

Biodiversity Support Program

The Biodiversity Support Program (BSP) is a consortium of World Wildlife Fund, The Nature Conservancy (TNC), and World Resources Institute (WRI), funded by the U.S. Agency for International Development (USAID) since 1988. BSP promotes efforts to conserve the world's biodiversity by supporting local communities, non-governmental organizations, and governments to establish clear conservation priorities, goals and objectives; socially equitable processes, dialogue and partnerships; ethical valuation of nature; favourable policies; and enhanced awareness and knowledge.

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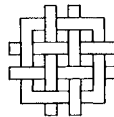
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IN MEMORIUM

Ralph Stone 1958-1997

Prior to his tragic death in July, 1997, at age 38, the author of 'What's Your Role?', Ralph Stone was with the Centre for Development and Population Activities (CEDPA) for 8 years. His contribution to the PARCS project was based upon his experiences with CEDPA providing management training and technical assistance to government agencies and women's NGOs worldwide. Mr. Stone facilitated two of the three regional workshops which feature prominently in the PARCS project. He held a Masters degree in International Development from Columbia University and was completing his Ed.D in Human Resource Development at The George Washington University.

The participants and core team members of the PARCS project who experienced and took pleasure in the warmth, enthusiasm, support and understanding Ralph Stone brought to his work and life are richer for having known him.

ACKNOWLEDGMENTS

Development of 'What's Your Role?' was possible thanks to funding from the United States Agency for International Development (USAID) to the Biodiversity Support Program under the Protected Areas Conservation Strategy (PARCS) project. A number of people have contributed to this handbook, through participation in three cross-regional workshops and testing innovative approaches to training within protected area authorities in ten African countries. The core team of PARCS project managers have dedicated themselves to this work, and special thanks go to those in Nairobi who have taken the book through its final stages of development: Deborah Snelson and Elizabeth Chadri of the African Wildlife Foundation (AWF) and Annette Lanjouw, a consultant with the Wildlife Conservation Society (WCS). Other members of the PARCS team should be acknowledged for their time and technical assistance to the handbook over the life of the project, including Kate Newman and John Magistro of the Biodiversity Support Program (BSP), Dorothy Oyier and Irene Kamau of World Wildlife Fund-US, Hilary Simons Morland and Matthew Hatchwell of WCS, Annie Mpiima and Chris Feral of AWF, and Julian Machange and David Manyanza of the College of African Wildlife Management. D. Manzolillo contributed greatly to the editing of the drafts and final text.

Jared Crawford has made a substantial contribution to the handbook through his interpretation of the content with illustrations and formatting to enable the reader to better understand and assimilate the information presented.

The PARCS project would especially like to acknowledge those who have experimented with the training techniques and approaches presented here: Samba Doukaga and Rufin Oko of the Ministère des Eaux et Forêts, Congo, James Lutalo of the Uganda Wildlife Training Institute, Clement Mbotha of the Department of National Parks and Wildlife, Malawi, and Emmanuel Pouna of the Ministère de l'Environnement et des Forêts, Cameroon, as well as those who have contributed their time and expertise in the field testing and reviewing the handbook.

*What's your Role? is dedicated to the memory of Joe Venter,
founding Principal of the Southern Africa Wildlife College.*

PARCS

The Protected Area Conservation Strategy (PARCS) project was a four-year project to develop a better understanding of how to increase the capacity of natural resource management authorities across Africa to train their staff appropriately. Rather than directly addressing the training needs within protected area authorities, the project attempted to determine, through experimentation with cost-effective and innovative methods, what the best approaches to training would be. The project also facilitated learning through shared discussions across organisations, countries and regions.

The project was implemented by several conservation organisations, in collaboration with protected area authorities across the African continent. The management and coordination of the project was undertaken by the Biodiversity Support Program (BSP), a consortium of World Wildlife Fund (WWF), The Nature Conservancy and World Resources Institute. The African Wildlife Foundation (AWF), Wildlife Conservation Society (WCS) and WWF implemented the project in Africa. The United States Agency for International Development (USAID) and participating organisations provided funding for the project.

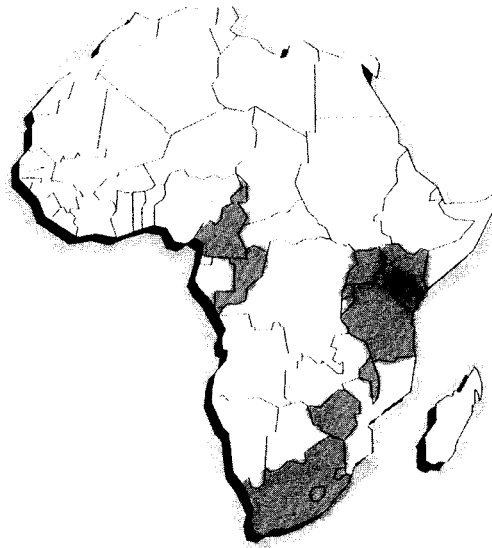
During the first phase, the project assessed the training needs of protected area managers in 15 countries across eastern, central and southern Africa. The second phase aimed at testing pilot approaches on how these training needs could best be met in nine countries across the three regions.

The protected area authorities included in Phase II were at different stages of developing training systems, and as a result, no two countries pursued the same approach in addressing training needs. All countries participating in the project shared the goal of developing an institutionalised and sustainable training plan for in-service training within each protected area authority. The operative words were: plan, institutionalised and sustainable. These were the components the project attempted to understand: How to develop a plan for in-service training that enabled the institution to better achieve its mission, that represented the whole institution, and that could potentially become financially sustainable?

To share experiences across the three African regions, the PARCS project organised three cross-regional workshops for project participants from ten African countries.

The countries that were represented at the cross-regional workshops were:

Cameroon
Congo
Kenya
Malawi
Namibia
Rwanda
South Africa
Tanzania
Uganda
Zambia



The first cross-regional workshop took place in Tanzania to discuss approaches to planning training for protected area management. The second workshop was convened in Congo with the theme of institutionalising quality training programmes for improved protected area management. The third workshop, held in Malawi, focused on sustainability of training. During each cross-regional workshop, participants provided updates on PARCS-related activities and discussed lessons learned from pilot projects each country had initiated. The workshops brought together resource specialists of three conservation NGOs, nine protected area authorities participating in Phase II, and trainers from different countries.

The findings in this book, 'What's Your Role?', represent the synthesis of these experiences and the book has been written for PARCS by Ralph Stone, who facilitated two of the cross-regional workshops and visited participating countries to collect information included in the handbook. Throughout the PARCS project, we found that all people have a shared responsibility for training and making knowledge and skills available to others. Although this handbook is designed particularly for use by training officers of protected area authorities, it will be a useful reference for senior managers and human resource development professionals working with any organisation and anyone else who takes responsibility for training seriously.