

National Training Programme for Protected Areas Management 2012

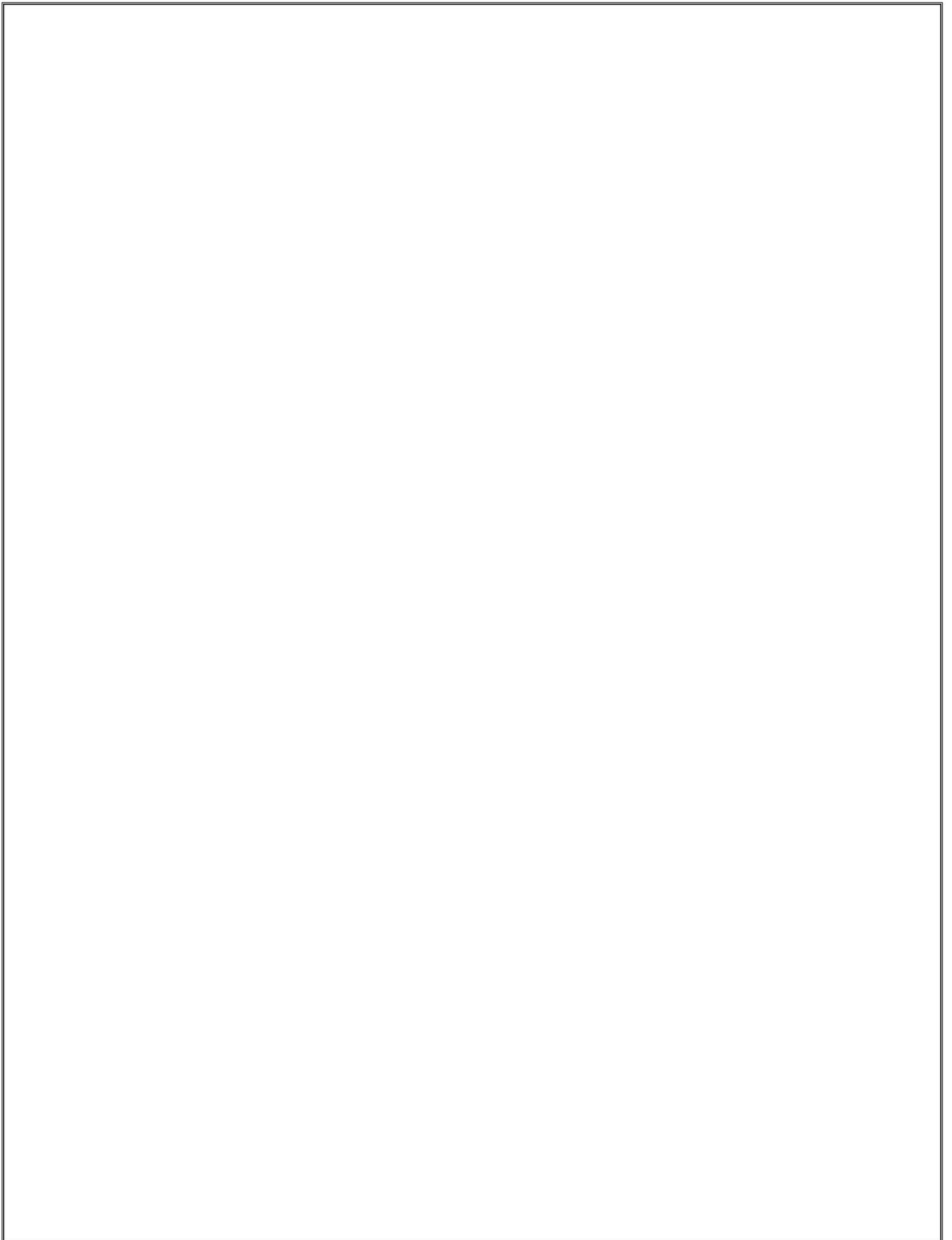


Acknowledgement

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1. Introduction

In October 2011 the University UB ERI and its partners completed the development of the National Training Program for Protected Areas Management. This program was developed through the GEF-funded SNC project entitled: *“Strengthening National Capacities for the Operationalization, Consolidation and Sustainability of Belize’s Protected Areas System”* being implemented by NPAS, then at the Ministry of Natural Resources and the Environment (MNRE) with the support of the UNDP. The development and implementation of the training program is an integral part of implementing the National Protected Areas System Plan (NPASP). Implementation of the program will commence in June 2012 spearheaded by UB with the support of various partners.

2. The Convention on Biological Diversity and the Programme of Work on Protected Areas

The natural environment provides many basic goods and services – food, water, materials, etc. – without which it would be impossible to survive; these goods and services (biological resources) are therefore important for social, economic and cultural development on a global, national and local scale. These assets are essential to both present and future generations and therefore require adequate management, especially in view of the rising threats to these.

The rapidly increasing loss of biodiversity has been recognized for many decades, for example in the early 1970’s the United Nations Environment Programme (UNEP) identified the "conservation of nature, wildlife and genetic resources as a priority area". They came to realize that the existing legislations pertaining to environment and conservation were insufficient and therefore took the lead in exploring an international convention on biodiversity. In the late 1980’s, a working group of technical and legal experts (the Ad Hoc Working Group of Technical and Legal Experts) was established to draft a legal instrument for the conservation and sustainable use of biological diversity. In May 1992, the first draft of the Convention on Biological Diversity (CBD), then know as the “Nairobi Act”, was adopted by various nations. This draft was presented in June 1992 at United Nations Conference on Environment and Development (UNCED) in Rio de Janeiro (Brazil) and signed by more than 150 nations.

The full CBD was in part inspired by a global commitment to sustainable development and was a major step forward in the conservation of biological diversity, the sustainable use of its components, and the fair and equitable sharing of benefits arising from the use of genetic resources, which are the three objectives of the convention.

Belize signed the CBD in June, 1993 and ratified it in December 1993. By ratifying the Convention, we made a commitment to undertaking national and international actions aimed at achieving the three objectives.

At the CBD's Conference of the Parties 2004, an agreement was reached on a global Programme of Work on Protected Areas (POWPA); this Programme of Work consists of four interlinked elements that are intended to reinforce each other:

Programme Element 1: Direct actions for planning, selecting, establishing, strengthening, and managing protected area systems and sites

Goal 1.1: To establish and strengthen national and regional systems of protected areas integrated into a global network as a contribution to globally agreed goals.

Goal 1.2: To integrate protected areas into broader land- and seascapes and sectors so as to maintain ecological structure and function.

Goal 1.3: To establish and strengthen regional networks, transboundary protected areas (TBPAs) and collaboration between neighbouring protected areas across national boundaries.

Goal 1.4: To substantially improve site-based protected area planning and management.

Goal 1.5: To prevent and mitigate the negative impacts of key threats to protected areas.

Programme Element 2: Governance, Participation, Equity and Benefit Sharing

Goal 2.1: To promote equity and benefit-sharing Goal 2.2: To enhance and secure involvement of indigenous and local communities and relevant stakeholders.

Programme Element 3: Enabling Activities

Goal 3.1: To provide an enabling policy, institutional and socio-economic environment for protected areas.

Goal 3.2: To build capacity for the planning, establishment and management of protected areas.

Goal 3.3: To develop, apply and transfer appropriate technologies for protected areas

Goal 3.4: To ensure financial sustainability of protected areas and national and regional systems of protected areas.

Goal 3.5: To strengthen communication, education and public awareness.

Programme Element 4: Standards, assessment, and monitoring

Goal 4.1: To develop and adopt minimum standards and best practices for national and regional protected area systems.

Goal 4.2: To evaluate and improve the effectiveness of protected areas management.

Goal 4.3: To assess and monitor protected area status and trends.

Goal 4.4: To ensure that scientific knowledge contributes to the establishment and effectiveness of protected areas and protected area Systems.

In essence then, the National Biodiversity Strategy and Action Plan reflect Belize's full commitment under the CBD, whilst the National Protected Areas System Plan responds specifically to the national needs for protected areas and commitment under the POWPA. The National Training Programme for Protected Areas Management falls under Programme 3, Goal

3.2, activity 3.1.2 which highlights the need for the completion of national protected-area capacity needs assessments, and establishing capacity building programs on the basis of these assessments including the creation of curricula, resources and programs for the sustained delivery of protected areas management training.

3. The National Training Program for Protected Areas Management in the context of the NPASP

The ERI's participation in the development of the training program was part of the commitment of the University of Belize (UB) to fulfill the responsibilities envisioned of it within the Operational Framework for the Implementation of the National Protected Areas System Plan (NPASP). Under this framework, as the national university, UB is seen as the key implementing partner for training related to protected areas (PAs) management and the development of a National Training Program, the development of a National Biodiversity Monitoring Program, the identification of research gaps and implementation of relevant research, the housing and management of natural history collections, and the development of a Biodiversity Clearinghouse for the country. The UB established the ERI precisely in order to respond to research and monitoring needs, expand the University's capacity-building ability for natural resources and PA management in the country, and fulfill the role of the national university within the process of implementation of the NPASP.

The development of the National Training Program for Protected Areas Management represents one of the most visible outputs that the ERI has produced as a response to the implementation of the NPASP. In particular, the development of this training program directly supports Objective 2 of the NPASP: *The national protected area system is functional* and its corresponding strategy: *The existing protected area network is efficiently managed, meeting protecting area policy aims to secure environmental, social and economic benefits and creating a solid foundation for further development as a comprehensive system*. More specifically, all aspects involved in the development and implementation of the National Training Program are direct activities under Result 2.1.1 of the Operational Framework for the Implementation of the NPASP. This result reads: *Formal adoption of technical guidelines and provision of technical support to meet required procedural standards*.

Below is a list of the activities under Result 2.1.1 for which the UB ERI is highlighted as the lead implementation agency:

- Activity d. Conduct a National Protected Area Training Needs Assessment
- Activity e. Prepare training modules for protected areas management; brief stakeholders
- Activity f. Implement a National Protected Areas Management Training Program

In addition, under the Operational Framework, along with numerous other organizations/agencies, which include NPAS, PACT, the Forest and Fisheries Departments, APAMO and others, the UB ERI is expected to also aid in:

- Activity p. Establish and provide a technical support service available to all site managers in the PA network

Finally, although the Forest and the Fisheries Departments are the primary agencies responsible for Activities g-o (listed below) of the Operational Framework for Implementation of the NPASP, the training program implemented by UB will definitely provide support and assist in their implementation via the skills and knowledge acquired by PA managers through participation in the training program.

- Activity g. Brief co-management agencies on the guidelines of the National Management Plan Framework (NMPF)
- Activity h. National training sessions held on the utilization of the NMPF
- Activity i. Monitor and provide technical advice on the formulation of PA management plans according to the guidelines of the NMPF
- Activity j. Formulation of PA management plans according to the guidelines of the NMPF
- Activity k. Cyclical review of PA management plans
- Activity l. Brief co-management agencies on the protocols laid out in the Monitoring Package for Assessing Management Effectiveness of Protected Areas
- Activity m. National training sessions held on the utilization of the Monitoring Package for Assessing Management Effectiveness of Protected Areas
- Activity n. Monitor and provide technical advice on the utilization of the Monitoring Package for Assessing Management Effectiveness of Protected Area
- Activity o. Periodic management effectiveness assessment reports prepared through consultations and workshops

4. Program Goal and Objectives of the NTPPAM

The overarching goal of the National Training Program for Protected Areas Management in Belize is to develop national capacity for protected areas management to enhance and sustain management of the National Protected Areas System.

The main objective of the training program is to establish effective institutional capacity within PAs management organizations for strategic planning, program development and implementation and long-term sustainability. This objective will be achieved through the delivery of applied training to build capacity under the priority areas identified in the National Training Needs Assessment for PAs Management (see Progress Report for Consultancy).

The program also aims to fulfill three more objectives: institutionalization of the program within Belize in order to guarantee continuity and follow-through in the form of an established support system, coordination in order to maximize resources and avoid duplication of efforts, and continuous engagement of local or international partners with expertise in the various areas related to PAs management to participate in the delivery of training and as a way of ensuring the program's quality and relevance.

5. Program Contents and Duration

The National Training Program for Protected Areas Management will in the first instance be offered over a three-year period as suggested by stakeholders who participated in the Validation Workshop for the National Training Needs Assessment in July 2011. The program can be evaluated during this period to determine if any changes, adjustments or additions need to be made in successive rounds of the program. In this first instance, the program will focus on offering specific training courses within the first six priority areas identified in the National Training Needs Assessment, as follows:

- Priority Area 1: Institutional and Organizational Strengthening
 - Operational Policies and Procedures Level 1
 - Operational Policies and Procedures Level 2
 - Financial Management Level 1
 - Financial Management Level 2
 - Human Resources Management
- Priority Area 2: Research and Monitoring in PAs
 - Research and Monitoring for PAs Management Level 1
 - Research and Monitoring for PAs Management Level 2
- Priority Area 3: Specialized Ranger Training
 - Ranger Training: Core Skills and Competencies
 - Ranger Training: Practical Field Skills
 - Ranger Training: Law Enforcement
- Priority Area 4: Conservation/Sustainable Financing for PAs
 - Conservation/PA Management Sustainable Financing - Basic
 - Conservation/PA Management Sustainable Financing - Advanced
- Priority Area 5: Protected Area Management Effectiveness
 - Protected Area Management Effectiveness
- Priority Area 6: Protected Area Management Planning
 - Protected Area Management Planning

The contents of each of the training courses under the six different priority areas were validated in September 2011 via two national stakeholder workshops held in Belize City and Dangriga, respectively.

6. Program Schedule

The entire training program will be delivered over three years and a schedule has been developed for the delivery of the first eight modules over the next two years.

Course	Duration and Delivery	Year 1 – 2012/2013											
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Financial Management 1	5 day workshop (June 25-29)												
Conservation Finance - Basic	5 day workshop (August 20-24)												
PA Management Effectiveness	3 day workshop (October), 5 day field component (October), 2 day workshop (November)												
Conservation Finance – Advanced (online session)	1 month online												
PA Management Planning	1 month online (August) and two 6-day workshops (1 in September and 1 in October)												

Course	Duration and Delivery	Year 2 – 2013/2014											
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Research and Monitoring 1	End of Feb to mid March												
Research and Monitoring 2	March online sessions, end of April field course, May workshop												
Conservation Finance - Advanced	January												
Financial Management 2	Early June 2013												

7. Modes of Delivery

Each course in the program will be delivered as stipulated in the course outlines accompanying the course materials for the training program. Overall, there was general consensus that although face-to-face delivery of training, including classroom teaching, workshops and field-based or field courses, is often best, alternative means of delivery such as online distance learning (ODL) should be explored for the program. As the program stands all courses emphasize application through practical exercises and the majority will be delivered face-to-face. For example, the three courses comprising the Ranger Training will all be delivered through direct interaction with instructors. A few courses including the Research and Monitoring Level 2 and the Sustainable/Conservation Finance - Advanced will be delivered in mixed mode with both direct and online interaction with instructors. The online component is particularly being explored with participants who may already have a university degree and may be more accustomed to working independently and using computer technology.

8. Description of Courses

Course No 1: *Research and Monitoring for Protected Areas Management I (3 credits)*

Module/Course Description:

The main goal of this course is to equip protected area staff with little or no background in science with basic data collection and handling skills to assist in the collection of monitoring data. The course will expose students to data gathering and handling approaches, and basic survey techniques including socioeconomic surveys. Some taxonomic training for the identification of major groups of organisms will be provided. Students will be trained in the use of standard field sampling and monitoring protocols and will be given the opportunity to apply this knowledge through field exercises.

Module/Course Objectives (same as Intended Learning Outcomes):

By the end of the course students will be able to:

1. Apply the basic principles of good data collection and data handling
2. Conduct data collection using standard survey techniques for marine, freshwater and terrestrial ecosystems
3. Distinguish the main characteristics used in the identification of major groups of organisms and use taxonomic keys to conduct identification
4. Produce summary statistics for data collected within their protected area and process raw data for future analysis

Target Group:

The main target group for this course is protected area staff including rangers, wardens and CBO staff with responsibility for data gathering and monitoring

Duration: Field course and workshop will be spread over 3 weeks

Mode of Delivery: 8 days field course and a 3-day workshop

Prerequisites and Course requirements: Computer literacy – basic working knowledge of excel, word and power point

Course No. 2: *Research and Monitoring for Protected Areas Management II (6 credits)***Module/Course Description:**

The main goal of this course is to equip protected area science staff with the necessary knowledge and skills to develop and implement properly designed research and monitoring programs to help achieve effective management of protected areas. The course will expose students to sampling and experimental design, data gathering and handling, data analysis, basic survey techniques including socioeconomic surveys and specific assessment tools such as carbon stock assessments, monitoring climate change impacts and resilience. Students will be exposed to the standard field sampling and assessment methods used in the study of marine, terrestrial and freshwater ecosystems, and will be given the opportunity to apply this knowledge through field projects designed within their protected areas.

Module/Course Objectives (same as Intended Learning Outcomes):

By the end of the course students will be able to:

1. Apply the fundamental principles involved in the design of field experiments
2. Develop and implement properly designed basic monitoring and research projects
3. Conduct data collection using widely used survey techniques for marine, freshwater and terrestrial ecosystems

4. Process and analyze field data collected through a variety of monitoring and research projects
5. Produce monitoring and research reports that translate science into action
6. Conduct specialized scientific assessments such as rapid ecological assessments, climate change impact and resilience assessments

Target Group:

The main target group for this course is protected area biologists and/or science staff with responsibility for data gathering for research, monitoring and assessment and with a strong science background (at least an associate's degree in a related field).

Duration: approximately 12 weeks

Mode of Delivery: 5 weeks of online learning, 13 days field course and 4 days of workshop

Prerequisites and Course requirements: Associate's Degree in an ecologically-related field (biology or natural resources management). Persons with extensive on the job, science experience will also be considered.

Course No. 3: *Protected Area (PA) Management Planning and Zoning*

Module/Course Description:

The main goal of this course are to provide protected area staff with an comprehensive introduction to protected area management planning and zoning and to ensure they have the competency to effectively participate in management planning and zoning design teams for protected areas. In this course of study students will be familiarized with the general principles and concepts involved in both short term operational and long term strategic planning for individual protected areas; how planning for individual protected areas is related to national protected area systems planning and regional land use and corridor planning; the role of thematic planning and site planning within protected areas, and specific tools for zoning and planning for public use in protected areas. The course will have one online and two presence-based components and participants will gain practical experience working in teams to help prepare draft management and plans and zoning proposals for one or more Belizean PAs.

Module/Course Objectives (same as Intended Learning Outcomes):

By the end of the course students will be able to:

1. Describe the principles, concepts and processes involved in PA management planning
2. Compare and contrast common internationally and Belizean PA management planning and zoning methodologies
3. Understand key tools and techniques for successful design and implementation of plans
4. Have the skills needed to prepare or update participatory management plans and zoning proposals for PAs

Target Group:

The target groups for this course are protected area staff, NGO and CBO co-managers and governmental officials.

Duration: Four months total: Online one month to complete the introductory module using the CBD/POWPA Conservation Learning Site and read two of the course references (Thomas and Middleton 2003 and Elcome and Baines 1999) which will be followed by two presence-based six day modules spaced over a three month period with readings assigned between the two presence-based modules.

Mode of Delivery: Initial online introductory module and two presence-based six day modules over a 3 month period. The first presence based module will be primarily classroom based, for an introduction to management planning and zoning (with short field trips to accessible PAs for practical exercises). The second presence based module will consist of an initial three day trip to a protected area to work with its staff on some aspect of management planning and zoning, followed by a three day classroom session for plan write-up and presentation and final classroom sessions, evaluation and graduation.

Prerequisites and Course requirements:

Participants will be required to have successfully completed the online CBD/PoWPA to participate in the two presence-based modules.

Course No 4: *Financial Management, Budget Preparation and Reporting I***Module/Course Description:**

Uncertainty and complexity in business has led to the development of various managerial tools, techniques and procedures useful in managing a business successfully. Of all these, budgeting is the most common and widely used standard device for planning and control. Front line protected areas managers are frequently delegated the responsibility of some aspects of budgetary preparation and control yet often has no prior experience or formal training. This course will give participants the 101's of accounting as well as provide participants with a practical approach in the preparation of budgets and also grant reporting templates.

Module/Course Objectives (same as Intended Learning Outcomes):

By the end of this course trainees will:

1. Have a better understanding of the basics of Accounting and know basic accounting terms, and be able to identify elements of a financial report
2. Have a comprehensive understanding of the fundamentals of budgeting; the role of the budget within the business plan

3. Be able to interpret details of a standard financial report
4. Understand the financial details/needs of grant reporting

Target Group: Middle management PA staff and professionals in non-financial roles who have responsibility for financial matters; administrative staff who play a role in financial management but are not overall responsible

Duration: 1 week

Mode of Delivery: 5 day workshop

Prerequisites and Course requirements: PA staff with limited or no financial background, but with financial responsibilities

Course No.5: Introduction to Sustainable Conservation Finance

Module/Course Description:

The module will be an introductory five-day presence based course on conservation finance. The target audience is individuals with limited past experience and training in this subject who are working primarily at the field level in individual PAs for government agencies, NGOs and CBOs. The main goal of the module is to provide field-level staff directly involved in site-level management of protected areas with a comprehensive introduction to protected area finance at the individual protected area level. In this course of study students will be familiarized with the general principles, strategies and sources for funding individual PAs. Graduates can expect to have improved competency to design and implement funding strategies for individual PAs and to obtain the resources needed to meet budgetary needs through revenue generation and a variety of local, national and international sources of funding and in-kind support. Participants will gain practical experience working in teams on practical exercises to help identify and engage potential donors, prepare funding proposals, develop ideas for increasing revenue generation, monitor implementation progress and prepare reports to donors and constituents on use of funds. They will also learn how to improve links between PA planning, budgeting, management effectiveness studies and PA financial strategies. High performing graduates of the introductory module will be invited to take the advanced module on conservation finance.

Module/Course Objectives (same as Intended Learning Outcomes):

Participants in the initial basic training module will be able to:

1. Understand general principles for management planning, budgeting and business planning and management effectiveness evaluation for protected areas and how they relate to conservation finance
2. Know key revenue generation mechanisms and sources of national and international funding and in-kind support that have contributed to the Belizean PA system

3. Understand key tools and techniques for successful revenue enhancement and fundraising at the individual PA, NGO, community or project level

Course No. 6: *Operational Policies and Procedures I*

Module/Course Description:

Policies and procedures are amongst the most important aspects of an organization that should be developed. There are four very basic reasons that necessitate writing policies and procedures:

Operational needs — Policies and procedures ensure that fundamental organizational processes are performed in a consistent way that meets the organization's needs.

Risk management — Established policies and procedures are identified as a control activity needed to manage risk.

Continuous improvement — Procedures can improve processes by implementing a Plan-Do-Check-Act (PDCA) approach by building important internal communication practices.

Compliance — Well-defined and documented processes (i.e. procedures, training materials) along with records that demonstrate process capability can demonstrate an effective internal control system compliant with regulations and standards.

The program will give trainees a framework for developing and documenting operational policies and procedures that apply to a wide range of situations. The program is experiential in nature, using real life scenarios and case studies. Trainees will be given models and checklists for future use and it will allow them to write well defined policies and procedures.

Module/Course Objectives (same as Intended Learning Outcomes):

The intended outcomes of this course are:

1. The ability to understand and explain the differences between a policy and a procedure
2. An appreciation of the need for establishing policies and procedures, as well as reviewing and revising existing ones
3. A clear understanding of the link between an organization's values and its policies and procedures
4. A clear understanding of the legal role and importance of your policy and procedure manual
5. A clear understanding of the principles, guidelines, formats and writing styles of effective policies and procedures
6. Practical experience in writing policies and procedures

7. **Target Group:** For PA staff who have direct supervisory roles and whose organization does not have fully documented or fully articulated policies and procedures
- 8.
9. **Duration:** 1 week
- 10.
11. **Mode of Delivery:** 2-day initial workshop followed by a 1-day initial workshop
- 12.
13. **Prerequisites and Course requirements:** Participants should have some direct supervisory role

Course No 7: Ranger Training: Core ranger skills and key competencies

- **Module/Course Description:** The main goal of this course is to ensure that a protected area ranger is able to effectively carry out their job through an understanding of their role in conservation and protected area management and an awareness of the fundamentals of conservation in Belize, regionally and globally. The course provides the tools every ranger needs to be able to understand and communicate their role. During the course participants will observe and discussed various methods of landscape and nature conservation, visitor, and recreation management.

Module/Course Objectives (same as Intended Learning Outcomes): By the end of this course the participant will:

- Understand the links between local, national and global conservation and protected area management issues;
- Be able to articulate the justification for protected areas and regulations to those directly involved in illegal activities and also within their respective communities.
- Be able to integrate this knowledge into his role as a professional ranger therefore raising his level of effectiveness, job satisfaction and confidence.
- Have the ability and tools to disseminate this knowledge among colleagues, visitors and students within and around his respective protected area.

Target Group: Rangers or wardens who are, or hope to be, employed in the management of protected areas in Belize. This course will also be useful for students looking for an introduction to more senior roles in protected area management.

Duration: 2 weeks

Mode of Delivery: 2 weeks of workshop based, face to face interactive learning

Prerequisites and Course requirements: No pre-requisites

Course No .8: Ranger Training: Practical Field Skills

Module/Course Description: A protected area ranger needs an especially broad skill set. Developing specific, practical everyday skills are essential for both a rangers' professional development, and for the efficient functioning of the protected area management team. The course covers the essential competencies needed by protected area rangers across Belize.

Module/Course Objectives (same as Intended Learning Outcomes): Upon completion of this module the participant will be:

- Able to confidently and independently undertake practical tasks within their respective protected area
- Adept at the basic practical field skills required for everyday protected area management.
- Be able to undertake and disseminate practical skills (navigation, tracking, fire management etc) to their colleagues and within their respective communities.
- Be able to confidently and effectively communicate to colleagues, visitors and student groups within and around their respective protected areas.

Target Group: Rangers or wardens who are, or hope to be, employed in the management of protected areas in Belize. This course will also be useful for tourism industry operatives, particularly tour guides.

Duration: 2 weeks

Mode of Delivery: Combination of field based and classroom based face to face, interactive learning.

Prerequisites and Course requirements: No pre-requisites

Course No. 9: Protected Area (PA) Management Effectiveness

Module/Course Description:

The main goals of this course are to provide protected area staff with an introduction to protected area management effectiveness evaluation and hands on application of PA management effectiveness tools using the methodology endorsed in the National Protected Areas System Plan. In this course students will be familiarized with the general principles and concepts behind PA management effectiveness evaluation, will learn about the range of PA management effectiveness tools used globally and how to conduct PA management effectiveness evaluations and will obtain hands on practice conducting PA management effectiveness evaluations within the national protected areas system.

Module/Course Objectives (same as Intended Learning Outcomes):

By the end of the course students will be able to:

1. Describe the principles and concepts behind PA management effectiveness
2. Compare the various management effectiveness methodologies utilized globally
3. Discuss some of the best practices in the application and use of PA management effectiveness evaluation
4. Conduct management effectiveness evaluations within individual PAs

Target Group:

The target groups for this course are protected area staff, NGO and CBO co-managers and governmental officials.

Duration: 10 days spread over a month

Mode of Delivery: 3 day workshop followed by two weeks doing individual site evaluation planning and group site evaluations and a final 2 day workshop to analyze and present results

Credits: 3

Prerequisites and Course requirements: none

Course No. 10: Ranger Training: *Protected area law enforcement***Module/Course Description:**

One of the most important roles of a ranger is to uphold the laws of Belize concerning the protected area that they patrol. A ranger must be equipped to recognize threats, deal with them safely and comprehensively whilst recording all relevant information which may ultimately be used in a court of law. This module covers the full range of skills and competencies necessary to carry out effective protected area law enforcement.

Module/Course Objectives (same as Intended Learning Outcomes): Upon completion of this module participants will be:

- Able to confidently articulate protected area laws to those directly involved in illegal activity and also within their respective communities.
- Be able to effectively adopt and use the full range of tools necessary to go from apprehension to conviction of those involved in illegal activity in protected areas.
- Familiar and confident to effectively present evidence in a court of law

Target Group: Rangers or wardens who are, or hope to be, employed in the management of protected areas in Belize.

Duration: 2 weeks

Mode of Delivery: Combination of field based and classroom based interactive learning.

Prerequisites and Course requirements: No pre-requisites

Course No. 11: Conservation Finance – Advanced PoWPA Module (online)

Course No. 12: Conservation Finance - Advanced

Module/Course Description:

The module will be an introductory five-day presence based course on conservation finance. The target audience is individuals with limited past experience and training in this subject who are working primarily at the field level in individual PAs for government agencies, NGOs and CBOs. The main goal of the module is to provide field-level staff directly involved in site-level management of protected areas with a comprehensive introduction to protected area finance at the individual protected area level. In this course of study students will be familiarized with the general principles, strategies and sources for funding individual PAs. Graduates can expect to have improved competency to design and implement funding strategies for individual PAs and to obtain the resources needed to meet budgetary needs through revenue generation and a variety of local, national and international sources of funding and in-kind support. Participants will gain practical experience working in teams on practical exercises to help identify and engage potential donors, prepare funding proposals, develop ideas for increasing revenue generation, monitor implementation progress and prepare reports to donors and constituents on use of funds. They will also learn how to improve links between PA planning, budgeting, management effectiveness studies and PA financial strategies. High performing graduates of the introductory module will be invited to take the advanced module on conservation finance.

Module/Course Objectives (same as Intended Learning Outcomes):

Participants in the initial basic training module will be able to:

1. Understand general principles for management planning, budgeting and business planning and management effectiveness evaluation for protected areas and how they relate to conservation finance
2. Know key revenue generation mechanisms and sources of national and international funding and in-kind support that have contributed to the Belizean PA system
3. Understand key tools and techniques for successful revenue enhancement and fundraising at the individual PA, NGO, community or project level
4. Be introduced to innovative financial mechanisms for protected areas such as REDD+, biodiversity offsets, debt swaps, the voluntary carbon market, and other new alternatives for PA finance and their pros, cons and potential utility in Belize
5. Know key donor agencies that support field conservation projects in Belize, the history of their support for conservation in Belize, the themes they support, the types and levels of projects, their basic application processes, and counterpart requirements

6. Have the skills needed to identify and approach local, national and international donors, identify and develop enhanced revenue streams, write funding proposals for individual PAs and for CBO and NGO conservation projects, and document project results and outputs and produce reports to donors and constituents

Target Group:

The target groups for these modules are protected area staff, NGO and CBO co-managers and governmental officials at the field level who lack substantial past exposure to or experience with conservation fundraising and revenue generation.

Duration: Five days.

Mode of Delivery:

This module will be classroom-based and held in a central location. One half-day field trip will be made to a nearby protected area to illustrate fundraising and revenue enhancement strategies. The course will involve classroom lectures, guest lecturer presentations and donor roundtables, and practical break-out group and individual exercises meant to hone participant skills in PA finance, such as identifying potential donors and revenue sources, preparing site-level and project specific funding proposals, preparing reports to donors, and designing proposals for enhanced revenue generation.

Prerequisites and Course requirements:

Participants should be actively involved in the management of protected areas.

Course 13: *Operational Policies and Procedures II*

Module/Course Description:

The main goal of this course is to provide PA staff with supervisory roles the techniques to be able to prepare sound policies and procedures and most importantly to provide training and understand to users of the policies and procedures. Trainees will have the opportunity to share their individual organizations policies and procedures or be able to develop accurate, brief, and easy to comprehend policies and procedures. This program will provide the trainee with techniques to ensure that policies and procedures are accepted by those who use them. In addition, consultation and communication strategies will be addressed.

Module/Course Objectives (same as Intended Learning Outcomes):

The intended outcomes of this course are:

1. The ability to understand and explain the differences between a policy and a procedure

2. An appreciation of the need for establishing policies and procedures, as well as reviewing and revising existing ones
3. A clear understanding of the link between an organization's values and its policies and procedures
4. A clear understanding of the legal role and importance of your policy and procedure manual
5. A clear understanding of the principles, guidelines, formats and writing styles of effective policies and procedures
6. Practical experience in writing policies and procedures
7. An understanding of policy and procedures implementation techniques, including communication and training strategies to overcome resistance and to get your audience to read and use your policies and procedures

Target Group:

For PA staff who have direct supervisory roles and whose organizations already have documented policies and procedures

Duration: approximately 2 week (4-day workshop spread over 2 weeks)

Mode of Delivery: 4-day workshop

Prerequisites and Course requirements: Complete level 1 of the Operational and Procedures training module and or have an Administrative or Human Resource background in an organization that already has documented policies and procedures.

Course No 14: *Financial Management, Budget Preparation and Reporting II*

Module/Course Description:

The course is designed for PA staff working directly in finance and administration that needs to improve their planning, costing and budgeting skills, as well as for PA staff who has completed the basic introduction to financial management and would like to improve their working skills and knowledge.

Module/Course Objectives (same as Intended Learning Outcomes):

By the end of this course trainees will:

1. Be able to conduct a cash flow analysis and improve management of cash flow
2. Be able to effectively plan, prepare and implement budgetary controls
3. Confidently prepare for an audit review

Target Group:

Protected Areas managers; staff from middle management, finance and administrative staff

Duration: 1 week

Mode of Delivery: 5 day workshop

Prerequisites and Course requirements: For PA staff without a financial/administrative background completion of the introduction module is required.

Course Content:

Course 15: *Human Resource Management*

Module/Course Description:

A critical source of organizational success often comes not from having the most attractive product or resource, the best marketing strategy, the best fundraising mechanism or the most advance technology, but rather from having an effective system for obtaining, mobilizing, and managing the organization's human assets. Many managers and organizations now recognize that an organization's human assets are its life line making human resource management increasingly important for organizations. This course will equip persons with supervisor roles on the fundamentals of setting objectives and conducting evaluations, the mechanics of interviewing, the intricacies of basic labor law compliance, and overall enabling working conditions for employees

Module/Course Objectives (same as Intended Learning Outcomes):

By the end of this course participants will be able to:

1. To think systematically and strategically about aspects of managing the organization's human assets
2. Implement HR techniques to achieve competitive advantage through people
3. Identify and deal with specific human resource problems within their organization
4. To identify basic compliance issues with local law
5. Have a greater appreciation for setting objectives and conducting reviews.

Target Group:

For PA staff with supervisor roles and other staff who are interested in general management skills

Duration: approximately 2 weeks

Mode of Delivery: 4 day workshop

Prerequisites and Course requirements: completion of operational policies and procedures training module 2

