



ON CONSERVATION PROJECT MANAGEMENT

Manual

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Frankfurt Zoological Society*

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Dear participants

**Getting you ready
for future conservation
challenges**

A warm welcome to this year's Frankfurt Spring School on Conservation Project Management – a course unique to Germany for gaining the knowledge and skills which are the basis to becoming a professional project manager. After the great success of the first Spring School in 2017, we, a partnership of seven organisations linked to practical conservation, science and research or general management, run and offer this course for the third time.

During the coming four weeks, experienced trainers and facilitators, most of them with a background in conservation, will provide you with knowledge, skills and practical experience required in the day-to-day conservation project management work.

This brochure serves as a guide and informs you about practical information, the detailed programme schedule including the content and objectives of each module/week as well as an introduction to the Frankfurt Spring School team of trainers and facilitators. They are professionals and practitioners of either conservation related organisations or institutions, private trainers with a background from the conservation scene and also from the Goethe University Frankfurt am Main or a variety of other institutions.

We hope you will enjoy the Spring School! We are already excited and very much looking forward to a wonderful four-weeks course with you!

Your Frankfurt Spring School Team

PRACTICAL INFORMATION

Most of the modules will take place at the Goethe University Frankfurt:

Location**Biologicum Uni-Campus Riedberg**

Goethe-Universität Frankfurt am Main
Max-von-Laue-Straße 13
60438 Frankfurt am Main

Rooms

(all located in the basement)

Hörsaal 1 (room -1.202, wing B)

Seminarraum 2 (room -1.301, wing C)

**Directions to the
Goethe University Campus
Riedberg****From Frankfurt Main Train Station (Hauptbahnhof) or Frankfurt**

Airport: Travel by any S-Bahn or U-Bahn line bound for the city centre up to the station Frankfurt "Hauptwache". Change here to the underground line U8 in the direction of "Riedberg". Depart at the stop "Uni Campus Riedberg", which will take about 30 minutes to reach from "Hauptwache". Start your walk towards the Biology building which is against the direction of train travel. See map on the opposite page.

You can also travel by taxi from the central station which will cost ~ €25.00



PRACTICAL INFORMATION

Some modules will take place at the premises of the KfW Development Bank:

Location

KfW

Senckenberganlage 30–36
60325 Frankfurt

Directions

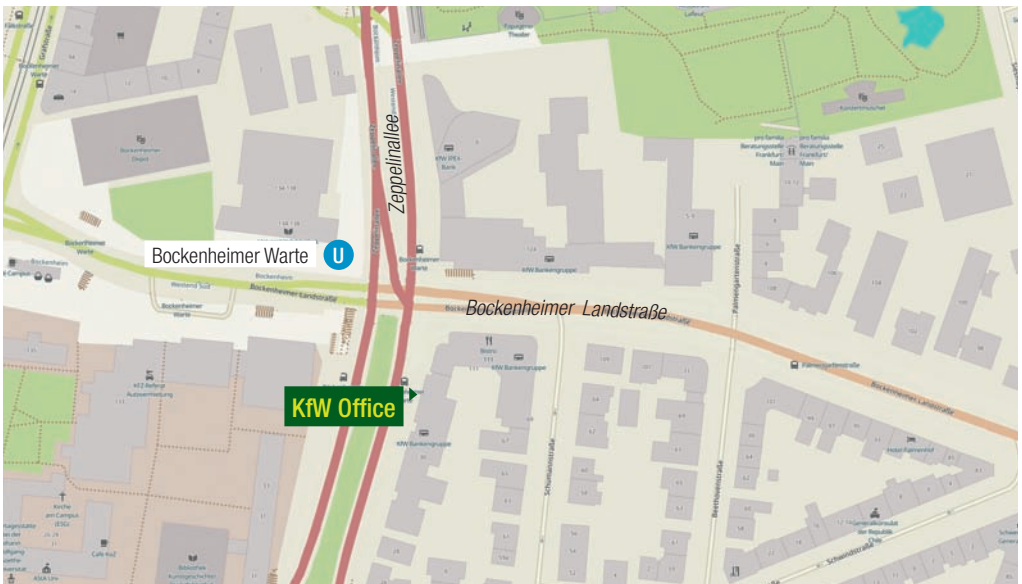
The closest station to the KfW premises is “Bockenheimer Warte” which is served by the Underground Lines U4, U6 and U7.

From Frankfurt Main Train Station (Hauptbahnhof) or Frankfurt Airport:

Take the S-Bahn lines S8 or S9 in the direction of “Offenbach” or “Hanau”, three stops from Frankfurt Airport to Frankfurt Hauptbahnhof. At Hauptbahnhof, take the U-Bahn line U4 in the direction of “Bockenheimer Warte”, which you will reach in two stops.

From Goethe University Campus Riedberg:

Take the U-Bahn line U8 in the direction of Südbahnhof up to the station “Hauptwache”. Change here onto line U6 in the direction of “Praunheim Heerstraße” or U7 in the direction of “Hausen”, travelling three stops on either line.



Some modules will take place at the FZS office:

Location

FZS European Office

Bernhard-Grzimek-Allee 1, Floor 1
60316 Frankfurt

Please enter through the main gates of the Zoo and then go through the door on the right side of the zoo building. Walk up to 1st floor, enter the door, turn right and walk along a corridor. At the end you will see our office door.

Directions

From Frankfurt Main Train Station (Hauptbahnhof) or Frankfurt Airport:

Take any S-Bahn or U-Bahn line bound for the city centre up to the station “Konstablerwache”. Change here (same platform but opposite track) to the Underground Lines U6 (direction “Frankfurt Ost”) or U7 (direction “Frankfurt Enkheim”). Both lines stop at the station “Zoo”, which is right in front of the Zoo entrance.

From Goethe University Campus Riedberg:

Take the U-Bahn line U8 in the direction of Südbahnhof up to the station “Hauptwache”. Change here to the Underground Lines U6 (direction “Frankfurt Ost”) or U7 (direction “Frankfurt Enkheim”). Both lines stop at the station “Zoo”, which is right in front of the Zoo entrance.



PRACTICAL INFORMATION

The closing event will take place at the Borgori Forest, Frankfurt Zoo:

Location

Borgori forest

is the home of Frankfurt zoo's great apes. The entrance is located on Rhönstraße, which can be accessed from Waldschmidtstraße or Am Tiergarten (see the map below).

Directions

The nearest metro stops are "Zoo" or "Waldschmidtstraße". The nearest U-Bahn stations are "Zoo" or "Habsburgerallee".

From Frankfurt Main Train Station (Hauptbahnhof) or Frankfurt Airport:

Take any S-Bahn or U-Bahn line bound for the city centre up to the station "Konstablerwache". Change here (same platform but opposite track) to the Underground Lines U6 (direction "Frankfurt Ost") or U7 (direction "Frankfurt Enkheim"). Both lines stop at the station „Zoo“. If on the U7, continue one stop to "Habsburgerallee".

From Goethe University Campus Riedberg:

Take the U-Bahn line U8 in the direction of Südbahnhof up to the station "Hauptwache". Change here to the Underground Lines U6 (direction "Frankfurt Ost") or U7 (direction "Frankfurt Enkheim"). Both lines stop at the station "Zoo". If on the U7, continue one stop to "Habsburgerallee".



Schedule

For Schedule please see <https://www.rmv.de/c/en> and insert the stations you require into the “from” and “to” categories. The key stations for you are: “Airport Frankfurt”, “Frankfurt (Main) Zoo”, “Frankfurt (Main) Uni Campus Riedberg”, “Frankfurt (Main) Hauptwache”, and “Frankfurt (Main) Habsburgerallee”

Costs

When travelling between the airport and Frankfurt city, at the ticket machines select tickets either to “Frankfurt City” or from 5090 / Frankfurt (Main) Flughafen Regionalbahnhof to 5000 / Frankfurt (Main) Zoo, or the opposite when travelling in the reverse direction.

(Fare: single journey € 4.95; day ticket € 9.65)

If travelling between stations within the central Frankfurt fare area such as Goethe University Campus Riedberg, Hauptwache, or Frankfurt Zoo select “Single Ticket Frankfurt” for € 2.75, or “Day Ticket Frankfurt” for € 5.35.

You can also travel between all of the mentioned locations by taxi, but this can be expensive and will cost you ~ € 25.00 per journey.

Contact persons

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1. PROGRAMME SCHEDULE AND PREPARATION

The Frankfurt Spring School comprises many different modules on project management within the field of conservation. It provides you all the necessary skills to be a successful and professional future manager and leader of conservation projects.

The main teaching modules are:

- **Project management** (how to plan a project through logframe development, proposal writing, fundraising, reporting, monitoring & evaluation)
- **Human resources & personnel management** (staff and team management, leadership, recruitment, performance and conflict management)
- **Financial management** (financial administration, accounting, how to read a balance sheet)
- **Performance skills** (workshop facilitation, time- and self-management)
- **Communications and PR** (principles and elements of good communication and public awareness in relation to your project)
- **Organizational development** (strategic and operational planning and why this is important)

In addition to these modules, research teachers from Goethe University will present findings from their applied biological research and studies. An excursion to the Kellerwald-Edersee National Park will provide a first-hand experience of wilderness conservation.

As well as the technical input provided, there is enough time to get to know and learn from each other.

Six participants of the Spring School come from overseas (Africa, South East Asia and South America). They are part of the fellowship programme of the KfW Foundation and each of them will prepare a specific conservation project proposal (later to be potentially funded by the KfW Foundation). All Spring School participants will support them in developing their project proposals and will thus apply the lessons learnt from the modules to a real conservation project.



WEEK 1

The first week of the Frankfurt Spring School begins with an introduction and get-together sessions. From Tuesday onwards, you can expect a very hands-on workshop on project planning and management – based on the logical frameworks approach. Further, budgeting as well as proposal writing and fundraising will be dealt with as part of this long but important module. The six scholars of the KfW Foundation will present their conservation projects and you will support them in the first steps of project planning within their project proposals.

At the end of the first week, you will know:

- How to identify the real issue/problem you need to solve in a conservation project
- How to develop a targeted list of activities you need to pursue to have the right impact in a conservation project
- How to structure this list and how to transfer it into a project proposal
- How to develop a budget using your logframe as a basis
- How to use the project logframe to plan your work and use it to evaluate success of your project (Monitoring and Evaluation)
- What the principles of good project management are

Recommendation for additional reading will be provided during the different sessions.



WEEK 2

In the second week you will apply your new-found planning knowledge to the projects of your fellow students – the six KfW foundation scholars. A chance to examine and modify a real-life conservation plan. We will then shift focus to the world of finances. Good reporting and financial management are critical for success in any conservation project. Our experts from FZS and KPMG will guide you through talks and practical workshops on the intricacies of acquisition, expenditure, budgeting and legal issues. Once again, the opportunity to apply this financial planning ability to the six conservation initiatives will arise. We will end the week with a crash course in organisational development and strategy.

At the end of the second week, you will know:

- Of the important elements of your project financial management
- How financial reporting functions
- How to read a balance sheet
- How to deal with corruption in the project context
- Why you need to be careful with public donors when it comes to financial reporting and management matters
- How to apply your knowledge to real-world conservation scenarios
- Why an organisational strategy is crucial to success and how to develop one

Recommendation for additional reading will be provided during the different sessions.



WEEK 3

The third week will begin with a focus on organising people. Two half-day courses on Monday will take you through setting up teams in the context of a project structure and provide a general introduction to the world of human resources. Tuesday will see theory and practical sessions on how to carry out the recruitment process and job interviews, as well as an introduction to the KfW Development Bank – the world's largest financier of protected areas and partner to the Spring School. This diverse week continues with a workshop on planning and leading workshops and a day dedicated to personal skills, negotiation and conflict management. We end the week with an excursion to Kellerwald-Edersee National Park, an opportunity to see and hear first-hand how a conservation strategy is enacted, from the professionals who enact it.

At the end of the third week, you will know:

- How to set up a well-functioning project structure and team
- The details of human resources and the processes involved in this department
- How to carry out a successful and professional recruitment process
- How to communicate effectively and achieve the aims of a meeting
- Why conflicts arise and how to manage and cope with them
- How a German National Park functions and how important wilderness is
- How to facilitate a workshop so that you get out of it what you want

Recommendation for additional reading will be provided during the different sessions.



WEEK 4

The last week of the Frankfurt Spring School will cover modules on public relations and communications as well as alternative methods and approaches to conservation project management. In order to get ready for the final exam on Thursday, you get one day off for preparation. Following the exam, we will wind down with a short course on soft skills and time management in the project context. On the last day you will get to know how to match entrepreneurial activities and nature conservation management in the real practical context, before the Frankfurt Spring School will come to an end. The closing event will take place in Frankfurt Zoo – while watching gorillas... or while they watch you!

At the end of the fourth week, you will know:

- Why you need good project communication
- What elements of good project communication are and how you develop and apply them
- How to carry out an alternative project planning method: the Open Conservation Standards
- How to keep good time management and adjust to different working styles
- How you apply all your newly learnt skills in a large scale practical conservation project

Recommendation for additional reading will be provided during the different sessions.

WEEK 1

Monday, 4th March		Lead/Facilitator/Speaker	Institution
09:00–12:00 GU Biologium Hörsaal 1 (-1.202)	<i>Kick-off meeting</i>		
09:00–9:20	Presentation of the Frankfurt Spring School	Prof. Dr. Meike Plepenbring	GU: FB 15
09:20–9:25	Welcoming speech from the Faculty of Biosciences at GU	Prof. Dr. Ernst Stelzer	GU: FB 15
09:25–9:30	Presentation KfW	Uwe Klug	KfW
09:30–9:35	Presentation KPMG	Dennis Hillemann	KPMG
09:35–9:40	Presentation WWF	Dr. Stefan Ziegler	WWF
09:40–10:30	Coffee Break		
10:30–11:45	Key-note speech FZS	Dr. Christof Schenck	FZS
13:00–15:00 GU Biologium Seminarraum 2 (-1.301)	<i>Get-together and introduction to the programme</i> Getting to know each other and together as a team, introduction to the overall programme and the modules	GU Michael Brombacher	GU + participants
15:30–18:30	<i>Get-together and introduction to Frankfurt</i> Guided tour through the city of Frankfurt and all participating institutions	GU	GU + participants
18:30 Premises of KfW, Foyer Haupthaus, Entry from Palmengartenstraße 5–9	<i>Short presentation about KfW Foundation</i> <i>Evening event with all participating institutions</i> Hosted by KfW Foundation	Dr. Bernd Siegfried	KfW Foundation KfW, GU, BioFrankfurt, FZS, WWF, KPMG
Tuesday, 5th March		Lead/Facilitator/Speaker	Institution
09:00–12:00 13:00–16:00 GU Biologium Seminarraum 2 (-1.301)	<i>How to plan a successful conservation project</i> Introduction to the logical framework approach, how to conduct a comprehensive situation analysis and turn this into a functioning, effective and efficient project	Martin Davies	external facilitator

Wednesday, 6 th March		Lead/Facilitator/Speaker	Institution
09:00 – 12:00 13:00 – 16:00 GU Biologicum Seminarraum 2 (-1.301)	<i>How to plan a successful conservation project</i> Introduction to the logical framework approach, how to conduct a comprehensive situation analysis and turn this into a functioning, effective and efficient project	Martin Davies	external facilitator
Thursday, 7 th March		Lead/Facilitator/Speaker	Institution
09:00 – 12:00 GU Biologicum Seminarraum 2 (-1.301)	<i>Budgeting of a conservation project</i> How a budget is structured and drawn up to be realistic and to match the project's objectives and activities	Martin Davies Nick Folkard	external facilitators
13:00 – 16:00 GU Biologicum Seminarraum 2 (-1.301)	<i>Proposal writing and fundraising</i> General introduction into proposal writing and third party fundraising, and how a good funding application shall be written including a practical session about proposal writing	Martin Davies Nick Folkard	external facilitators
Friday, 8 th March		Lead/Facilitator/Speaker	Institution
09:00 – 12:00 GU Biologicum Seminarraum 2 (-1.301)	<i>Presentations of six projects potentially funded by KfW Foundation</i> Scholars of KfW Foundation – first presentation of their projects	Martin Davies Nick Folkard	external facilitators
13:00 – 16:00 GU Biologicum Seminarraum 2 (-1.301)	<i>Development of the project proposals of the six Spring School real world conservation projects</i> Practical group work: Development of the problem tree of the project's logframes	Martin Davies Nick Folkard	external facilitators

WEEK 2

Monday, 11 th March		Lead/Facilitator/Speaker	Institution
09:00 – 12:00 13:00 – 16:00 GU Biologium Seminarraum 2 (-1.301)	Development of the project proposals of the six Spring School real world conservation projects Practical group work: Revision of the problem tree of the project's logframes	Martin Davies Nick Folkard	external facilitators
16:30 – 17:15 GU Biologium Seminarraum 2 (-1.301)	Lecture Animal movements: From individual behaviors to biodiversity conservation	Prof. Dr. Thomas Müller	GU
Tuesday, 12 th March		Lead/Facilitator/Speaker	Institution
09:00 – 12:00 FZS Bernhard-Grzimek-Allee 1 1 st Floor 60316 Frankfurt	Financial management and reporting Excursion to the finance department of Frankfurt Zoological Society. Introduction into the world of finance, charity and non-profit organization management. What are the duties, responsibilities, rules and regulations of finance management, and how is it structured? What kind of income and expenditures exist and how do we deal with them? Practical Session/Workshop: How to complete an expenditure report	Florian Becker-Gitschel	FZS
13:00 – 16:00 FZS Bernhard-Grzimek-Allee 1 1 st Floor 60316 Frankfurt	Financial management and reporting Which control systems are essential? How does procurement work? How to deal with corruption in the project context? What is the role and importance of foreign exchange (fx) rates and currency management? Practical Session/ Workshop: Impacts of fx rates at different project stages and how to handle them.	Florian Becker-Gitschel	FZS

Wednesday, 13 th March		Lead/Facilitator/Speaker	Institution
09:00 – 11:45 FZS Bernhard-Grzimek-Allee 1 1 st Floor	Financial management and reporting How to read a Balance Sheet? What are the basic financial key figures of a non-governmental organisation? How do I structure a financial risk planning? What kind of financial audits are possible, how do they work? Practical session/Workshop: How to read a Balance Sheet	Florian Becker-Gitschel	FZS
13:15 – 16:00 GU Biologium Seminarraum 2 (-1.301)	Financial management and reporting Public funds for conservation projects – legal, financial and practical aspects, and lessons learnt	Dennis Hillemann	KPMG
16:30 – 17:15 GU Biologium Hörsaal 1 (-1.202)	Lecture Habitat mapping Frankfurt/Main – Biodiversity monitoring as a basis for urban development and nature conservation	Prof. Dr. Georg Zizka	GU / Senckenberg
Thursday, 14 th March		Lead/Facilitator/Speaker	Institution
9:00 – 12:00 13:00 – 16:00 GU Biologium Seminarraum 2 (-1.301)	Development of the project proposals of the six Spring School real world conservation projects Group work: Revision of the draft project budgets	Martin Davies	external facilitator
Friday, 15 th March		Lead/Facilitator/Speaker	Institution
09:00 – 12:00 13:00 – 16:00 GU Biologium Seminarraum 2 (-1.301)	Organisational development and strategies What is an organisational strategy, how to develop it and why it is important to have one	Anne Harley	external facilitator

WEEK 3

Monday, 18 th March		Lead/Facilitator/Speaker	Institution
09:00–12:00 GU Biologium Seminarraum 2 (-1.301)	Getting a project started How do I set up a well-functioning project structure, how do I set up teams? Which tools can be used?	Adam Barlow	WildTeam
13:00–16:00 GU Biologium Seminarraum 2 (-1.301)	Human resources in the project context General introduction to human resources (main principles, roles and the varieties of contracts in the project context, recruitment, line management etc.)	Claudia Volk	KfW
Tuesday, 19 th March		Lead/Facilitator/Speaker	Institution
09:00–12:00 KfW Senckenberganlage 30–36 60325 Frankfurt	KfW – a key player in international conservation Excursion to KfW, introduction to the KfW Development Bank and conservation projects funded through KfW	Uwe Klug	KfW
13:00–16:00 KfW Senckenberganlage 30–36 60325 Frankfurt	Recruitment, job interviews and what is important about it? Theory and practical sessions	Michael Brombacher	FZS
Wednesday, 20 th March		Lead/Facilitator/Speaker	Institution
09:00–12:00 13:00–16:00 GU Biologium Seminarraum 2 (-1.301)	Workshop facilitation – how to make a workshop „work“ How to manage a group process, how to facilitate discussions and keep them on track, how to ensure broad participation, how to arrange the follow up of a workshop	Barbara Oliveira	external facilitator
16:30–17:15 GU Biologium Seminarraum 2 (-1.301)	Lecture Fungi and nature conservation in the tropics	Prof. Dr. Meike Piepenbring	GU

Thursday, 21 st March		Lead/Facilitator/Speaker	Institution
09:00 – 12:00 GU Biologium Seminarraum 2 (-1.301)	Personal communication skills in the project context How to communicate effectively, how to make informal / smaller meetings work and how to achieve the aims of a meeting etc.	Katja Rinkinen	external facilitator
13:00 – 16:00 GU Biologium Seminarraum 2 (-1.301)	Conflict management in the project context Why and how do conflicts arise, and how to manage and cope with them?	Katja Rinkinen	external facilitator
Friday, 22 nd March		Lead/Facilitator/Speaker	Institution
07:45 – 19:00 Meeting point: GU Biologium	Excursion to Kellerwald-Edersee National Park Introduction to the system of protected areas in Germany; history, strategy and zonation of a German National Park; management challenges (e.g. tourism, non-native species, hunting, monitoring); Germany's responsibility for beech forest ecosystems and UNESCO world natural heritage	Manuel Schweiger	GU (logistics), FZS (technical input)

WEEK 4			
Monday, 25 th March		Lead/Facilitator/Speaker	Institution
09:00 – 12:00 13:00 – 16:00 GU Biologicum Seminarraum 2 (-1.301)	PR and communications in a project context What does a communication strategy look like? Why do I need it? Who is my target audience? When do I need a crisis communication plan? How to use social media in the project context? Dos and Don'ts for journalist interviews. Practical exercise: the interview situation	Dagmar Andres-Brümmer Katharina Hensen Nils Elbert	FZS
Tuesday, 26 th March		Lead/Facilitator/Speaker	Institution
09:00 – 12:00 GU Biologicum Seminarraum 2 (-1.301)	Project planning and management – other methods and approaches Introduction into an alternative project planning method: the Open Conservation Standards	Katharina Lang Katharina Schmidt	WWF Germany
13:00 – 16:00 GU Biologicum Seminarraum 2 (-1.301)	Project planning and management – other methods and approaches Theory of Change – what is this?	Katharina Lang Katharina Schmidt	WWF Germany
Wednesday, 27 th March			
	Day off / preparation for exam		
Thursday, 28 th March			
10:00 – 12:00 GU Biologicum Hörsaal 2 (-1.203)	Final exam		
13:00 – 16:00 GU Biologicum, Seminarraum 2 (-1.301)	Soft skills needed for the management of a conservation project How do I manage myself (time and activity management) and adjust to different working and delivery styles in a team/in the project context	Maria-Christina Nimmerfroh	external facilitator

Friday, 29 th March		Lead/Facilitator/Speaker	Institution
09:00–12:00 13:00–15:30 GU Biologicum, Seminarraum 2 (-1.301)	Integration of social entrepreneurship in modern nature conservation management Matching entrepreneurial activities and park management – a lesson from the field	Andrew Zaloumis	external facilitator
16:00–18:00 GU Biologicum Seminarraum 2 (-1.301)	Overall evaluation of the 2019 course	Michael Brombacher	FZS
19:00 - 21:00 Frankfurt Zoo Borgori forest, Entry from Rhönstraße	Closing event Hosted by FZS	Michael Brombacher	FZS

*Facilitator***Dagmar Andres-Brümmer***Head of Communications, Frankfurt Zoological Society*

Dagmar Andres-Brümmer studied biology at Mainz University with a focus on zoology. Following a trainee position at the Stuttgart Museum of Natural History, she has been active in the field of communicating science and biological issues to a wider audience. Since 2001, Dagmar Andres-Brümmer has been in charge of the communications department of Frankfurt Zoological Society.

*Facilitator***Adam Barlow***Executive Director, WildTeam UK*

Adam has 18 years experience designing, coordinating, funding, and implementing conservation projects across Asia. In particular, Adam helped set up and manage a team in Bangladesh that contributed to recovering the poaching-decimated tiger population in the Sundarbans. Adam used his experience of on the ground conservation to create best practices that help other conservation teams achieve a measurable impact. So far Adam has developed best practices in strategy development and project management, which he uses as the basis for training conservationists all over the world through online and classroom training. Through that work, Adam has helped build capacity in organisations such as WCS, WWF and BirdLife. As part of WildTeam, Adam strives towards empowering conservationists to save more wildlife, and believes that there should be no barriers for conservationists to get the training support they need.

Florian Becker-Gitschel*Head of Finance, Frankfurt Zoological Society*

Florian Becker-Gitschel has a degree in business management from Justus Liebig University, Gießen. He is certified as a European Financial Analyst (CEFA), International Investment Analyst (CIIA) and an executor of legacies. Since 2011 he has been Head of Finance at Frankfurt Zoological Society (FZS). Additionally, he administrates the main supporting foundation of FZS, “Stiftung Hilfe für die bedrohte Tierwelt”, as well as other independent foundations, trust foundations and trust funds. Before joining FZS, Florian Becker-Gitschel worked as a management consultant in the field of financial treasury and controlling for German DAX companies, and as an investment consultant for institutional clients and high-net-worth individuals for about a decade.

Facilitator**Michael Brombacher***Head of Europe Department, Frankfurt Zoological Society*

Michael Brombacher graduated with a degree in geocology from Potsdam University. He is a qualified project manager with more than 15 years of work experience in the field of nature conservation, mainly in Germany, Ukraine, Belarus and Central Asia. Today, Michael Brombacher is the Head of Europe Department at Frankfurt Zoological Society. He focuses on safeguarding large-scale wilderness areas in temperate regions of Europe. Furthermore, he is actively involved in the design and development of several training programmes for young conservationists and he has been a trainer with the Klaus-Töpfer-Fellowship Programme.

Facilitator

*Facilitator***Dr. Barbara da Costa Pinto Oliveira***Executive Director, The Collab and Ecosynergy, São Paulo, Brazil*

Dr. Barbara Oliveira is a process designer, trainer, facilitator, mediator, change agent, strategic negotiator and host of meaningful conversations. Barbara has built capacity and fostered collaborative decision making among more than 2000 leaders worldwide on issues of climate change, biodiversity, sustainable agriculture and forestry, clean energy futures, sustainable mining and company community relations. Barbara is a renowned expert in achieving results in complex environments, using a variety of proven systemic approaches. She co-founded the Collaboration Laboratory and founded Ecosynergy, organizations to promote organizational and systems transformation through dialogue with NGOs, businesses, government agencies, the UN system, and academia. Having trained as a lawyer, Barbara has a BA, LLM and PhD in Law and an MBA in Responsible Leadership.

*Facilitator***Martin Davies***Director, Parides Ecological and Training Consultancy Ltd*

Martin Davies worked for RSPB (the BirdLife Partner organisation in the UK) for over 35 years, initially in Regional Offices, then in their International Division. He took early retirement in 2010, but prior to that led the RSPB's International Funding Unit for many years, raising income from international sources to support projects within RSPB and throughout the BirdLife Partnership. He is an acknowledged expert in logical frameworks. He particularly enjoys the process of helping people in conservation to formulate coherent, well-focused project plans, so that they can secure the necessary funding and put their plans into action. Martin Davies is a co-founder of the Birdfair in the UK. Based in Cambridgeshire, he now runs his own small company, specialised in project planning, workshop facilitation, training, events, lectures and surveys for the conservation movement. He is a zoologist by training, a keen all-round naturalist, great traveler and photographer. After his children, butterflies are his second love, he travels the world in search of them (the butterflies that is)!

Nils Elbert

Online Communications Officer, Frankfurt Zoological Society

Nils Elbert studied Online-Journalism in Darmstadt. Following freelance work for a daily newspaper in Frankfurt, he joined the Hessian Broadcasting Corporation, which is a member of the German public broadcast network ARD. There, he was working in the Multimedia department as content editor, requirements engineer and project lead. Since 2015 he has been part of the communications department of Frankfurt Zoological Society, maintaining digital communications.

Facilitator

**Nick Folkard**

*Head of Project Development and Support Unit,
Royal Society for the Protection of Birds*

Nick Folkard holds a BSc Hons degree in Biology and a MSc by Research degree in Ecology. He has worked for the Royal Society for the Protection of Birds in the UK since 2003, and now heads the Project Development and Support Unit within the Society's Global Conservation Directorate. His responsibilities include project planning, fundraising and capacity-building, and he works both in the UK and internationally.

Facilitator



*Facilitator***Dr. Tobias Garstecki***Freelance consultant, trainer & facilitator*

Dr. Tobias Garstecki is an independent consultant, trainer and facilitator, a member of Conservation Coaches Network Europe and of IUCN WCPA. He assisted the International Academy for Nature Conservation of the German Federal Agency for Nature Conservation during the design of the Klaus Töpfer Fellowship Programme, a training programme for emerging nature conservation leaders from Central and Eastern Europe, the Caucasus and Central Asia, and facilitates the training modules of this programme. Dr. Garstecki also works as a freelance consultant for biodiversity conservation and natural resources management in the EECCA region. He has designed and implemented projects for international organisations (e.g. IUCN, UNDP, UNEP) and GIZ. Before this, he coordinated the development of an IUCN Programme for the Southern Caucasus as a CIM Integrated Expert. He holds a Diploma in Biology from Freie Universität Berlin and a PhD in Zoology from the University of Cologne.

*Facilitator***Anne Harley***Voluntary Consultant*

Anne Harley qualified as a social worker and worked with children and families before moving into staff training. She joined RSPB (The BirdLife Partner in the UK) in 1989 to take the lead on staff training and organisational development, a post she held for six years. After a short period as head of Environmental Education, Anne was appointed as Director of Human Resources at RSPB. Besides carrying responsibility for all staffing matters, Anne participated in strategic planning exercises and developed knowledge and skills in the governance of NGOs. After retiring from full-time work, Anne wrote a booklet on Governance for BirdLife Partners and has worked with many NGOs in the UK, Europe and worldwide.

Katharina Hensen

Communications Officer, Frankfurt Zoological Society

Katharina Hensen has a Master's degree in Science Communication from the University of Applied Sciences in Bremen and another one in German & English studies and biology didactics from Passau University. She has been working for Frankfurt Zoological Society's communications department since 2012 where she combines her passion for nature with her love for language: Katharina Hensen is convinced that successful and sustainable nature conservation is not possible without audience specific communication.

Facilitator

**Dennis Hillemann**

*Senior Manager at KPMG Law Rechtsanwaltsgesellschaft mbH,
German attorney-at-Law*

Since graduating in 2006 after passing both German legal bar exams, Dennis Hillemann has been working as attorney-at-law. His main fields of expertise are German and European science law and the law of public funding, where he has gained deep insights into funding mechanisms and best practice procedures.

Facilitator



*Facilitator***Katharina Lang**

Senior Programme Officer Policy and Public Sector Partnerships, WWF Germany



As Senior Programme Officer Policy and Public Sector Partnerships at WWF Germany, Katharina Lang is in charge of developing and coordinating grant applications for public funding programmes with a focus on marine and species conservation as well as engaging with key public donors and partners such as ministries, federal implementing agencies and foundations. Her responsibilities include supporting project development, facilitating workshops and assuring quality standards for proposals and strategies, guided by WWF Standards of Conservation Project and Programme Management. Before joining WWF in 2009, Katharina Lang worked for GIZ International Services in the gulf states division where she gained substantial knowledge on consultancy services. She holds a master's degree in Social Anthropology and Economics. Before her university studies she completed a commercial traineeship and worked for a year as Business Analyst for a media company.

*Facilitator***Maria-Christina Nimmerfroh**

Psychologist, Coordinator of the Specialization Business Psychology, Dept. of Management Sciences, University Bonn-Rhein-Sieg



Maria-Christina Nimmerfroh holds a diploma degree in psychology from the University of Frankfurt. As a psychologist, she works at the university Bonn/Rhein-Sieg. She delivers lectures on organizational psychology, differential psychology and market psychology. Her research is focused on individual and group behavior in non-profit organisations. As a trainer, she has 15 years of experience in conducting workshops in the field of intra- and interpersonal skills. These include Self-Management Skills and Communication Skills courses, management trainings and – according to her former occupation as a journalist – press and public relations workshops.

Katja Rinkinen***Business Coach, Consultant and Trainer***

Katja Rinkinen is a Business Coach, Business Mediator, Consultant and Trainer with international expertise and scope. She specialises in Communications and Leadership, Conflict Resolution and (Self-) Management. Katja mainly coaches executives in one-to-one sessions or in small teams, in addition to partners in law firms and consultancies. She runs her own business and additionally is as an external partner for the Bucerius Law School in Hamburg, and Neuland Partners for Development and Training in Fulda. At Bucerius Law School she heads the Coaching Department of Bucerius Education GmbH and acts as Senior Business Coach. She has the experience of more than 800 coaching hours and currently looks after clients such as Deutsche Bundesbank, Mercedes Benz Consulting, Cap Gemini Consulting, Samsung Electronics, Novartis, BearingPoint Consultancy, Dentons Lawyers and GÖRG Lawyers.

Facilitator**Dr. Christof Schenck*****Executive Director, Frankfurt Zoological Society***

After graduating in biology at Freiburg University in 1988, Dr. Christof Schenck worked as a free-lancer for Munich Wildlife Society in various scientific and conservation projects. In 1990, he got involved with FZS for the first time in the framework of his PhD thesis in biology/zoology (Ludwig Maximilian University Munich). Together with his wife, he launched the Giant Otter Project in Peru. Until 1995, they worked together in very remote areas of the Manu and Madre de Dios watershed. Following this period of intensive field work, Dr. Christof Schenck started to work as scientific assistant to Dr. Richard Faust, who was FZS president at that time. By the end of 2000, he assumed the management of FZS. In 2001, the foundation "Help for Threatened Wildlife" was established, for which he also acts as executive director. Dr. Christof Schenck oversees the multifaceted conservation programme of FZS in 18 countries, constantly shaping FZS and its strategic approach, and facilitating organisational growth.

Facilitator

*Facilitator***Katharina Schmidt**

*Programme Officer Policy and Public Sector Partnerships,
WWF Germany*



As Officer for Policy and Public Sector Partnership at WWF Germany, Katharina Schmidt is in charge of developing and coordinating grant applications for public funding programmes as well as engaging with key public-sector donors and partners like ministries, federal implementing agencies and foundations. Her responsibilities comprise project design and development, facilitating workshops and assuring quality standards for proposals and strategies. Before joining WWF in 2016, Katharina Schmidt worked for the United Nations Environment Programme (UNEP) in Geneva as research fellow and consultant as well as for Civic Consulting in Berlin as a project manager. She holds a master's degree in environmental governance, a B.A. in political science and a B.Sc. in economics.

*Facilitator***Manuel Schweiger**

Wilderness Coordinator, Frankfurt Zoological Society



Manuel Schweiger graduated in landscape ecology and planning at Munich Technical University in 2007. Subsequently, he worked for a nature conservation consultancy. Since 2014, he has been the Wilderness Coordinator in the Europe Department of FZS. He supervises FZS projects in Germany, supports interest groups aiming at establishing wilderness areas (esp. national parks), and coordinates NGO activities in wilderness projects and helps to streamline their communication. Manuel Schweiger also supports wilderness research and monitoring (e.g. in the scientific board of the natural forests academy in Lübeck/Berlin). As a member of the Wilderness Working Group of Wild Europe Initiative, he is an expert for criteria and quality standards for wilderness in Germany as well as in all of Europe.

Claudia Volk

Senior Expert, KfW Development Bank

Claudia Volk graduated with a degree in business sciences, with a focus on human resources (HR). She has built years of experience as a HR professional and coach in the areas of HR development and management. General principles & procedures regarding financial cooperation, training & enabling, professional orientation & career planning, application processes & job interviews, communication, and coaching form Claudia Volk's diverse repertoire of fields of competency. Her main tasks at KfW include creating training concepts, facilitating workshops and training, internal consulting in matters of principles & procedures of financial cooperation.

Facilitator

**Andrew Zaloumis**

Founder and previous CEO iSimangaliso Wetland Park Authority, South Africa

Andrew Zaloumis is the founder and previous CEO of the iSimangaliso Wetland Park Authority. Under his leadership, the 330,000-hectare iSimangaliso Wetland Park was proclaimed and listed as South Africa's first UNESCO World Heritage site. His work has resulted in the re-wilding and economic turnaround of the park with meaningful empowerment and benefits to local communities as well as more sustainable conservation practices. He previously managed the development of the Lubombo Spatial Development Initiative, a transfrontier conservation area initiative across three African nations. He holds degrees in economics as well as town and regional planning, and he is currently completing a master's degree in sustainability leadership at Cambridge University. He is a recipient of several conservation awards, including the 2015 WWF Living Planet Award and the KfW-Bernhard-Grzimek-Preis 2017.

Facilitator



Lecturer

**Prof. Dr. Thomas Müller**

Professor at Senckenberg Biodiversity and Climate Research Institute (BiK-F), Goethe University Frankfurt

Prof. Thomas Müller is a professor of movement ecology and biodiversity conservation at BiK-F and Goethe University Frankfurt. He is also a research associate at the Smithsonian Conservation Biology Institute. His projects range from theoretical approaches to better understand movement behaviour to applied questions regarding the effect of anthropogenic development on ecosystem functions provided by migrating animals. Prof. Müller earned a Diploma degree in biology at Phillips University Marburg and a PhD at University of Maryland, USA. In 2013, he was awarded the Robert Bosch Junior Professorship for his research in “Sustainable development and long-distance animal movements”. This research focuses on the rapidly changing steppe landscape of eastern Mongolia, one of the last temperate migration systems with more than one million animals still roaming the ecosystem.

Lecturer

**Prof. Dr. Meike Piepenbring**

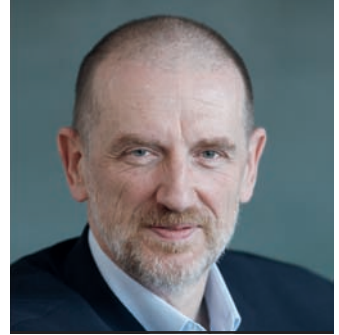
Professor, Institute of Ecology, Evolution and Diversity, Goethe University Frankfurt

Prof. Meike Piepenbring earned a Licence des Sciences Naturelles (1990, Clermont-Ferrand, France), a master's degree in biology (1991, University of Cologne) and a doctor's degree in biology/mycology (1994, University of Tübingen). Since 2002, she has been a professor at Goethe University Frankfurt. From 2008 till 2009 she was a guest professor at Universidad Autónoma de Chiriquí, Panama (DAAD long-term scholarship). Prof. Piepenbring's research interests and expertise are diversity, ecology, morphology, and systematics of plant parasitic microfungi, tropical mycology, fungal diversity and tropical botany. With teaching mycology, she aims at contributing to understanding ecosystem functions, highlighting the need of habitat conservation, promoting sustainable use of non-wood forest products and furthering education at universities in developing countries.

Prof. Dr. Georg Zizka

Professor, Institute Ecology, Evolution and Diversity, Goethe-University; Head Department “Botany and molecular Evolution” with Herbarium Senckenbergianum (FR) and Grunelius Möllgaard Laboratory, Senckenberg Research Institute

Prof. Georg Zizka studied biology at the universities of Frankfurt and Vienna and wrote a dissertation at the Department of botany/palaeobotany of the Senckenberg Research Institute. For eight years, he was a research associate and curator at the Palmengarten in Frankfurt. One year after his habilitation at Goethe University, he was appointed as professor of special botany in 1995. At the same time, he became head of the Department of Botany and Molecular Evolution of the Senckenberg Research Institute with the Herbarium Senckenbergianum. From 2007 to 2012, Prof. Zizka has been a member of the board of directors of the Senckenberg Gesellschaft für Naturforschung. Since 2016, he has been deputy Director of the Senckenberg Research Institute Frankfurt. His primary research interests are the diversity, systematics and evolution of higher plants (especially of the families Bromeliaceae and Poaceae) and the changes of diversity through the impact of man and climate.

Lecturer

LIST OF PARTICIPANTS

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