A LARGE CARNIVORE INITIATIVE FOR EUROPE

The Integrated Management Approach in Wildlife Conservation Field Projects

Experiences and case study

by

Christoph Promberger

January 2001

Funded by

WWF ® ©

Fundația Carpați
Carpathian Wildlife Foundation

THE LARGE CARNIVORE INITIATIVE FOR EUROPE

Mission Statement

'To maintain and restore, in coexistence with people, viable populations of large carnivores as an integral part of ecosystems and landscapes across Europe'

BACKGROUND

Europe, once a broad mosaic of natural habitats ideal for large carnivores, is now left with only scattered tracts of suitable *wildland*. Brown bear, wolf, wolverine, Eurasian lynx and Iberian lynx still occur in Europe but they are forced to live in highly fragmented and human-dominated landscapes.

There was widespread and bitter opposition to large carnivores in the past but today there is increasing public interest in their conservation. However, the predatory behaviour of large carnivores often conflicts with local economic activity, especially livestock farming.

Their current distribution is often confined to border areas, which therefore requires cross border co-operation in order to conserve and manage populations.

The presence of large carnivores is a measure of regional biodiversity. Viable populations of large carnivores demonstrate Europe's contribution to the conservation of global biodiversity.

The political development within Europe, particularly within the European Union, with the partial disintegration of national borders and more unified legal and planning requirements, creates new and promising opportunities for the successful management of large carnivore populations on a European wide scale.

Implementation of the Natura 2000 sites in Europe, the increased priority to the conservation of natural areas, and the Pan-European Biological and Landscape Diversity Strategy (PEBLDS), give exciting opportunities for enhancing Europe's biodiversity.

It is clear that the challenge of conserving large carnivores is complex and dynamic, involving ecological, economic, institutional, political, and cultural factors and any attempt to solve this conservation issue must take this into account. Realistically, no single agency, organisation, or institution will be able to solve the carnivore conservation issue alone. No single plan or strategy can be completely comprehensive and correct as a guide for action and continual monitoring is required.

Recognising these opportunities, and the need to build strong partnerships with land managers, researchers, citizens, government officials and international organisations and Conventions, the World Wide Fund for Nature (WWF), together with partner organisations and experts in 17 European countries, has decided to get to grips with the issue so that the future for large carnivores (brown bear, Eurasian lynx, Iberian lynx, wolf and wolverine) can be substantially improved, while the opportunity still exists. The first steps towards the development of a *Large Carnivore Initiative for Europe* were taken at a meeting in Abruzzo National Park, Italy in June 1995. Based on input from two subsequent workshops in Neuchatel, Switzerland (September 1995) and Oberammergau, Germany (January 1996), a programme plan has been developed building a network of interested parties and activities.

ACTIONS

- Create a network of interested parties including land managers, researchers, citizens, government officials and international organisations and Conventions;
- Act as a focal point for information relative to large carnivore conservation in Europe;
- Develop and implement new ideas and methods to ensure the coexistence of brown bears, lynx, wolves and wolverines with people;
- Support and build on existing initiatives and projects within Europe, and encourage Europe-wide co-operation in order to avoid duplication of effort;
- Disseminate valuable experience and knowledge from different countries;
- Encourage public discussion on the future of large carnivores within Europe, especially with regard to rural support systems which maintain the economic and social well being of local people as well as conserve viable populations of large carnivores.
- Address issues in four important fields of activity:

  1. Conservation of Large Carnivore populations and their habitats;
  2. Integration of large carnivore conservation into local development in rural areas;
  3. Support for large carnivores through appropriate legislation, policies and economic instruments;
  4. Information and public awareness with the aim of obtaining the acceptance of large carnivores by all sectors of society;

Preface

Why are integrated field projects important?

The legal framework for large carnivore conservation is today better than ever before. A number of national and international conventions and laws (e.g. Bern Convention, EU Habitats Directive, Pan European Biological and Landscape Diversity Strategy, most national Conservation Acts) list brown bear (*Ursus arctos*), wolf (*Canis lupus*), lynx (*Lynx lynx* and *L. pardinus*) and wolverine (*Gulo gulo*) as species with specific legal protection or at least regulate their harvest with closed seasons and/or quotas. The *Large Carnivore Initiative for Europe* (LCIE) is a logical consequence of this situation and has the goal to integrate the numerous activities in the field of large carnivore research, management, and education into a pan-European approach.

Despite improved legal status, problems with large carnivores remain on the local level and in practice. Large carnivore conservation is still a difficult task. The predatory behaviour of bears, wolves, or lynx will always create conflicts with local economic activities. Without additional measures, legal protection might even become counterproductive, if local people get the feeling that large carnivores have priority over their own interests. The Croatian example, where hunters started to explicitly hunt wolves after they became protected is a good (in fact a *bad*) example of such a reaction. Such opposition is often simply based on emotions and neither laws nor education programmes can control emotions.

The integration of large carnivore conservation into local development in rural areas is therefore a key programme objective of the LCIE. Integrated field projects should demonstrate that the presence of large carnivores can have considerable positive effects on the development of local communities. Although integrated field projects focus on specific areas, they have a number of positive and important effects beyond the area:

- Field projects can show in practice, how abstract laws and conservation strategies can be implemented in reality;
- Field projects demonstrate weak points of laws and strategies;
- Field projects are an important tool to educate the public about conservation problems and raise awareness for carnivores and their supporting habitat much beyond the project area;
- By integrating all environmental, economic and social factors of the carnivore-human relationship, integrated field projects are a good place to test new management tools before implementing them on a much larger scale;

The Carpathian Large Carnivore Project (CLCP)

The Carpathian Large Carnivore Project, established in 1993 as a joint initiative of the Munich Wildlife Society and the Romanian State Forest Administration is such an integrated field project. Much of this brochure is based upon the experiences of this project throughout the last 7 years. We believe that these experiences are important to share with other people working in the field of conservation. The CLCP is of course – as every other project – specifically adapted to the situation in which we operate: a co-operation between a foreign

western NGO and various national organisations, a country in the transition of state economy to market economy where ownership and responsibilities change dramatically, or where the political situation is sometimes pretty turbulent.

There is no question that our experiences need to be adapted to the local situation of each area. Each integrated field project will look different, depending on the political and socio-economic situation, the actors within such a project, the cultural history of the people, and the history of large carnivores and their conservation. Even so, we believe that our experiences in Romania can be valuable in the development of field projects in many other countries. The problems themselves are more or less the same everywhere – conflicts with local interests such as livestock depredation or competition with hunters' interests. Their solutions just need a different approach.

What I summarised here in this brochure is not necessarily all how we did it in the frame of the CLCP. It is, based on what we have learned, how we would do it the next time.

Goal of the CLCP

The overall goal of the programme is to establish a community-based conservation of large carnivores and their habitat in a model region in the southern Carpathians through an integrated management approach.

We define an integrated management approach as one that considers the inter-dependency of four fields of activity: research, management, rural development, and public education. The four components form a holistic design, are closely linked and support each other, e.g. through financing and creating transparency and acceptance. The project is designed to achieve long-term financial sustainability for the community.

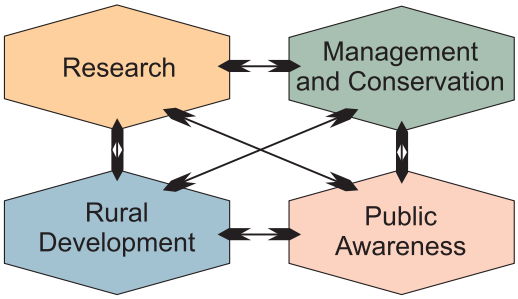

Fig. 1. The Integrated Management Approach

Although the CLCP deals with wolves, bears, and Eurasian lynx, the concept can be used in a much wider term. It is based on the assumption that conflicts between conservation and interests of local people are easier to solve, if they are approached from all relevant economical, social, and environmental directions. Proposed solutions will therefore automatically incorporate all important factors and will have a higher chance for acceptance and implementation.

While I write this brochure, the CLCP is still operating. We are in the meantime a team of over 10 biologists, rural development and public awareness specialists. We are currently in the middle of the implementation phase and plan to finish the project in the end of 2003. By then, all important activities should be taken over by local people and organisations, and should be financially self-sustainable.

Acknowledgements

It is difficult to summarise all people, which had input into this manual. Most important those, who have contributed to develop the Integrated Management Approach: Foremost my wife and colleague Barbara, who likes to hide behind me on meetings, but who has had a vigorous input on the project. The CLCP would not be what it is without our long and fruitful discussions about what makes sense and what doesn't. Other colleagues that have substantially contributed to the development of the Integrated Management Approach include Magnus Sylvén, Heinz Stalder, Bob Hayes, Wolf Schroeder, Annette Mertens, and Ovidiu Ionescu. I will not start to list the many dozens of people that contributed through their work to the CLCP and allowed us to get all these experiences.

WWF International has been funding this manual. I am especially thankful to William Pratesi-Urquhart, who has pushed the idea of such a manual forward and to Magnus Sylvén, who has made funding available.

I received many important and valuable comments on earlier drafts, which increased the quality of the final document a lot: Thanks to Barbara Promberger-Fuerpass, Callum Rankine, Cathy Lechner, Djuro Huber, Henrik Andrén, John Linnell, Luigi Boitani, Magnus Sylvén, Nicky Spencer, Roy Dennis, Urs Breitenmoser, and Yorgos Mertzanis. I apologise if I forgot somebody.

Executive Summary

The Carpathian Large Carnivore Project has developed the Integrated Management Approach for wildlife conservation field projects. This approach considers that sustainable solutions for conflicts between wildlife conservation and human interests need to take all economical, environmental and social aspects into account.

The Large Carnivore Initiative for Europe and WWF International have asked us to produce this manual, since one of the LCIE's objectives is to initiate integrated field projects such as the CLCP in several regions of Europe. We were happy to share our experiences with project leaders in other countries and assist in the development of such projects.

I tried to keep this manual as practical as possible with step-by-step instructions of how to go ahead when setting up a project. While the experiences of the CLCP are a central part of the manual, I still kept it open enough that it can be used for integrated field projects in other areas under different conditions with other species.

The manual starts with an explanation of what an integrated field project is and what conditions have to be met to make such a project successful. After a detailed description of the components of an integrated field project, the manual continues with four major blocks:

1. The planning phase:

This phase describes, how to develop a project outline, a project design, and how to plan the implementation. If further gives time and cost estimations of different components and describes the legal framework around a project.

2. Raising funds:

This chapter describes possible sources of funding and a fundraising strategy.

3. The implementation phase:

This chapter starts with a job description and requirements to a project leader. After establishing the area and the necessary contacts, the manual continues with a detailed description of how to start working and what is necessary to successfully carry out the project.

4. Communicating and reporting:

What sorts of communication exist and how to do it best.

After writing the manual, I thought I should have read the manual before I started the CLCP.

1. Introduction

We define a field project as practical conservation work 'on the ground' with a definite time-scale to create a model for large-scale conservation.

Characteristics of an integrated field project

In this respect, 'on the ground' includes work with the animals as well as work with local people to provide solutions for their concerns.

These days, field projects often have a duration of less than five years. This is often not enough to raise awareness, capacity, and the necessary infrastructure on a regional and/or national level. In most cases, project staff have not been working in the region before and lack good contacts to all relevant local authorities and interest groups. Just to build up this trust may easily take two or three years. A field project, however, should have a clearly defined end at which time local ownership and sustainable funding for ongoing activities will be achieved.

Field projects cost a lot of money, time, and efforts and, as a result, have to be restricted to a specific area. For this reason, a field project should develop a model of how management and conservation can work. In a second step, activities are tested and if found suitable need to be implemented under 'normal' financial conditions on a much larger scale.

When is an integrated field project successful?

A well designed project has a clear definition of its goals, a plan for how to reach these goals, and a time-frame for it. But how can we measure whether a project's objectives have been met? Several factors seem suitable to determine its success as a field project. The more of the following questions can be answered with 'yes', the more successful the project has been:

Model character

Can the results, structure, and mechanisms of the project be implemented on a much larger scale or in other areas?

Lasting outcome

Have project activities had a positive influence on the situation in the project area and will this situation persist after the end of the project?

Increased knowledge

Have project activities created knowledge that can be used to solve conflicts in the project area and/or in other areas?

Increased acceptance

Have conservation measures incorporated needs and attitudes of local people? Have project activities increased the acceptance of conservation measures through local people?

Reduced conflicts

Have project activities actually reduced conflicts between conservation objectives and local economic activities?

Financial sustainability

Are conservation measures adequately financed once the project has terminated its activities?

Identification of local interest groups with the work

Do local interest groups agree to and support project activities? Will conservation measures be carried on after the end of the project?

2. The Integrated Management Approach of the CLCP

"Only the ineducable tyro can fail to sense the presence or absence of wolves, or the fact that mountains have a secret opinion about them." (Aldo Leopold)

"What good is a wolf? You can't eat him and you can't milk him." (Croatian shepherd)

When we started the CLCP, we did not plan the activities, which we perform nowadays. We had simply not been familiar with all aspects that influence large carnivore conservation and the situation within Romania has changed as well throughout the years. I was a foreigner in the country and my Romanian counterparts were traditionally educated through the formula "wildlife management = hunting". By working in the field, by talking to locals and responsible administrations, and by observing how the socio-economic situation in Romania changed dramatically, we realised that our initial project activities would not have much impact on the situation. Step by step we developed new ideas and added different components to the CLCP. We understood that we would need to approach carnivore conservation from more than one direction.

Parallel to our development, the LCIE developed action plans for large carnivores on a European scale. Based on our own experiences and the discussions within the LCIE, we planned conservation activities and clustered them into four major components:

- Management Oriented Research (Field Research and Human Dimension Research)
- Management and Conservation
- Rural Development
- Public Awareness

Whether all these components and activities are all incorporated in one project under the same umbrella or whether they are carried out by various organisations and people probably doesn't matter very much. This depends on the specific area conditions and what is reasonable in one country may not necessarily be suitable in another country. Overall, however, successful conservation requires activities in all these four components. The better they are co-ordinated and adapted to each other and the more they focus on the same area, the higher are the chances for success in conservation. Especially since a field project should have model character, there is an important need to focus on one area.

Within the CLCP, we work in all four clusters at the same time. Each cluster contains a variety of activities:

1. Research

Research provides the basis of all other activities, which are carried out or proposed in the context of an integrated field project. Research questions are based on what management issues request.

In the CLCP we carry out field research on wolves, bears, and lynx as well as human dimension research. It has four objectives:

- To create the knowledge for future large carnivore management (e.g. as a basis for large carnivore management plans);
- To measure the effect of other activities, e.g. in the field of livestock protection measures;
- To create credibility for what we propose;
- To serve as an important attraction for national and international media as well as for eco-tourism;

Human dimension research tunes the direction of education campaigns and monitors their success.

Fig. 2. A tranquillised wolf is fit with a radio-collar

2. Management and Conservation

Management has to mitigate and solve conflicts between large carnivores and people on the local level and to propose new strategies to secure carnivore conservation in the long-term on a large scale.

Conflict management within the CLCP includes the attempt to decrease livestock depredation problems and to find solutions, how problems with habituated bears can be solved under the specific Romanian conditions. We lobby for and support the development of management plans on a national level, which go way beyond the traditional hunting perspective. In support of management plans, we assist in habitat conservation by lobbying for and supporting protected areas and sustainable land-use practices.

Fig. 3. Conservation is not against human interests, it takes them into account

3. Rural Development

Rural development should influence land-use planning to adopt ecological aspects by creating economic incentives for conservation.

Economic incentives are mainly based on our eco-tourism programme "Wolves, Bears, and Lynx in Transylvania". This programme requires and supports local services such as guesthouses, tour operators, guides, bike-rental, transport with horses and carts, horse stables, etc. Furthermore, merchandising of local crafts and products create additional income for the local economy.

Eco-tourism also provides funding for research and management activities (e.g. advanced livestock protection methods) and creates public support for ecological land-use planning and conservation activities.

Fig. 4. Eco-tourism can make conservation attractive for locals

4. Public Awareness

Public awareness work includes information of the public both through national and international media and direct communication programmes for special interest groups.

TV documentaries, magazine reports, and newspapers help us inform people about large carnivores and to attract visitors to our project area. Reports and documentaries also help people within Romania realise what a special responsibility they have in a European context for large carnivore conservation.

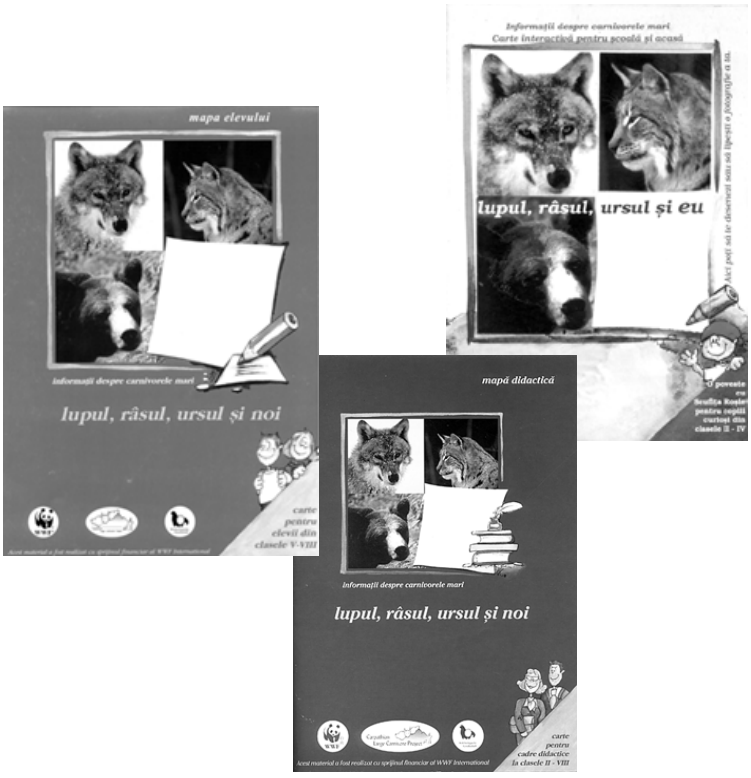

Fig. 5. Education programmes are an important part to spread the message

Locally, we have developed specific education programmes for relevant interest groups: for people, which are confronted with habituated bears, for local schools, for hunters and foresters, and for forestry students at the University of Transylvania in Brasov (this group includes all future staff of the hunting administrations). This information of special interest groups helps to create support for our project activities and transparency for proposed management decisions.

3. Planning an integrated field project

"If I would have known at the beginning what I know now, I would have done things differently!"

Quite often, projects end with this feeling. Probably nobody can plan a project over a period of five or ten years in such detail, that these feelings do not appear at least to some degree. New techniques and technologies appear on the market, ecological and socio-economic situations might have changed, and a project wasn't good if there is nothing to be learned from it.

Still, the better a project is planned, the better the chances for success. Depending on the structure of a project, the planning process will look different:

- A research project needs much more planning than projects, which aim to intensively involve local communities and to develop local ownership.
- If the project leader is familiar with the area, the species', the problems, and the methods, a project can usually be planned in one step. If this is not the case, it might be better to crack the planning phase into two or three steps.
- If the project extends over a longer period (e.g. 10 years), there is a need to review, adjust, and fine-tune project activities every 2 to 3 years.

In our case, we went though several steps. Honestly speaking, we did not plan them as such from the beginning, because we didn't know at the beginning where we were heading for. We started with a wolf research project and for this we had a research plan. But by adding an array of activities over time, we soon found that these ideas needed careful planning so as not to double the work or to forget about others. The process of planning and sorting the activities helped us tremendously to create, from a mass of ideas and activities, one single comprehensive approach. Planning is very time consuming but in the end it is worth it.

With the experience of the CLCP, I propose three steps in planning a project:

1. A Project Outline

Initially, the project leader/leading team should write a general outline of the project. Task of this phase is

a) to sort usually rather vague ideas of 'wanting to do something' into a first outline, how the final product might look;

b) to briefly describe the background and objectives of the project;

c) to be able to approach the responsible agencies and administrations to get their approval for the idea;

d) to create a short project summary for potential donors;

This phase should end with a review of the project outline through other people experienced in the field.

2. The Project Preparation Phase

In this second phase, the project leader with the participation of important partners should plan how he or she will generate all necessary information to design sound conservation activities. A detailed plan for this phase helps

a) to work efficiently;

b) to look at conservation from all relevant economical, ecological and social aspects;

c) to identify the underlying causes of the problems that need to be solved;

d) to identify and get in contact with all relevant partners;

e) to create an inventory of the existing information;

f) to collect all information, which are important for the implementation phase;

At the end of the project preparation phase, the project leader has

a) to design conservation activities based on the available information;

b) to create budgets for the implementation of the activities;

c) to create a realistic time frame for the activities;

d) to have a feedback about the feasibility of the proposed activities;

Probably the best way to plan this project implementation phase is through a project design. At this stage, all background information is available and all partnerships established.

A project design should have the following chapters:

I. Executive Summary

A stand alone document, which explains in brief the background, the objectives, and the activities of the project. It should be in the range of two to ten pages. This is an important document for somebody to understand the project without wanting to read through the whole project design.

II. Introduction

This chapter explains why the project is necessary, who are the partners in the project, its overall goal, and its structure.

III. Objectives and Rationales

The most important chapter. It describes all the results, which should be achieved throughout the project period and why these results are necessary for conservation. By forcing yourself to write a good rationale for each objective, you can test, whether the proposed activities are necessary and suitable to reach the overall goal. Here you can prove, whether the project covers all relevant topics and whether it is logical.

IV. Background

This was in our case the most comprehensive chapter. It should, in my opinion, cover the following topics:

a) Description of area, wildlife, topography, people, economy, and other aspects, which form the frame in which the project operates;

b) Description of methods;

c) Description of monitoring methods;

d) Detailed description of all activities in log-frame technique (see *Annex*);

e) A detailed budget for all the activities;

f) A timetable.

Within your Project Design you should also identify project 'milestones', such as "Within 2 years we will have 5 bears radio-collared" or "Within 2 years we will have an information leaflet for school children prepared". This will help you to evaluate your progress.

3. The Project Implementation Phase

This is the crucial phase. Throughout the implementation of the project design, some of the planned activities might become obsolete and a necessity for other activities might appear. It is very important to review and adapt your project design each year. Take this time, it is worth it!

Time estimations of various components

Based on our experience and of many other projects, here are time estimations for various components:

Research

Field research on large carnivores doesn't make much sense if it isn't carried out for at least several years, depending on the research objectives. Be aware that there are many factors such as technical failure of radio-collars, the death of study animals, or climatic conditions, which can extend the time-span you need to gather enough information. Generally, the accuracy of results of field research increases with the length of the study. Plan at least half a year (better one year) at the end of the project for data processing and publications.

Management plans

The elaboration of a management plan takes roughly one year. Often, however, an additional year or two is necessary in advance to convince people in charge of wildlife management at the responsible ministries that a management plan would be of advantage. Another half a year is often needed to have the plan reviewed by all partners. The LCIE has produced "Guidelines for the Development of Large Carnivore Management Plans" (Hofer and Promberger 1998), which are helpful in guiding you through the process.

Livestock depredation problems

This is often a tough part of every project. People affected by livestock depredation often do not trust conservationists and if you deal with livestock depredations, your face usually shows up if a disaster has just happened. So it takes time to earn this trust. This part of a project needs four steps:

1. Analysis of the current situation (if not yet done);
2. Selection of measures suitable for your area to decrease livestock depredation;
3. Testing such measures and monitoring their success;
4. Implementation on a larger scale;

Steps 1. and 3. both require one year minimum, step 4. might take two, three or even more years, depending on the local situation.

Eco-tourism programme

To develop a successful eco-tourism programme will take a minimum of five years. If the local infrastructure (guesthouses, tour operators, huts, bike rentals, horse stables, etc.) already exists, the procedure might be different, but probably not much less time consuming. Most of the time is spent attracting tourists and finding travel agencies to offer the trip as part of their programme.

Public awareness work

To make an area well known (and this is important for an integrated field project), ongoing media reports over at least five years are necessary. At least the same time is often necessary to even slightly change public attitudes towards large carnivores. Human dimension research should determine the direction of public awareness activities. An attitude survey takes about one year.

Legal framework around the project

During the planning phase it is also important to find out what licences and permits you need e.g. for field research, who are the responsible agencies and landowners, who controls access to roads and land, etc. Finding a case of where a project has broken a particular law is a dream situation for those that may be opposed to the project.

It might be a good idea to identify a check list for what permissions you need and what legal obstacles exist. This will be different from country to country.

Cost estimations of various components

Field projects are not cheap. Funds are needed for staff, infrastructure, and production of print-material, and on top there is usually high running costs.

How much money is really needed to implement a field project depends of course on the country: What might be good funding in Bulgaria is not necessarily sufficient in Switzerland. Some cost estimations:

Research:

For each species you need to pay at least one full-time person, a solution often done is a biologist who supervises the project (but does other things as well) and a technician. Additional volunteers (e.g. students doing practical training, master, or PhD programmes) can further help at low costs. From our experience, equipment costs are at least 40,000 Euro throughout the first year and a minimum of 10,000 Euro for each consecutive year per each species. Running costs are at least 1,000 Euro per month. The research questions of course determine the real amount required.

Livestock depredation problems

To work on this topic, you need to pay at least one full-time person (depending on the size of the project area). Electric fences are almost 1,000 Euro per sheep camp, running costs for surveys, permanent contact with the shepherds and monitoring are in our case are at least 1,000 Euro per month (based on an area of app. 2,000 km²) during the grazing season.

Eco-tourism

Such programmes should always include locals as much, and as fast, as possible. Staff involvement is high at the beginning but decreases over time. You will need to spend a lot of time finding the right people to understand and to carry on the conservation philosophy of eco-tourism. For the first three years, you should have one person full-time working in this area, after that a part-time job should be sufficient. There are not extremely high running costs involved in this component and additionally you can expect to get some revenues back from eco-tourism.

Public awareness work

Generally, there are two parts to public awareness: development of education programmes for schools, interest groups, partners, and the general public on the one side, and 2. working with national and international media. Often, the latter is neglected in time - and therefore also in budgets and its possible impact on your project is underestimated. Once the project gets well-known, this component can become extremely time-consuming and it may be necessary to have at least a part-time job just for media work. During the project implementation phase, a field project should have funds for the production of informational material of at least 15,000 Euro per year.

4. Raising funds

The problem is not the money – the problem is how to find it!

Whoever starts working in the field of wildlife conservation and research doesn't do it to work in offices negotiating over money, doing cost calculations and working on accounts. Unfortunately, there is no way around it, money is an essential component of a project.

Sources of funding

In general, five sources of money seem available:

- **Government programmes:** Even in the era of Internet, few people really have an overview over the array of different regional, national, and international funding programmes. Many of them are extensive with billions of Euro spent. But most programmes require fairly large investments (many months of preparation) and good contacts to government bodies to be successful. Government or structure funds to aid local or regional people/administrations/NGO's can be ongoing long-term commitments. In the CLCP, we have so far not used such programmes for our funding.

- **Foundations:** In Germany alone, there are over 5,000 registered Foundations and across Europe several tens of thousands may be found. In most countries, directories of grant-making bodies are available. These publications detail who and where may benefit and how to go about applying to them. Competition, however, is high and personal contacts are almost always crucial. It is important to note that there are no black and white rules for Charitable Trusts and Foundations. Each one has their own personal interests and criteria for making an application. Thorough research and telephone contact (at least) must take place before submitting a proposal. Engaging the Foundation's Trustees on site visits and presentations are a successful route to enhancing support. More than half of the CLCP budget comes from such foundations.

- **Corporate sponsorship:** Many newcomers consider this the easiest way to approach funds. In fact it is probably the most difficult (because everybody applies here). What seems fascinating to you, may not necessarily sound fascinating to a marketing director of an enterprise. He is interested in selling his products through gaining publicity and positive image. Be aware that you most often compete with mass-events such as sports, where the logo of the company is seen by many millions of people. Your project is usually not well known at the beginning. So you are more likely to be successful, if your project is already well-known. Generally, sponsorship in the field of nature conservation is hard to achieve and even if you are lucky, it will probably not make up for more than a small part of your budget. In the case of the CLCP, we found one sponsor (Jack Wolfskin Ltd.), which has given a long-term commitment as contribution to conservation. Their contribution represents less than 10% of our overall budget.

- **Private donations:** Traditionally, fundraising organisations get much of their money from private donations. In each western European country, dozens of organisations are active in this field of raising money. Most donations, however, are

in the range of under 100 Euro per year and it requires an extensive infrastructure, to carry out successful fundraising campaigns. In most cases, you will not have such an infrastructure available. But you can try to find a partner organisation, which is willing to use your project for fundraising. Over time, the CLCP had three organisations as partners with good success for this sort of fundraising. Additionally interesting is locating wealthy individuals that have a personal interest in conservation and the environment. Often, their interest may be 'hooked' with a species element in a project. Due to the growing number of charities seeking funding around the world, the pressures on these people to give are enormous. However, the number of rich people has been growing considerably in recent years and many of these people seek possibilities to do something good with their money. Benevolent giving gives a tremendous 'feel good' factor to the individual, as well as a sense of ownership of a project. Therefore, involving them as much as possible becomes a necessity. These sort of donations make up for more than 10% of our CLCP budget.

- **Tourism revenues :** Many agencies are willing to support conservation programmes with part of the travel price. In our tourism programme, we receive 100 • from every visitor as a donation for conservation and research.

- **Eco-volunteers:** Eco-volunteers are visitors who join projects to give a hand wherever they can be of use and additionally support the project with a donation. For many projects, this scheme has become an additional and fairly easy source of funding. Today, there are several agencies, which send out eco-volunteers to several dozens of projects.

Over time, merchandising of goods can to some degree contribute to funding your project. This requires, however, some initial investment and the possibility to access clients for your products (e.g. tourists). It is, however, not likely to add more than a few Euro's to your project.

Once your project is better known, funding will become easier. Individuals or foundations might even approach you with requests for proposals.

Fundraising strategy

Fundraising is often a very personal business. There are plenty of projects that seek funding on the one side and people that have to make a selection on the other side. Don't send out standard proposals to several dozens of possible donors – we have tried it on several occasions and from our experience this is just a waste of time. You will be more successful, if you follow these guidelines:

- Personal contact is important. If you don't have a personal contact to an organisation yet, call them or visit them. If you manage to get somebody to visit you at your project site, you have the highest chances. If somebody can put a face or a voice behind a proposal, he will remember it easier.

- The person you are dealing with at the other end is a human being. Stay in contact with the decision makers, but don't push too hard: this might make them feel angry and you have lost your chance. If you are sympathetic to the donor, your proposal is often as well. Often the decision is not about what is written, but whether the donor believes you are able to do the job.

- Do not send extensive documentation unless you are required to do so. Many secretaries of foundations receive dozens of proposals a week, they will pre-select what gives them the least headache. Brevity is the soul of wit.

- Make your proposal optically appealing. Humans remember images a hundred times better than text. Most organisations have clear guidelines for submitting a proposal. Respect them!

- Be clear in your goals and make them realistic. Don't exaggerate what you possibly might achieve. People that have to decide about funding are usually quite experienced. If you exaggerate, you lose credibility.

- If your budget requires more funds than the targeted donor is able to give, select the activities which are most important to reach the goal. But put the proposed activities in the frame of the overall project. This enables you to show a larger variety of activities and makes your project more interesting.

- A foundation, a sponsor, or a private donor has its/her/his own interests. Make yourself aware of these interests and respond to them. The best way is to find out, where your interests and the donors interest overlap – seek a real partnership. Neutrality of your result in relation to the objectives of the funding agency, however, is essential.

- To secure long-term funding, you have to stay in contact with the donor, inform on a regular basis and, last not least, do a good job if you want to secure funding for longer than just one year.

5. Implementing an integrated field project

"Nothing is more practicable than a good theory" (Immanuel Kant)

Throughout the project period, numerous different activities have to be done. Ideally, a project starts with activity I.1.1.a and ends with IX.9.9.z. But all of these activities cost money and you are extremely lucky if you have all activities covered through one source. For an extensive field project, this is unlikely. You will often be in a dilemma, because you might believe that some activities are very important, but all your contacts want to pay for the "attractive" parts of your project (often related to foundations fundraising amongst their donors again). Within the CLCP, we could probably achieve funding for eco-tourism and education programmes three times over. At the same time we have problems to attract sufficient funding for field research. So be adaptable and make yourself aware that there is usually more than one way to reach the goal.

The Project Leader

Being a project leader is not a job – it is your life!

The project leader is the key person for the success of the project. He or she needs to be scientist, manager, facilitator, fundraiser, author, planner, guide, and often the scapegoat. His or her tasks are

- to have or create a vision;
- to lead the project team;
- to negotiate with donors;
- to plan and carry out field work;
- to talk and listen to people;
- to guide all kinds of people;
- to analyse all gathered information;
- to ensure the publication of the results;

The higher the qualification of the project leader in all fields of activities are, the more successful the project will be. A good scientist, however, might not necessarily be good in fundraising and vice versa. For this reason it can be an advantage to set up a project team, where different people have different qualifications. But be always very clear about the chain of commands and the separation of responsibilities.

Social activities involving all members will increase the moral of your team and thus improve the work. However, it is not always necessary to be good friends to work professionally and efficiently.

Overall, project leader for an integrated field project is more than a job, if you want to be successful. You have to devote your life more or less to this task for a few years, you have to

be able to work long hours six or seven days a week for months without end. And you often need a long breath. If you are not prepared for this, don't start something big.

Some people, however, just don't make good leaders – be honest! A bad project leader may do more harm for the species than good.

Establishing the area

In many cases, the project area is chosen for practical reasons: The project leader is familiar with the area, has good contacts there or lives close to it. A wilderness area might be the most appealing, but a nightmare if you have to follow radio-collared animals on the ground. A reasonable road network is essential for field work. If you have the choice, you should consider a few more aspects when choosing your project area such as:

- Are local interest groups willing to co-operate?
- Is the area accessible for field work?
- Is the necessary infrastructure available?
- What other economical and political interests exist within this area?
- Is the example representative, can it serve as a model?

Necessary contacts

For a successful implementation of a project, you need contacts on different levels: local, regional, national, and international. Even with the best connections to the highest political levels, local opponents can create big problems (we can tell a story about this ...). For this reason, you should establish contacts prior to implementing any activity to

- all relevant local interest groups
- responsible administrations on the various levels
- people and organisations with similar interests
- the media

The more allies you have, the higher the chances of success for your project. But how to identify partners and possible opponents? Direct communication is the key to success: Talk and listen! But remember – you have one mouth and two ears, so listen more than you talk. Observe what is going on in the community and react in time to new developments. Often it is also important to analyse the economic and social structures of your project area. It will open your eyes for many upcoming road-blocks. If economic conditions are tough, people are often happy if they find somebody to blame.

How to deal with partners and possible opponents? The best strategy is to include them into the decision process. This gives them importance and they feel they have some control over the development. If you can create advantages for them, they are likely to co-operate. But I know, this is much easier said than done. Still, it is really worth-while to spend quite a lot of your resources into the human dimension of your project.

It might also be of advantage to involve locals in research activities. Allowing local people to take part in capture or radio-tracking activities, provides many benefits, including:

1. you gain from their local knowledge
2. the feel proud and are more favourable to your work
3. they might gain status within their organisations
4. they gain first hand knowledge about large carnivores that they would not have gained otherwise. These local 'experts' are far more credible communicators among the local population compared to 'foreign' scientists or conservationists
5. involvement in research helps to dispel myths and reduce data conflicts.

Starting to work

Consider the inter-dependency of all social, environmental and economic aspects in your solutions!

In chapter *3. Planning a field project*, I have distinguished three phases of a project. Here are some hints of what the tasks are during each of these phases:

1. A Project Outline

This initial phase should not take more than a few weeks and should be done prior to the start of the project. If you are not yet familiar with the situation, this is the time to do it. Collect information about existing problems, and the important people and institutions. You can do this in two ways: Visit all relevant people and ask them about their opinion, their problems in respect to your project topic, and possible solutions from their side. Or you can invite them all to a workshop, where you identify with the group the relevant problems and possible solutions. Be aware that you might not get all interest groups to attend a workshop.

Based on these results, you can write up a summary, which is realistic and has a high chance of approval.

2. The Project Preparation Phase

This phase includes the collection of all relevant information and the planning for the implementation of conservation activities. This preparation phase can be short (e.g. half a year), if partnerships are already established and most information available or, as in the case of the CLCP, can take several years. Here, the latest, you should have established contacts to all relevant interest groups. Based on the initial workshop it is advisable to carefully identify knowledge gaps and to try to gather information where needed. Many biologists, however, love field research (this is what drew me to wildlife biology in the first place). It is tempting to focus on the fun part (as compared to sitting with bureaucrats, councillors or interest groups) and biologists often do this. Furthermore, there are numerous examples where decision makers hide behind the "need for additional knowledge" before actions are taken. Often, however, decision makers also do the opposite thing: they get active without sufficient knowledge of the issue. The objective should be that a biologist helps the decision makers to take the best decision based on current knowledge, but to point out the weakness of available information.

As a biologist, be clear about what you really need to know to achieve your goals. It is better to carefully collect the information instead of rushing into actions, which might in the end be useless or not required.

This is the phase, where you should start testing and developing various activities, which you want to implement later on. To test, which livestock depredation prevention techniques fit best for the circumstances under which you work, is one example. This makes it easier for you to judge, what works and what doesn't and helps in convincing people.

3. Implementation phase

The implementation phase is normally the longest part of your project and should have a clearly defined list of activities, based on your project design. Since it is likely that funding restrictions do not allow you to carry out all the activities planned, you should have them prioritised. However, don't show this on the document you give to donors – nobody wants to pay for an activity, which you give a low priority (although it is just **relatively** low compared to the other activities, but might still be important in the overall context.

6. Communication and reporting of the results

"Knowledge transforms to joy once it is written down on paper" (Eugen Roth)

A project is only a model, if it is replicated in one way or the other. So people have to get to know about what you do. Indeed, there will be a lot of very different people interested in your work: journalists, special interest groups, the interested public, scientists, and decision makers. Each of them needs the information in a different way. Here are some ideas on how to communicate to various people:

- Journalists sell news and stories. The more they can catch the reader, the better they sell their product. So they usually want your story in a compressed way with a simple message. They are important for you to spread your message. And they are usually very demanding. Emotions and faces of people are important to them. Sponsors and theoretical science aren't. You can decrease the amount of work by organising journalist trips. Through this, you can reach ten or more newspapers or magazines. Be aware that print journalists require a very different approach than TV teams do.

- Special Interest Groups want to know first-hand what is going on. Often it is not enough for them to read something in the newspaper. They want to discuss things with you. One good possibility is to organise workshops or seminars from time to time, where you inform them about your results, about upcoming events, and allow them to give their input into it.

- The interested public will usually hear about your project through media reports and then require more detailed information. This can be very time consuming if you have to answer all these specific questions. A well-designed website can help you to inform the public without having to answer each individual request. In the age of Internet, a website is a must. You should also have printed material such as leaflets and little brochures available. Annual reports are a good tool to inform in easy language whoever is interested in your work.

- Scientists are not numerous, but they definitely want to know about your results. They will read your annual reports, but this is not enough for them. They want figures and tables, statistics and data. So they need scientific publications – there is a wide array of journals available for publications, many are listed at http://arachne.prl.msu.edu/journams/journams_a.html. Besides the fact, that scientific results are facts and not opinions, they increase your reputation. People tend to take you more seriously and believe in what you have to say. Most often, however, you will not be able to publish much before the end of the project. However, even "short communications" or "natural history notes" can help to establish some credibility and are very useful to colleagues. Writing in English allows you to reach a far larger audience than any other language.

- Decision makers are often very busy people who run from one meeting to the other and have little time to read reports. An extensive report without executive summary is the best way to assure that they will **not** read it and will never get the information. The best way to communicate your results, ideas, and requests to decision makers is through a short presentation and a well designed written summary which should not exceed 2 pages. Tell them in short terms what you found out and what you think has to be done.

Products

For informing the various people, you should prepare an array of different information material. The more diverse your material is, the better your chances of reaching people. But you should base your material on what the people you intend to reach need to know. If for example hunters are concerned about wolves or lynx killing too many deer, there is no use in informing them that wolves aren't dangerous to people. This topic is covered in Alistair Bath's brochure on Human Dimensions.

Possible products are:

- Website
- Annual Reports
- Project Information Leaflet
- Leaflets on other topics of interest (e.g. description of experiences in livestock depredation prevention in other countries)
- Factsheets
- Posters
- Brochures on specific topics of interest (e.g. summary of knowledge about target species)
- Publications in scientific journals

7. Ensure continuity and sustainability

Always think what will happen after you terminate your activities. If you want enduring success, you need local ownership from the beginning and ongoing structures. The best is already existing structures, since they will very likely remain. Get the people involved and give them a chance to learn what they need to know. Don't hold onto everything – distribute over time more and more responsibilities. The worst thing that can happen is everybody relying and depending exclusively on you. Then everything will collapse as soon as you have terminated your involvement. Write all your reports and plans in an inclusive style to involve local people.

If there is no suitable structures create them over time. Start early, this will take a long time. It is also advisable to create legal connections through contracts or official agreements between the organisations and partners involved. This can help to ensure that conservation will be the common ground on which future activities will be carried out. The CLCP has made legal contracts and/or agreements with the National Forest Authority, the Zarnesti Eco-Tourism Association, the County Council, and the Environmental Protection Agency. Furthermore we have created the Carpathian Wildlife Foundation (Fundatia Carpati) to assure further activities in the field of large carnivore conservation.

Also keep in mind, that conservation will cost money even after you leave. Work towards a financial sustainability and make sure you set up a funding scheme. This is at least as important as implementing conservation activities in the first place. In the case of the CLCP, we want to channel revenues from tourism to a *Community Development and Conservation Fund*, which should fund conservation activities further on.

Listing of all LCIE documents

Bath, A.J. 2001. Human dimensions in natural resource management (title to be decided). LCIE and LHI publication. pp. 50+

Boitani, L. 2000. Action Plan for the Conservation in Europe of the Wolf. Council of Europe, Nature and environment, No. 113. 86pp

Breitenmoser, U., C. Breitenmoser-Würsten, H. Okarma, T. Kaphegyi, U. Kaphegyi-Wallman, and U. M. Müller. 2000. Action Plan for the Conservation in Europe of the Eurasian Lynx. Council of Europe, Nature and environment, No. 112. 69pp

Delibes, M., A. Rodríguez, and P. Ferreras. 2000. Action Plan for the Conservation in Europe of the Iberian Lynx. Council of Europe, Nature and environment, No. 111. 44pp

Hofer, D. and C. Promberger. 1998. Guidelines for Developing Large Carnivore Management Plans. LCIE Publication #1. Munich Wildlife Society, 19pp.

Landa, A., M. Lindén, and I. Kojola. 2000. Action Plan for the Conservation in Europe of the Wolverine. Council of Europe, Nature and environment, No. 115. 45pp

Savelli Giannuzzi B., F. Antonelli, L. Boitani. 1998. Large Carnivore conservation and the agricultural subsidy system in Europe. Report to the Large Carnivore Conservation Initiative, WWF International, Gland, Switzerland, and Istituto Ecologia Applicata, Roma. pp.280

Swenson, J. E., N. Gerstl, B. Dahle, and A. Zedrosser. 2000. Action Plan for the Conservation in Europe of the Brown Bear. Council of Europe, Nature and environment, No. 114. 69pp

Information about log-frame technique

The logical framework is a powerful technique for managing operations from design to implementation, and monitoring and evaluation. There are handbooks on log-frame techniques and several websites give valuable instructions:

http://www.worldbank.org/html/oed/evaluation/html/logframe.html

http://www.ausaid.gov.au/ausguide/ausguidelines/1.html

http://hagar.up.ac.za/catts/learner/patsy/baobab/ppp/txtppm.html

http://www.logframe.com/

Simplicity: The key to raising money

The following article is reproduced from the Society for Conservation Biology Newsletter, February 1999 with permission of the editor

Andy Robinson

I was deeply honored — and very surprised — to receive the Distinguished Service Award from the Society, for I am not a scientist. My contact with the scientific world comes through my work with activist conservation groups, most notably Native Seeds/SEARCH (my thanks to Gary Nabhan) and The Wildlands Project (thanks also to David Johns and Michael Soulé). Through these organizations I have learned how conservation biology can be used to change public policy and promote social change. Combined with effective community organizing and outreach, it's a useful tool.

Over the past decade, I've raised about three million dollars for conservation, most of it from private foundations. To share what I've learned, let's begin with a few assumptions:

You've designed a project that addresses a real need in the real world. (Having never raised a dime for basic research, only for conservation activism and — occasionally — the applied research to back it up, I don't know if the rules are different. However, I suspect things are pretty much the same.)

This project is essential to meet your scientific and/or conservation goals; in other words, you haven't entered a new field just to take advantage of a funding opportunity. (The military has given us a new name for this phenomenon: "mission creep.")

After serious discussion with your colleagues, you're confident that your organization and/or department has the skills to run the program effectively and manage the money scrupulously.

After thorough research, you've identified funders whose goals and interests match yours. You've called or visited the grantmakers, described the project, and determined their interest in reviewing a grant request. Building strong, peer-to-peer relationships with grantmakers is ultimately more important than what you write in your proposal.

You've written a draft proposal. Now you're sitting at your desk, re-reading it for the third time. Your objectivity is gone, the deadline is approaching, and you really, really, really want this grant. To improve your odds for success, consider the following questions:

1. Will anyone know what I'm talking about?

When it's time to put words on paper, or type them onto the computer screen, most of us freeze. Somewhere back in grammar school we learned that the written language is supposed to be formal and proper, and consequently we can't, or won't, write the way we speak. We haul out the big words and try to impress the reader with our vocabulary. We use lots of jargon and technical terms. We create elaborate sentences that are hard to read and even harder to understand.

I once asked a student of mine to describe her group's mission. She said, "Intervention for case management."

"Excuse me?"

"We work with disabled children and teach them how to use their bodies better."

Can you see the difference? The first sentence sounds impressive but means nothing. The second sentence paints a picture using simple, clear words. After enduring my criticism with a smile, she wrote a marvellous mission statement describing what it was like to watch a two-year-old pick up a ball and hold it in her hands for the first time. The class was practically in tears. We were all reaching for our checkbooks.

Put yourself on "jargon patrol" and remove any phrases that a lay person — a regular citizen working in some other field — would not easily understand. Lots of grant reviewers, even those in the environmental field, have little or no scientific training. Keep your language and your concepts simple.

2. Will reading this proposal cause a headache?

Dan Petegorsky, a former grants officer, says, "When I'm going through a stack of proposals, I naturally gravitate to the ones that look like they won't give me a headache."

How a grant application looks is nearly as important as what it says. Petegorsky sums up the most common problems: "Bad copies, poor print quality, proposals with tiny type, words running to the edge of the paper. If you can't read it, you can't get it."

You don't need to be a graphic artist to create an attractive proposal. Just keep in mind the following points:

- Leave lots of white space.
- Use 12-point (or larger) type.
- Don't "justify" the text, as you would with narrow columns in a newspaper. Leave the right side of your page "ragged."
- Break up the page with subheadings, indented paragraphs, bulleted lists, bold type, etc. These techniques create visual variety and help guide the reader through the text.
- Use graphics where appropriate. Maps, graphs, line art and even photos can be incorporated into the body of your proposal.

When creating your application, pity the poor grants officers. I mean that literally. Take pity on these folks — their brains are marinated in proposals. Give them something attractive, readable, and easy to digest.

3. Am I using the minimum number of words necessary to make my point?

Funders are besieged with unfocused, overly long proposals. Katrin Verclas of the Ottinger Foundation says, "I am sometimes amazed by the confused and convoluted descriptions we get. Presumably, the applicants should be able to describe their work — but my experience has been otherwise." Jon Jensen of the George Gund Foundation compares his job to being "under an avalanche of information."

For your proposal to succeed, you must be a brutal editor. Weigh each word. If it's redundant, inessential (watch out for those adverbs), or requires a dictionary to understand, edit it out. Your readers will thank you.

Andy Robinson, a trainer and consultant in Tucson, Arizona, received a 1998 SCB Distinguished Service Award for dedicated assistance as an independent advisor to grassroots biodiversity conservation organizations.

Robinson's book Grassroots Grants: An Activist's Guide to Proposal Writing is available from Chardon Press, www.chardonpress.com. For more information, contact Andy Robinson, Telephone (520) 798-3993, Email andyfund@earthlink.net.

Fundația Carpați
Carpathian Wildlife Foundation

Carpathian Wildlife Foundation
str. Dr. Ioan Senchea 162
2223 Zarnesti, Romania
Tel. ++40-94-532798
E-mail info@clcp.ro
http://www.clcp.ro

ISBN 973-99678-2-5

The Integrated Management Approach in Wildlife Conservation Field Projects

Christoph Promberger

Carpathian Wildlife Foundation
str. Dr. Ioan Senchea 162
2223 Zarnesti, Romania
Tel. ++40-94-532798
E-mail info@clcp.ro

funded by
WWF International

January 2001

LCIE publication #3

For information about the Large Carnivore Initiative for Europe please contact

William Pratesi Urquhart
c/o WWF Italy
Via Garigliano 57
I-00136 Rome
Tel. ++39-6-844 97 417
Fax ++39-6-841 3866
E-mail wpratesi@csi.com

HACO International Publishing