



NAPA

News from African Protected Areas

Nouvelles des Aires Protégées
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Edito

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MOOC, you said MOOC?



The first time I heard of a Mooc, I thought they were trying to sell me one of those things that cook all with steam, thus ensuring that the blandness - and incidentally the vitamins - of what is cooked is retained. It hardly fit with the topic of our conversation on training in Africa, but after all, why not?

Having finally understood that it was not a Wok which was the subject of our discussion, I paid more attention. A Mooc is a course open to as many people as possible, free and online (the acronym is for Massive Open Online Course). A new way to transmit knowledge, I was told. Actually, I checked it out online. To my surprise, the Mooc movement is already almost 10 years old and has been developed mainly in the USA where several hundred Mooc are now offered, including or rather especially by larger universities. They talk about everything (therefore certainly about nothing too): from the romantic but brief story of two electrons meeting in a bulb to the delicate way to cook a crab without having it blush considerably. They also talk about nature conservation and some are probably already references in this domain. They are mainly in English, of course. Their ultimate goal is to enable everyone to have access to training (and not merely information) that meets his/her expectations, even when these seem excessive considering the price and the scarcity of places in universities.

Africa's situation, the continent which will count the largest population soon and still will see it double by 2050 (see NAPA 89), can be summarized in a single figure: the rate of access to higher education is 7% today (compared, for example, to 76% in Europe). If there weren't other equally dramatic emergencies, one could call it shameful. We would be blind if we think that the continent will attain the level it deserves simply by increasing the number, but not the qualifications of its inhabitants. Yet it seems that many "decision-makers" do think so as they invest more in their army than in their schools, in their own properties than in the teachers.

Anyway, the need is huge and God knows that Papaco has long sought to respond to it, through the Master and university diplomas we have set up with the U-Senghor. But we must recognize that it is not by training a few dozen of students every year that we will change all that. It's a start, it is necessary ... but it is not enough!

So yes, the Mooc is a great opportunity to change scale. And yes, we started this adventure as usual, without much thought but with enthusiasm! As always, pushed or pulled by the energies of our partners, but this time with all the expertise of the Federal Polytechnic School of Lausanne (EPFL). The result will be online by the end of this month (the "course" will start on October the 26th). Will it be great? We will see. But I think that this is not really the issue. What matters is that we contribute to break down the barrier between managers, NGOs, all stakeholders involved in conservation of protected areas and the knowledge they need and they expect. If this first Mooc is not good enough, we will improve it. If this one does not meet all

expectations (and it may well happen), we will prepare others. And others will!

On October the 26th, the journey starts and I doubt it will stop anytime soon!

See you on the platform of the Mooc...

Papaco is also on Twitter
@Papaco_IUCN



Massive Open Online Course (MOOC) on Protected Areas Management

It's starting now!

This course is about management and governance of protected areas, how they work and why they are so important in maintaining the wealth of environment in our fast developing world, and particularly in Africa. It is open to anyone is interested in conservation and, while being quite generalist, will allow each and every one to go deeper into details thanks to the abundant material which will be made available.

The course is in French, subtitled in French so this is also **a great opportunity for English speakers to practice a little bit their French skills!** (A version with English subtitles should be available in 2016).

The syllabus of the Mooc is:

Week 1: protected areas concepts

- Welcome to protected areas management course
- Importance of protected areas and protected area systems
- Role and functions of protected areas
- Definition of protected areas
- IUCN categories for protected areas
- Convention on Biodiversity

Week 2: planning of protected areas

- Planning of a single protected area
- Planning of a system of protected areas
- Integrated planning of a protected area and surrounding developed zones
- Monitoring of protected area management
- Trans frontier protected areas
- Aichi targets

Week 3: governance of protected areas

- Definition of governance
- Protected areas managed by the state
- Private protected areas
- Community based protected areas
- Shared governance
- Nagoya protocol

Week 4: effectiveness of protected areas

- Management effectiveness and adaptive management
- Law enforcement in protected areas
- Ecological monitoring & conservation
- Education and sensitization about conservation
- Green List of protected areas
- World heritage convention

Week 5: specificities of protected area management

- Culture and nature
- Capacity building for protected area management
- Marine protected areas
- Species approach
- Tourism in protected areas
- Convention on International Trade in Endangered Species

Week 6: sustainable funding

- Financial planning
- Economical values of protected areas
- Funding sources
- Funding mechanisms
- Compensation mechanism
- Convention on the Conservation of Migratory Species of Wild Animals

Week 7: cross cutting themes with protected areas

- Protected areas & climate change
- Connectivity and buffer zones
- Ecological restoration
- Gender & equity
- Traffic and corruption
- Ramsar convention



Students who will successfully complete the course will receive a Certificate of Accomplishment from the Coursera Platform (this is for free) and an exam will be open to voluntary students who wish to get an attestation from EPFL (registration fees to be paid).

The Mooc will begin on the 26th of October
 Register on:
<https://www.coursera.org/course/apafrique>
 or on
www.papaco.org

The PAPACO website is back online!

After a few months of a painful rebuilding process, after a cyberattack that left us with almost nothing on line in March 2015, we're happy to let you know that the papaco.org website is now back online, especially thanks to Beatrice Chataigner and Daniel Kilonzo's efforts. Brand new, fully updated... have a look and give us your feed-back to make it even more efficient!

The menu page looks like:

English

IUCN PAPACO

Program on African Protected Areas & Conservation

Home PA Evaluations PA Publications Mooc & Trainings Green List in Africa Jobs & Useful Links What is Papaco? Search

Mooc on Protected Area Management

Roadmap for African PAs

NAPA Newsletter

© PAPACO

A page is dedicated to trainings and other capacity building opportunities


- ✓ Subscribe to the **MOOC on PA management** for free
- ✓ Subscribe to our **other PA trainings** on PA management (University diploma and Master)

MOOC & Trainings

Training courses for professionals dedicated to protected areas and conservation have been initiated by PAPACO and are still on-going nowadays...

You are welcome to share your own training courses offers on African conservation on this website too! (Please send them to Geoffroy.mavrais@ucn.org)

1. Massive Open Online Course (MOOC) on Protected Areas Management



Subscribe to the MOOC for free on Coursera

About the course

This course is about areas that are dedicated to protecting nature ('protected areas'), how they work and why they are so important in maintaining the wealth of environment in our fast developing world, and particularly in Africa.

Another page deals with the Road map for African PAs

A Road Map for African Protected Areas


Why a road map for African protected areas?

The degradation of conditions for flora and fauna conservation in Africa is a recognised fact. The trend is clear and to ignore it on the basis of a few success stories would inevitably lead to general failure. Today, this trend must be reversed rapidly and to do so, a response commensurate with the challenge is needed ('a revolution?'), innovative strategies, urgent actions and longer-term actions. The challenge is to propose a pragmatic road map to stop the degradation of African ecosystems.

Imagine, develop and promote new courses of action, think about the long-term on the basis of lessons learned... This is the mind-set that prevailed in Burkina Faso in October 2011 during a workshop bringing together experts and professionals in biodiversity conservation in Africa and internationally who wanted to share their experiences, their skills and their commitment to conservation. It was an informal group of people from very different backgrounds bringing with them a great range of knowledge. "How can we reverse the degradation of biodiversity in Africa?" This was the main question underlying the Wroetenga Meeting (see the full report, its debates and discussions with the clear objective of formulating practical recommendations to propose a road map to improve biodiversity and protected area management in the coming years.

The aim is to identify the major stakes for biodiversity conservation and to identify courses of action to draw up this road map. Let's hope that the long-awaited change in conservation will benefit from its implementation...

The road map is made of 3 axes (each of them gathers 3 directions):



- ✓ Learn more about the strategy of work of PAPACO: **The Road Map for African PAs**

You'll find also all the NAPA online with a practical index

- ✓ Browse **NAPA newsletter** by theme or by date
- ✓ Watch interviews of successful conservation stories
- ✓ More than **85 NAPA** to download

The News from on African Protected Areas (NAPA)

The News from on African Protected Areas (NAPA) is a monthly newsletter produced by Papaco. The NAPA deals with current events, studies, interviews, jobs advertising... related to protected areas across the whole continent.

NAPA Newsletter of the month

Stories of African PAs

Click on a yellow country to listen to a story of an African PA...



The 89th edition of the NAPA letter proposes several reflections on conservation in Africa, with a particular focus on West Africa: state of conservation of large carnivores, the link between elephants conservation and tourism development, survey of a few parks in Mali... The letter also advertises a few interesting jobs/internships offers... And of course, the link to register for our MOOC on management of PAs, starting in October (<https://www.coursera.org/course/afapahique>)

And of course, all our assessments, with an index and a map to find easily what you're looking for...

Evaluations of Protected Areas

Check available evaluations per country or per type of evaluation...

Click on the name of a country to see and download the evaluations that have been done in that area...



List of available evaluations per type


- Download METT evaluations of African PAs
- Download ESH evaluations of African PAs
- Download RAPPAAM evaluations of African PAs




- ✓ Browse management effectiveness **evaluations** of individual PAs or PA networks, by country or by type of evaluation tools
- ✓ More than **100** evaluations to download

Find also the results of our studies, publications, but also WCPA guidelines and other material... lots of useful material to help your day-to day work...

- ✓ Browse publications & good practices guidelines
- ✓ More than **35** publications to download

Publications



Theme	Title of the studies	Source	Language	Download
Big game hunting	Big game hunting in West Africa: how does it contribute to conservation?	IPANCO_study 2	English	
Capacity building	Distance learning dedicated to West African protected areas: staff a feasibility study	IPANCO_study 13	French	
Capacity building	Protected area management training in West and Central Africa: impacts and recommendations	IUCN PNCO	English	

Other topics are also covered, such as the Green List for protected areas... and you'll find a page with job offers, internships, consultancies...

Green List

What is the Green List of Protected Areas?

The IUCN Green List of Protected Areas (Green List) is an initiative that encourages, measures, celebrates and shares the success of protected areas in reaching good standards of management and governance. It is designed to assist national governments and their community partners in conservation to meet the commitments embodied in the CBD Strategic Plan for Biodiversity and particularly Target 11. A requirement of this target is the effective and equitable management of protected areas.



Protected areas considered for the Green List meet internationally agreed standards for established and successful management, with consideration for the local and national context, and demonstrate successful outcomes for biodiversity conservation, effective management and equitable governance. Overall, the IUCN Green List provides a focus on celebrating PA management success and sharing best-practice, as opposed to solely recognizing PAs on the basis of the significance of their values or attributes. It is important to emphasize that this not a pass or fail process. If there is something that needs strengthening before a certificate is likely to be given to a candidate PA, then the feedback should be used to make the improvement.

What is the difference between the Green List and the World Heritage?

✓ Follow the **Green List** of PAs in Africa

✓ Check jobs vacancies in conservation

Jobs & Consultations/ Useful Links

Jobs & Consultations

APPELS A CANDIDATURE
Pour francophones

Publié le 3 Septembre 2015

1. ZSL propose actuellement plusieurs postes en Afrique:

- Deputy Country Manager (Cameroun)
- Country Manager (Cameroun)
- Forestry Project Manager, Cameroon (Full-Time / Permanent)
- Conservation Scientist, King Khalid Wildlife Research Centre

Plus d'infos sur www.zsl.org/jobs

CALL FOR APPLICATION
For English speaking people

Posted on September 3rd, 2015

1. ZSL is currently opening several positions:

- Deputy Country Manager (Cameroon)
- Country Manager (Cameroon)
- Forestry Project Manager, Cameroon (Full-Time / Permanent)
- Conservation Scientist, King Khalid Wildlife Research Centre

More info on www.zsl.org/jobs

Visit www.papaco.org

Exploring Options for Pooling the Administrative, Investment Management, and Training Functions of Conservation Trust Funds

IUCN-Papaco has recently organized, with different partners, a study on Conservation trust funds and how to improve their results. This NAPA presents a few extracts of the executive summary. The study was conducted by John Winter and funded by the French Agency for Development (Afd) through the France-IUCN partnership, and the Gordon and Betty Moore Foundation, Acacia Partners, and the Linden Trust for Conservation through the Wildlife Conservation Society (WCS). The report was prepared using a framework developed by the Conservation Finance Alliance (CFA).

Find the full report on www.papaco.org

This study report explores Conservation Trust Fund (“CTF”) pooling approaches for administrative

services, investment services, and training, and identifies models for implementation. The audience for this study includes CTF leaders and staff, grantees, financial supporters, government leaders, local community members, and other stakeholders.

CTFs are private, legally independent institutions that provide financing for biodiversity conservation. They may finance part of the long-term management cost of a country’s protected area (PA) system as well as conservation activities and sustainable development initiatives outside PAs. Their core business has been to mobilize resources from diverse sources and to direct them in the form of grants to multiple programs and projects on the ground conducted by local NGOs and others. There are close to 80 CTFs operating or in formative stages worldwide.

For purposes of this study, pooling is defined as a grouping of personnel, assets, equipment, and other resources designed to maximize organizational benefits or minimize risk. CTFs are

candidates for pooling because they have similar missions to protect biodiversity and often have similar needs and a similar administrative set up. The reasons CTFs have for exploring pooling options are varied but generally reflect objectives such as increasing organizational impact, reducing operating and investing costs, focusing more on core needs, and accessing skills, insight, and technology not otherwise available or affordable, among others.

Pooling can offer advantages to participants both directly from the pooled function and indirectly as a result of cooperation. Direct advantages of pooling may include cost savings from avoiding redundancies and creating economies of scale and from information sharing. Indirect advantages may include additional perspective and experience and safer experimentation. Pooling can have unfavorable aspects as well. A pooled arrangement can be time-consuming and potentially expensive to create and maintain. It may also add complexity. Consequently, CTFs should evaluate the advantages and disadvantages of any pooled approach.



Most of the CTFs can contribute to park's infrastructures funding

The report identifies models for designing and operationalizing pooled arrangements for CTF administrative services, investment management, and training. Using examples and case studies from the conservation trust fund world and the broader non-profit sector, the report identifies approaches that could be used to create pools for various CTF functions. It also explores the unique situation of the African CTFs registered in the United Kingdom.

Small CTFs, defined as under \$US3M in budget and less than ten staff, which is most CTFs, perform many organizational functions internally and most reported that they are satisfied with performance. Consequently, they would need to perceive financial and performance gains to consider outsourcing. Cost savings from a switch to outsourcing should be calculated for each function and will depend largely on the outcomes derived.

CTFs that currently outsource were generally satisfied with the performance of their current vendors. These vendors could be solicited about their interest in servicing a pooled arrangement.

CTF interest in exploring pooling is specific to each function. Based on interviews with selected CTF leaders, experts in organizational management, and a review of pooling information from websites, articles, and research studies, in general the following functions appear to be strong candidates for pooling: board member training, fundraising, staff member training, investment management, information technology, and risk management. In some situations, pooling of legal or auditing services may also be viable.

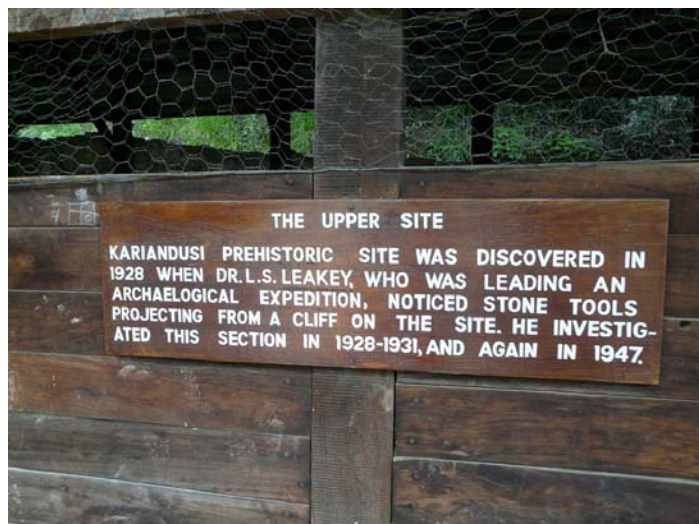
While some pooling approaches are straightforward and can be implemented readily, others are complex due to legal, political, and practical constraints. All will require additional research and guidance by legal counsel, accountants, and investment management vendors. This report identifies the advantages and disadvantages of the models based on the limited information and experience in CTF pooling currently available. Future implementation and subsequent analysis will deepen understanding of effective models for each function.

A cost effective model for pooling CTF administrative services is to negotiate with existing vendors to provide services to multiple CTFs for a discounted rate. This model takes advantage of CTF experience with their vendors, many of which are now familiar and trusted. It also does not distract them from their conservation missions. In addition, it is likely cost effective. CTFs should carefully evaluate any models where new costs could negate anticipated savings.

It is along these lines that the UK-registered African CTFs could address their common administrative service needs. They could jointly engage their current vendors in requesting more tailored services at preferable rates. For example, African

CTFs need French and English-speaking attorneys and auditors with expertise in UK corporate and charity law. Vendors could also provide training on UK requirements to board members and staff. Discussions with their existing legal and auditing vendors and others suggest that they may be open to these inquiries and that they have the interest and capacity to serve CTFs throughout the region.

Investment management services include two major outsourced roles: an investment management consultant and an investment manager. The key concerns of investment management pooling include the quality of the services received, the legal responsibility of the CTF board and senior leadership, and cost efficiencies. CTFs are seeking enhanced performance of their investments and lower management costs and are exploring pooling as a way to achieve these goals.



Touristic equipment is also part of what CTFs can support

There are a number of significant legal concerns to be addressed in investment management pooling that will influence both the creation and long-term operation of the pool including: jurisdiction, legal acceptability, governing document acceptability, maintaining fiduciary responsibility, and tax and securities law implications.

The report describes several models for pooling CTF assets and investment management to enhance investment performance and reduce fees. In addition, new models are currently being developed and implemented by CTFs and their vendors. Their advantages and disadvantages and lessons learned should be shared among the CTF community and in particular with CTF investment committee members.

As was the case with administrative services, any investment management pooling model that requires additional resources to create and maintain its operations should be closely evaluated to determine its appropriateness to each situation. Each additional administrative layer will likely consume some portion of anticipated savings.

CTFs would need to compare expected performance gains plus the present value of expected annual compliance and the cost of start-up with their current investment management situation. While no investing is free, CTF leaders need to determine the amount they would like to pay and compare it with their actual experience. The most appropriate places to find savings are in reducing the investment management consultant fee, the investment manager fee, and increasing the portfolio return percentage. The pooling approach selected should favorably affect these figures.

Regarding cost savings, the study estimates that a group of CTFs with an average of less than \$US10M under management before creating a \$US25M or greater pool might expect to see its fee decrease by 15 to 45 basis points under a pooled arrangement, a significant reduction. For cost comparison purposes it is important to take into account all costs such as transaction fees and fees within mutual funds. The total cost should then be judged alongside performance. The lowest fees are not a guarantee of good value and high fees may be justifiable if they come with outstanding performance. In any case, CTFs should consider engaging investment professionals with experience in pooled or similar collaborative arrangements among investors.

Investment professionals suggest that CTFs with less than \$US25M asset bases are better candidates for pooling since they cannot access better asset classes and higher performing fund managers and negotiate fees like investors with higher asset bases. Pooling CTFs with more than US\$25M is less beneficial because these features are often already available to them.

The considerations involved in pooling CTF training opportunities are similar to those involving pooling administrative services and in fact are likely less complicated. Essentially what is needed is to design a training platform that meets the needs of the participants. CTFs identified board member training on investments as the most pressing training need. CTF boards typically have only a few

members with investment experience and consequently need to strengthen the skills of their existing board members and provide for the periodic turnover of the membership. The report describes options for providing this training and identifies essential investment training topics as described by investment professionals.



CTFs are also mobilized to fund local development activities in relation to conservation

Ongoing board member governance training should also be part of every CTF's annual training regimen, especially where there is board member turnover. CTFs also commented on the need for leadership development, strategic planning, and similar organizational development training. Training should be affordable to CTFs and convenient to board members to maximize attendance.

The global distribution of CTFs, the varied places they protect, and the different languages they speak suggest organizing CTFs into regional subsets: Asia, Africa (further demarcated into UK-registered Africa and the remainder of the continent), the Americas, and Europe, rather than exploring pooling opportunities among all or even large numbers of widely-dispersed CTFs. New CTF pools should consider utilizing existing organizations like CAFÉ, RedLAC, and CFA to provide logistical, communications, and other support. Newly pooled CTFs should also consider establishing an advisory board to provide guidance, especially initially.

While there is significant interest and enthusiasm for pooling among CTFs, the process of actually implementing a pooled arrangement remains in a formative stage and will require investment of time, energy, and funding to operationalize.

Development finance institutions, governments, and foundations have provided financial capital to create CTFs and have significant interest in their success in conserving biodiversity and achieving long-term sustainability. Donors have expressed enthusiasm for collaboration among CTFs and view pooling arrangements very favorably. They look forward to progress in CTF collaboration and welcome inquiries to support pooling initiatives. Jump-starting a pooling arrangement with short to medium term funding, such as one that would provide services for UK-registered African funds, would be helpful. Donor funding provided for three years or so to get the system running would allow the system to become established and prepare each CTF to subsequently cover the costs from its operational accounts. CTFs also suggested that a preliminary role for donors would be to fund a liaison to prepare requests for proposals, communicate with vendors, and negotiate terms and rates on their behalf.



Protecting natural services such as a water catchment may be funded by CTFs

While this study has focused on approaches for CTFs to pool their resources to increase performance and reduce costs, experts suggested that CTFs would need to close funding gaps by diversifying their fundraising away from government, development finance institution, and conservation NGO provision of endowment assets. CTFs will need to broaden their fundraising to include some or all of the following: payments for ecosystem services, corporate compensation and offsets, individual, corporate, and foundation donations, major events, online gifting tools, and engagement with the growing impact investing world. Should savings materialize from pooling, CTFs could advance their organizational sustainability by reinvesting those savings in these

types of long-term fundraising development tools rather than spend it on new programming.

Looking ahead, CTF experts suggested that future CTFs address transnational and regional biodiversity conservation realities rather than national or sub-national needs. Developing ways for CTFs to collaborate under their existing designs and the political histories in which they were established is challenging, time-consuming, and expensive. New initiatives, like those in the Caribbean, Eastern Europe, and the Caucasus Mountains may offer models of this new regional approach.

Find the full report on www.papaco.org

Peri-urban conservation in the Mondah forest of Libreville, Gabon: Red List assessments of endemic plant species, and avoiding protected area downsizing

By G. Walters, E. Ngagnia Ndjabounda, D. Ikabanga, J. P. Biteau, O. Hymas, L. J. T. White, A.M. Ndong Obiang, P. Ndong Ondo, K. J. Jeffery, O. Lachenaud and T. Stévant - In : *Oryx* 2015

Last month, some Central African Red List Authority members, in collaboration with Gabon's national parks agency, and 8 Gabonese, American, British, and Belgian research and botanical institutions, published a study in the journal *Oryx* demonstrating how Red List assessments were used to delimit a protected area threatened by urban development. In some cases this results in their downgrading, downsizing or degazetting, or better known as PADDD. The paper describes a case of avoided downsizing of a protected area in the Mondah forest of Gabon, north of Libreville. Since its creation in 1934, the *Forêt Classée de la Mondah* has been downsized regularly, losing 40% of its area over 80 years. During this time the forest surrounding the Forêt Classée was subject to usage for urban and peri-urban needs. In 2010 the area was threatened with further downsizing. The presence of narrowly endemic plant species in the area was suspected, and mapping and evaluation of these species was proposed in an effort to maintain the protected area boundaries. 24 endemic species, all threatened by urbanization, were evaluated using the criteria for the IUCN Red List of Threatened Species. The borders of the protected area were maintained because of its role in maintaining irreplaceable habitat for these threatened species. The area was renamed Raponda Walker Arboretum in 2012.

Find the article:

http://journals.cambridge.org/action/displayAbstract?fromPage=online&aid=9911446&utm_source=First_View&utm_medium=RS&utm_campaign=ORX

Reminder

Worth a reading: situation analysis of biodiversity in West and Central Africa

At long last, the IUCN Situation Analysis on terrestrial and freshwater biodiversity in West and Central Africa is now online as SSC Occasional Paper #54:

<http://iucn.org/about/work/programmes/species/news/?21509/West-and-Central-Africas-wildlife-in-trouble-shows-new-IUCN-report>.

There is also an extensive set of supporting documentation, available at the same link. The paper will be translated into French by the end of the year and will be summarized in a further NAPA.

PANORAMA

Inspiring Protected Area Solutions

Protected areas offer solutions to a variety of global challenges, ranging from climate change impacts to food security and of course species conservation.

Vice versa, there is a need to better communicate approaches that have achieved success for PA management and governance, and share them in a structured format.

The IUCN-led **Panorama** platform assembles such “inspiring protected area solutions”. Ten “solution stories” from Africa have just been published, ranging from approaches to transboundary conservation in the Virunga region, to participatory mapping for involving communities in PA decision-making.

Explore them under the link here after:
www.panorama.solutions



Job Offers

Niassa National Reserve Workshop & Technical Logistics Manager

WCS is seeking applicants for the position of Workshop and Technical Logistics Manager for Niassa National Reserve in Mozambique. The principle responsibilities will be for the management, development, repair and maintenance of a) infrastructure facilities and systems and b) vehicle fleet and equipment for Niassa National Reserve (NNR). This includes management of the

mechanical and carpentry workshops, management and maintenance of the Reserve vehicle fleet and other equipment, and development and maintenance of Reserve infrastructure, which in addition to all buildings, roads and airstrips, includes the water, power and communications systems. Overall the Workshop & Technical Logistics Manager will be held responsible for the delivery of a high quality, cost effective, and technical service to support all Reserve operations.

This position requires a highly organized and experienced individual with exceptional attention to detail. The individual will be able to lead a diverse team of technical staff ranging from mechanics to carpenters to drivers and builders, as well as procurement and management of outside service providers for jobs in which the Reserve does not have in-house capacity. The Workshop & Technical Logistics Manager must be able to develop and maintain a highly efficient system that serves to effectively manage all infrastructure, vehicles and equipment and related Reserve operations.

Qualifications

1. Qualified as a mechanic with competency in fleet management and one or more of the following areas – solar systems, VHF radio systems, and construction. Mechanical expertise will be verified through a practical assessment at the time of interview.
2. At least, 10 years in-depth post qualification experience in plant management, fleet management and workshop practice, with a minimum of 3 year experience working in the region.
3. Significant experience in staff management, motivation, training, communication skills and use of computerized systems.
4. The role calls for excellent administration and financial skills.
5. More than ten years of experience leading, developing, and managing large multi-focused department.
6. Demonstrated experience in MS Office, particularly Word and Excel. Ability to manipulate, analyse and interpret data.
7. English and Portuguese language fluency – if not fluent in Portuguese, then a demonstrated ability to master a foreign language.
8. Proven ability to live and work in a remote area.
9. Flexibility, optimism, good humour, passion for excellence, self-motivated to achieve a collective purpose.

Interested candidates who meet the above qualifications, should apply by sending an application letter and CV together with the names and contact information of three referees to wcsmozambique@wcs.org with 'NNR Workshop and Technical Logistics Manager' in the email title not later than 7th October 2015.

Only short listed candidates will be contacted for interviews.



WCS Mamabay Landscape/Seascape Coordinator

The Mamabay landscape / seascape (comprising Masoala National Park (a World Heritage site), Makira Natural Park, and Antongil Bay) in the northeast of Madagascar is the epicenter of Madagascar's terrestrial biodiversity, as well as harboring exceptional marine biodiversity. WCS implements an integrated conservation strategy in the landscape / seascape that aims to preserve the zone's unique biodiversity while improving the well-being of the 230,000 rural people living in the area. WCS is the delegated manager of the Makira Natural Park where it implements a range of activities including conservation and biodiversity research, forest restoration, community based natural resource management activities, health and education activities, and activities designed to generate tangible economic incentives for local people engaged in conservation. In addition, WCS supports the Malagasy Government to implement a pioneering REDD + program within Makira that makes sales of carbon credits on the voluntary market with the benefits used for conservation and community development. To complement its activities in Makira, WCS works in partnership with Madagascar National Parks in the implementation of conservation actions within the adjacent Masoala National Park and its buffer zone and provides technical support and assistance on a range of conservation issues. Finally, WCS has a growing program of marine conservation interventions in Antongil Bay, having supported the establishment of 25 locally managed marine areas, a Bay-wide shark sanctuary and the development of the country's first seascape level fisheries management plan.

WCS is seeking to recruit a Coordinator to coordinate its interventions in the Mamabay landscape / seascape. Based in Maroantsetra, under the supervision of the Country Program Director and in close collaboration with the Director of Makira Natural Park, this position is responsible for overseeing the implementation of WCS's actions in the Mamabay landscape / seascape and for the administrative and financial management of WCS's offices in the landscape. Specific tasks include the following:

- Supervise planning of WCS's interventions in the Mamabay landscape / seascape and oversee implementation of WCS's interventions to meet the technical and budgetary requirements of donors and the established workplans.
- Contribute to the preparation of funding proposals and the search for technical and financial partners to support WCS's activities in Mamabay.
- Develop and implement a program-wide monitoring and evaluation system to track the impacts of WCS's interventions in the Mamabay landscape / seascape.
- Act as the administrative supervisor for all WCS staff in Mamabay and oversee the administrative, logistical and

financial management of the WCS program in Mamabay, including management of all human, material and financial resources.

- Liaise with partners, including Madagascar National Parks, to facilitate adoption of a common conservation vision across the landscape/seascape.
- Together with the Director of Makira NP, ensure representation of WCS with regional and local stakeholders and with visiting technical and financial partners.

Qualifications

- At least a Master's degree in a relevant discipline.
- At least 5 years relevant professional experience.
- Solid technical skills in conservation biology, protected area management, REDD+ and/or marine conservation.
- Demonstrated experience in the development, technical and financial management, and monitoring and evaluation of programs and projects in rural development, agriculture and/or environment.
- Understanding of the challenges facing conservation in the northeast of Madagascar and of the key actors involved in conservation activities.
- Excellent communication and facilitation skills.
- Highly developed sense of autonomy.
- Ability to work in and manage teams in a multi-cultural and multi-disciplinary context.
- Willingness to travel frequently and work in rural areas with basic facilities.
- Written and verbal communication skills in French and English are essential. Malagasy language skills – or a capacity to rapidly learn Malagasy to a functional level – are also required.

Written applications including a cover letter, CV, and an indication of salary expectations will be accepted until 7 October 2015. Applications should be sent to cramilson@wcs.org with copy to wcsmad@wcsmad.org and africaapplications@wcs.org. The full Terms of Reference for the post can be obtained from wcsmad@wcsmad.org.



Conservation Grant Preproposal Guidelines

The Phoenix Zoo's mission is to provide experiences that inspire people and motivate them to live in ways that promote the well-being of the natural world. Our

Conservation & Science Department's mission is to provide ex situ support for in situ conservation. We accomplish our goals through participation and leadership in conservation efforts on-grounds and throughout our region, and by supporting conservation and science programs worldwide.

Funding Amount The Phoenix Zoo Conservation & Science Grants are small grants intended to provide seed money or to fund critical components of conservation programs. Grant requests must not exceed \$3000 per award.

Funding Priorities Proposals that demonstrate a measurable, common-sense approach to conservation and science issues, appropriate research methodologies, effective knowledge sharing and capacity building strategies, ex situ support of in situ conservation, and active involvement of local communities are given higher consideration.

Funding Restrictions Phoenix Zoo Conservation & Science Grants are for one year of project support only.

Submission Instructions Your application package must include the following:

- A concise 3000 character (including spaces) description of your project proposal. Proposals exceeding this character limit will not be reviewed.
- Curricula vitae (CVs) for all principal investigators, each not to exceed two pages in length, minimum 10 point font size.
- Additional articles and attachments are optional. Hard copies of additional materials will not be accepted.
- Your proposal must clearly address how your project accomplishes conservation through community stewardship, capacity building or in situ species sustainability.

You will be notified by email on or before November 1 if your proposal has been accepted for full application.
Preproposal Application Deadline: September 15, 5:00 p.m. Arizona time.

Final Application Deadline: If you are selected to submit a full proposal, your completed application must be received by **5:00 p.m. Arizona time (Mountain Standard) on December 1.**

Submit Phoenix Zoo Conservation Grant Preproposal

More on: <http://phoenixzoo.org/conservation>.

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Program on African Protected Areas & Conservation
PAPACO - Program Officer
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