed analysis of the specific priorities and needs the investment will contribute to respond to. What are the exact needs and priorities at the national PA system level or targeted PA level? What are the main actions and processes that should be financially supported to provide an answer to these needs and priorities? And which one of the investment options is the most appropriate to financially support these actions and processes, based on their specific niche, comparative advantages and scale of action as described above?



*Lemur in Masoala NP, another PA of the study © Gaétan Quesne (Baastel)*

□ Level of development of the country and specific contextual circumstances: which one of the investment options is the most appropriate to financially support these actions and processes, based on the particular circumstances in the targeted country?

□ Other sources of income available (tourism, carbon offset, other financial instruments)?

□ Level of PA O&M costs at the national level.

□ Presence of institutions able to coordinate and implement short term projects in an efficient and effective fashion.

Endowment CTFs are more appropriate to support more mature PAs recurrent management costs and a portion of the operating costs. They can strengthen the management efficiency at the PA level through financial grants to trainings and capacity building

events. They are also well placed to support day-to-day monitoring at the PA level, through patient, long term support. As institutions, they can act as policy lobbyists and leverage additional public, private and commercial resources. Investments in endowment CTFs should be preferred in cases when identified priorities and needs relate to a gap in support to recurrent management costs, a gap in predictable and sustainable financial sources for the national PA system or a targeted PA, a gap in coordination or networking. Investments in endowment CTFs should also be preferred to nurture long term community engagement vis-à-vis conservation, or even to respond to a lack of response to an annual slowdown in government resources at a specific period in the year.

On the contrary, if the priorities and needs identified relate to an urgent, significant, and fairly precise gap in financing at the PA level to build or refurbish administrative and/or park infrastructures, to implement specific studies such as socio-economic and conservation impact evaluations, to provide specific short term technical assistance, or to implement parallel development and awareness raising campaigns or pointed activities, traditional short-term projects should be preferred. The two options are however not mutually exclusive, and in some cases, **projects can be managed by an existing CTF**, taking advantage of the knowledge, capacity and mechanisms already in place to maximize cost effectiveness of certain project interventions and insert them in a broader, longer term logic and process of support and transformation.

#### Abilities to adapt support to evolving PA needs

Evidence shows that project implementation is generally very dependent on the national political context and can therefore suffer in case of political turmoil. CTFs are generally in a better position to face a national institutional crisis, as they are independent grant making institutions and are therefore less influenced by such events. In adapting to PA evolving needs, adequately endowed CTFs can establish emergency funds or additional funding windows so as to quickly respond to PA emergencies and urgent needs, such as natural disasters.

Typically, endowment CTFs provide grants that are allocated to PA priorities and needs on a yearly basis. They are therefore sufficiently flexible to adapt to PA evolving needs and priorities. Flexibility may therefore be another advantage of CTFs, but it mainly depends on their governance system, on their

bylaws and on the competencies of their Board of Directors.

Short term projects, in cases where they are implemented by local organizations, are generally in a good position to actively respond to evolving needs of local communities, as they are closer to the ground and directly operate in close collaboration with these communities. Endowment CTFs that are associated with a particular park and institutionally located close to the park can also provide financial grants to such local organizations that will stay close to the communities, building on the local social capital and mechanisms developed over years of operations.

#### Abilities to coordinate international assistance

Case studies demonstrate endowment CTFs' abilities to coordinate international assistance. They are generally better equipped to coordinate such assistance, as all endowment funds are channeled and merged in one capital fund. In the end, the annual revenues from this fund are managed by a unique entity, although some invested funds in endowments are earmarked and their incomes only used to support designated PAs or activities. Once again, CTF governance structure is key to ensuring coordination of international assistance.



*Monarch Butterflies found in the RBMM (Mexico) © Gaétan Quesne (Baastel)*

Furthermore, CTFs can be of help in strengthening the overall coordination of international assistance at the national level, as long as they are perceived as independent, and honest brokers. CTFs, building on their local presence and networks of partners, can be an attractive entry point for donors wishing to work around a given PA with a minimal entry cost. CTFs can also play a key role in piloting dialogues between governmental institutions, national NGOs and associations, and donors. Other mechanisms can act as piloting and coordination bodies, such as environment or biodiversity conservation national steering committees. However, the facilitation of such coordination bodies is not always fully effective and can be somewhat difficult, especially when project stakeholders and donors involved in such

committees do not share a common vision or objectives.

### Adequacy between the funding offer and PAs financial needs and priorities

Financial gaps have been observed for all four PAs. Over the recent years, the demand for finance from the four PAs has only been partially covered. The financial gap analysis conducted as part of this study on all four PA budgets shows annual financial gaps fluctuating between 20 and 50% of total PAs annual demand for finance over the recent years. In all four PAs, accumulated park generated revenues and public allocations cover between 10 to 50% of the annual demand for finance. Project support played a role in channeling funding to all four PAs and covered up to 50% of total annual PAs demand for finance. In the meantime, operational endowment CTFs played a critical role in channeling financial resources to the PAs and reducing the PA financial gap. PAs O&M costs constituted in most cases for more than fifty percent of annual PAs budgets.

Government financial resources are generally used to finance part of these O&M costs, including payroll costs. With their long-term perspective, endowment CTFs can play a key role in covering the remaining gap in financing these O&M costs. At the national level, in all four countries, national PA systems are currently underfunded. Financial gaps observed at the level of the national PA system can reach up to 50% of total financial needs. Financial resources are currently not secured for several PAs included in national PA systems.



*Monarch butterflies in the RBMM © Gaétan Quesne (baastel)*

### Transaction costs of both instruments

Case studies show clearly that endowment CTFs have a significant comparative advantage in leveraging additional funding from private and commercial entities. Endowment CTFs are also well

placed to leverage additional funding from public donors in a strategic manner using their own funds. All CTF analyzed were successful in mobilizing finance overtime and at a relatively low cost to donors given that their management costs are already covered to a large extent by their internal revenues from the endowment. Mobilizing co-financing always constitute a conditionality to project support from traditional international donors. However, mobilizing co-financing generally proves to be quite challenging for project promoters. In most cases, short term projects are only able to leverage complementary financing in the form of existing short term projects and/or programs that will contribute to the achievement of their objectives but for which effective mobilization will be very difficult to track.

With respect to the level of capitalization, it is quite different in size for all four CTFs. This level of capitalization is determined by a group of factors. Current endowment capitals are insufficient to fully respond in a cost-effective manner to their missions and in some cases to take advantage of economies of scale in their management and operations processes. Related to this, one could possibly argue that in order to be fully cost-effective by international standards, endowment CTFs may require a certain degree of scale, both in terms of target area covered and therefore in terms of level of capitalization. Although a straight comparison of management costs for short term projects and CTFs is probably misleading, as is a strict comparison between trust funds or other organizations, the case studies showed that annual management costs of some CTFs analyzed here are comparable to those of international organizations' project fees/overheads.

A Trust Fund not adequately endowed will likely show a higher ratio of transaction costs than another fund better endowed, taking better advantage of economies of scale. In addition, the case studies suggest that both CTFs and short term projects have a role to play in structuring and strengthening local and national networks. Through their boards and their internal technical committees, CTFs, as institutions, can be catalytic in linking various stakeholders together, including government organizations, academic institutions, and private actors, among others.

### Contribution to conservation impacts overtime

All four PAs analyzed show improvements in their ecological and environmental status overtime. The various supports provided to PAs, including short term project support and endowment CTFs support, all contributed to this improvement in status.

Although the issue of attribution remains, one can say that permanent available funding to ensure minimal services of the PAs provided through both instruments (if short term projects are successive, continuous and do not leave the PA without finance a given year), lead to positive conservation impacts over time.

### Contribution to social and economic impacts over time

All four PAs also show improvements overtime in livelihoods and economic conditions within their surrounding areas. However, in measuring the achievement of social and economic impacts overtime, the issue of attribution vs. contribution remains the same as the one for measuring conservation impacts, especially in the absence of continuous and comprehensive processes of monitoring and impact evaluation.

### Policy influence, lobbying and advocacy focus of both approaches

Both CTFs and short term projects can act as institutional and policy lobbyists. Through their independence from national governments and their in-house technical capacities, CTFs, as institutions, are generally well positioned to contribute to national policy dialogues in the medium to long term and to influence national conservation policies. Their high level board of directors/trustees contributes to reinforce this influence at the national and regional levels. Short term projects can directly support the development and enactment of a specific law, in particular in cases where their objectives and/or expected outcomes focus on such issues.



Gorilla in Bwindi Impenetrable NP © Uganda Wildlife Authority

### Effectiveness of both approaches in monitoring and evaluating impacts on conservation

Both endowment CTFs and project approaches can support the implementation of PAs monitoring and evaluation systems. However, with their long-term perspective, CTFs are somewhat better placed to support day-to-day monitoring actions that require a long term commitment, patient money and yield little visibility in the short term. Although such monitoring systems are in place in all four PAs, there haven't been sufficient sustained efforts over time to thoroughly assess the impacts, successes, and failures of support and activities conducted over the years. As part of their planning and design, short term projects may be best positioned to supplement endowment CTFs M&E support to finance such costly impact evaluations, including census, inventories, social and economic studies, among others.

### Contribution to the creation of human and social capital

One key comparative advantage of short-term projects is the ability to procure best international expertise in support to PA management operations, services and practices. Endowment CTFs have also shown their contribution to building the human and institutional basis of supported PAs, but this was more through grants provided to trainings and workshops than through the provision of a permanent technical assistance at the PA level.

### Operational Recommendations for using the two different financing approaches

The following recommendations are made with respect to the use of the two different financing approaches. They should be taken along with the conditions that determine the decision of both investment options presented above.

**OR1.** Before making a decision on which financial option to invest in, conduct a detailed analysis of the specific priorities and needs the investment will contribute to, along with an assessment of the specific context and circumstances at play at the national level. This analysis and assessment may include the following key questions:

- What is the level of development and/or maturity of the national PA system?
- What is the level of PA M&O costs at the national level?
- Are there specific conservation laws or decrees in force at the national level?

- To what extent is the Government committed to conservation efforts?
- To what extent are private sector and civil society committed to conservation efforts?
- What is the structure and strength of national and local conservation/development organizations?
- Are there other sources of income available?
- What are the exact needs and priorities at the national PA system level or targeted PA level?
- What are the main actions and processes that should be financially supported to provide an answer to these needs and priorities?
- And finally, which one of the investment options is the most appropriate to financially support these actions and processes, based on their specific niche, comparative advantages, scale of action and national context and circumstances?

**OR2.** In order to inform the decision on investment, conduct a comprehensive PA System Finance Analysis to weigh options and to identify what are the exact financial needs that have to be filled and what are the potential financial options available to fill these needs.

**OR3.** Issues that should ideally be supported through the two different approaches are the following (in addition to the specific niches identified according to PA development stages and specific actions), among others:

### 1 - Short-term projects:

- (i) Early support in the identification and establishment of PAs;
- (ii) Support to the development and enactment of a specific law/decreed;
- (iii) Short term costly investments such as park tourism and administrative infrastructure;
- (iv) Time bound technical assistance to key PA management activities and services and for: (i) increasing the efficiency of the management and operation services; and (ii) providing international technical expertise to the PAs;
- (v) Basic capacity building/training support;
- (vi) Demonstration of innovative and more efficient processes and technologies;
- (vii) Implementation of concrete livelihood and local development initiatives;
- (viii) Social and community mobilisation and education/sensitisation, strengthening involvement of

local population and local communities in PAs co-management processes;

(ix) Specific costly time bound studies such as censuses, inventories, social and economic studies, impact evaluations.

### 2 - Endowment CTFs:

- (i) Support to long term policy debate processes in PA management;
- (ii) PAs recurrent costs and O&M costs that do not fluctuate much over the years, including overheads and basic operation costs;
- (iii) Day-to-day monitoring actions;
- (iv) Long term community engagement, awareness raising processes and conflict resolution, which will necessarily include some pilot support interventions with communities to positively reinforce this engagement process through tangible benefits for the communities;
- (v) Promotion of change processes in NRM practices;
- (vi) Capacity building of community groups and organizations and nurturing of that capacity over time;
- (vii) Retraining support to respond to specific needs;
- (viii) Policy lobbying, networking and coordination of long term processes; and
- (ix) Ecological monitoring and longer term research activities that can help better inform the effectiveness and impacts of conservation efforts.



*Antongil Bay (Madagascar) © Gaétan Quesne (Baastel)*

**OR4.** Based on the comparative advantages of both financing instruments and the niches of both instruments according to PA development stages and specific actions, combine both short term

investment with a long-term financing package targeting specific actions. It makes sense for a donor to invest part of its financial contribution through short-term funding while the remaining part supports some long-term operations (endowment CTFs). Both instruments will generate certain benefits. There is no inherent contradiction between financing mechanisms; it is more an issue of strategic coordination of different financial instruments.

**OR5.** In a given country faced with instability in its policy and governance system (political turmoil, high level of corruption), endowment CTFs may be advisable due to their independence and its resilience to policy and institutional shocks, and also due to the limited other financial options that may be available.



*Elephant in Pendjari NP © Gaétan Quesne (Baastel)*

**OR6.** Strengthen the collaboration and coordination between donors. There is an opportunity for greater donor coordination, as some donors may prefer shorter-term funding, while others are open to longer-term options. At a PA system level, a high

level of strategic cooperation could provide great benefits and may contribute to coordinate types of support as well as different funding options (short, medium, long-term) to meet the needs of systems.

**OR7.** Targeted PAs should finalize as soon as possible the development of their management and business plans. These plans need to identify the PA priorities and needs in the short and medium terms. A specific annual financial need analysis should be conducted and included in the business plans. Predictable financial resources, including government allocations, owned revenues and annual CTF financial grants need to be specified to cover these annual demands for finance. Additional financial resources needed to fill the remaining financial gap need at the end to be explored.

**OR8.** In addition to the four “essential conditions” required for a CTF identified by the GEF evaluation of experience with CTFs in 2009, the decision in investing in an endowment CTF should take into account the following conditions, which could be considered as key building blocks for success in establishing a Trust Fund:

- As shown through the case studies, a specific Trust Fund Act or Law should be enacted at the national level. This act or law needs to clarify the specific legal status of trust funds in a given country, their special tax regimes, their governance set-up and administrative structure, the government responsibilities and roles vis-à-vis these trust funds, among others.
- The Trust Fund needs to be an independent grant making institution, where decisions cannot be influenced by a given Government or any other stakeholder.
- The Government has to show its commitment to support the establishment of an independent CTF and to not interfere in its operational set-up.
- In parallel, strong accountability mechanisms to the public must be in place to help ensure the Trust Fund Board stays the course over the long term vis-à-vis the attainment of its mission and guarantees cost-effectiveness in this process.
- The Trust Fund needs a fund manager abroad who aligns its investment decisions based on the investment strategy validated by the Trust Fund Board and who is committed to keeping the Trust Fund Board abreast of the pros and cons and potential consequences of investment decisions and market dynamics, through well timed communications.
- Technical committees need to be set up, so as to support management decisions, to contribute to



networking and to contribute to national debates, among others.

- Initial capital endowment for the Trust has to be guaranteed and sufficient to generate investment revenues that are commensurate to its mandate, in view of reasonable returns that can be expected from the market.
- The scope of the mandate has to be conducive to economies of scale, in view of the basic institutional capacity requirements for the operation of any Trust Fund.
- The CTF needs to implement innovative ways of mobilizing finance overtime, leveraging financial resources from public, private and commercial entities.

**OR9.** CTFs need to explore innovative partnerships and fund mobilization. They should invest significant efforts in fundraising strategies and communication actions so as to identify new financial sources and mechanisms, and develop their fundraising and networking capacities accordingly through appropriate staffing.

**OR10.** CTFs should be allowed to manage short-term projects, on the condition that these short-term projects are managed according to CTF procedures and their management autonomy and independence. This could help coordination and build synergies between the different conservation and/or community interventions at a national level in the intervention areas, and will also help CTFs strengthen their cost-effectiveness by taking better advantage of economies of scale. By the same token, this can provide a low cost entry point to projects in the intervention area, building on the capacity, networks and management mechanisms already in place in the CTF.

### More info

The full report and the case studies can be downloaded on [www.papaco.org](http://www.papaco.org) (see pages “useful tools/studies”)



### Job offer

The Wildlife Conservation Society is seeking an experienced protected area manager to fill the position of **Park Director of Nouabale-Ndoki National Park (NNNP)** in the Republic of Congo. Nouabale-Ndoki is the most intact, best-managed protected

area in the Congo Basin, with thousands of forest elephants, gorillas, and chimpanzees, critical rainforest habitat, good park facilities, and extraordinary tourism potential. The management

of NNNP is securely funded for the next five years by USAID, USFWS, the Sangha Trinational Foundation, and other private and public donors.

WCS and the Government of Congo have established a Congolese public entity to manage Nouabale-Ndoki National Park, the “Nouabale-Ndoki Foundation,” comprised of a multi-stakeholder board of directors and a Park Management Unit (PMU). The Park Director is in charge of the PMU including the operation of all departments and management of all park staff.

The Park Director will provide strategic and operational leadership and be responsible for all aspects of park management including ranger deployment and wildlife protection, community liaison, research, tourism development, fundraising

and reporting, communications, and capacity building of national staff. The job includes managing senior staff, developing strong relationships with government partners, partner agencies and organizations, as well as managing a significant budget and ensuring program runs smoothly day-to-day. The Park Director is based in the field, living permanently on-site at the park headquarters, Bomassa. NNNP is more than 4,000 km<sup>2</sup>, with an expected staff of between 100 - 200 people and an annual budget of more than \$2 million.

### Responsibilities:

- Elaboration and implementation of the park’s management plan
- Preparation and implementation of annual work plans and budgets
- Recruitment and management of all personnel
- Assuring that all contracts, accords and conventions related to the park are followed.
- Implementing the directives of the park’s board of directors
- Financial and operational responsibility of the park, including preparation of a 5-year business plan and annual budget
- Managing a team that includes a Conservation and Biodiversity Service department, Research and Monitoring department, Community Development department, Logistics Service, and Administration and Finance Unit.
- Overseeing a local staff complement of 100 to 200 full-time employees, including anti-poaching rangers
- Liaise with a Board of Directors of the Nouabale-Ndoki Foundation
- Building and maintaining relationships with Government and Community partners, and other key stakeholders of the park
- Monthly, quarterly and annual reporting to WCS, donors and the Board of Directors of the Nouabale-Ndoki Foundation
- Oversight of all financial management and reporting
- Oversight of all logistical operations
- Oversight of all research and conservation activities in the Park.
- Oversight of all community activities, including environmental education initiatives with local schools
- Work with the Ndoki Foundation Board, WCS, and other partners to identify tourism development partners and help to develop NNNP into a world-class ecotourism destination

### Person Specification

We are looking for an outstanding leader with proven managerial experience, strong communication skills, and a full understanding of African conservation, development and socio-economic issues. A relevant degree (e.g. biology, political science, law, economics, management, or international relations) is essential, along with a thorough knowledge of multilateral environmental agreements and the issues around wildlife trade

management and sustainable development. Fluency in English is essential, ideally combined with fluent French.

#### Qualifications and Experience:

- 10-15 years park management experience, ideally in at least two African countries (preferred)
- Proven track record in personnel management (required)
- Proven track record in wildlife management (required)
- Hands-on management of a remote and large protected area in Africa including developing, improving and overseeing protected area management systems, HR, finance, infrastructure and workshop maintenance, and law enforcement (required)
- Experience working with government agencies, boards, and other stakeholders on park management support (preferred)
- Hands-on management of law enforcement operations, ideally with military training and experience (preferred)
- Developing infrastructure within a remote protected area (preferred)
- Excellent spoken and written English (required)
- French language fluency (preferred)
- If not fluent in French, demonstrated ability to master a foreign language (required)

#### To apply:

Please send a copy of your CV and a cover letter to: Dr. Paul Telfer, Country Director, WCS Congo, ptelfer@wcs.org, and cc ksiex@wcs.org. Please explain in the cover letter how your experience will contribute to addressing the threats to Nouabale-Ndoki National Park and how it will allow you to help put in place long-term systems for the conservation and management of the Park. Include contact information for three references and specify whether we may contact each of these or whether this should await your approval.

#### CRITICAL ECOSYSTEM PARTNERSHIP FUND

The Critical Ecosystem Partnership Fund (CEPF) announces a fourth round of grants 2012-2017 for

biodiversity conservation in the following countries of the Eastern Afrotropical: **Ethiopia, Rwanda, Burundi, DRC, Tanzania, Malawi, Zambia and Zimbabwe**. Eligible applicants are NGOs, community groups, private enterprises, universities, and other civil society organizations. Government institutions are eligible in certain circumstances.

This call is purposefully limited in scope, we invites applicants to submit Letters of Inquiry that will contribute to CEPF Strategic Direction 1, Investment Priority 1.3; and Strategic Direction 3, Investment Priorities 3.1, 3.2 and 3.3, as described in the Ecosystem Profile. We will not accept proposals for other Strategic Directions / Investment Priorities at this stage.

#### Deadline:

**Large grants** (i.e., above US\$20000): **31 October 2013**

**Small grants** (i.e., US\$20000 and less): **14 November 2013**

**More information and application form:**  
<http://www.cepf.net/grants/Pages/default.aspx>



UNIVERSITY OF  
CAMBRIDGE

#### Masters in Conservation Leadership

#### Applications and scholarship support for October 2014

This course is a full-time, one year Masters, aimed at graduates of leadership potential with at least three to five years of experience relevant to biodiversity conservation. The unique feature of the course is its delivery by a collaboration between six University of Cambridge departments and nine leading conservation organizations based around Cambridge, and its focus on issues of management and leadership. A key aim of the course is to build the capacity of conservation leaders from tropical countries. As a result, the first two cohorts have attracted post-experience students from around the world.

Scholarship funding are available for the academic year beginning in October 2014. All applications for October entry and scholarships must be received by the 3 December 2013. Further details of the course and scholarships can be found at:  
<http://www.geog.cam.ac.uk/graduate/mphil/conservation/>

More info: contact Emily Chenery  
 (emily.chenery@geog.cam.ac.uk)

#### NAPA – CONTACTS

[www.papaco.org](http://www.papaco.org) and [www.iucn.org](http://www.iucn.org)

geoffroy.mauvais@iucn.org

Program on African Protected Areas & Conservation – PAPACO  
**IUCN-ESARO (East/South Africa)**

leo.niskanen@iucn.org

Coordination - Program on Conservation Areas and Species Diversity – CASD

christine.mentzel@iucn.org

Program Officer – BIOPAMA – World Heritage

#### **IUCN-PACO (West/Central Africa)**

sebastien.regnaut@iucn.org

Coordination – program on Protected Areas

bora.masumbuko@iucn.org

Program Officer – Climate Change

florence.mazzocchetti@iucn.org

Program Officer – Forest protected Areas – Congo basin

youssouph.diedhiou@iucn.org

Program Officer - World Heritage

lacina.kone@iucn.org

Program Officer - Conservation Territories – Support to local NGOs

thomas.bacha@iucn.org

Program Officer - Small Grants for Conservation (PPI) – Support to local NGOs

arsene.sanon@iucn.org

Program Officer - Small Grants for Conservation (PPI) – Support to local NGOs

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