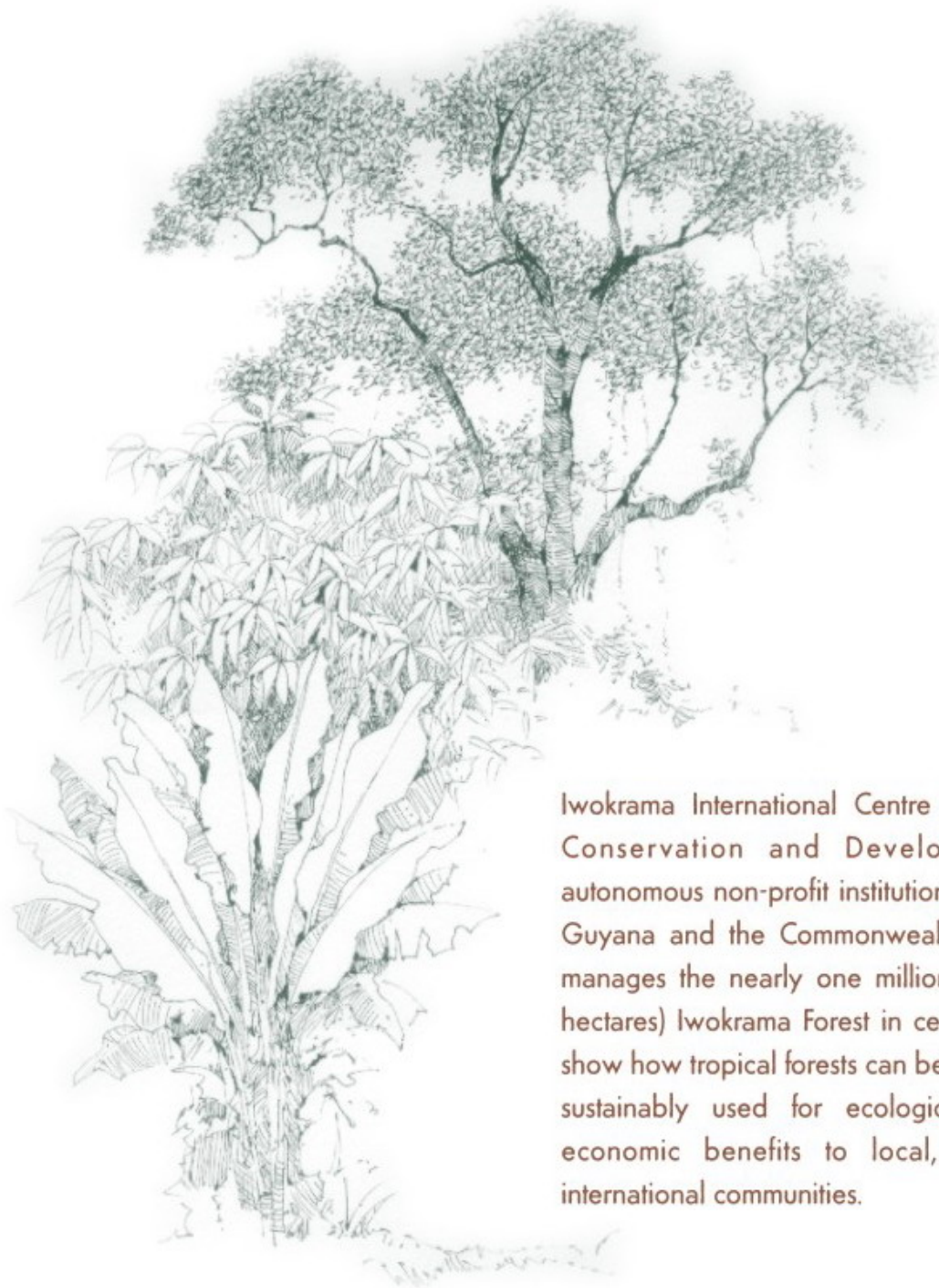


# IWOKRAMA

[www.iwokrama.org](http://www.iwokrama.org)

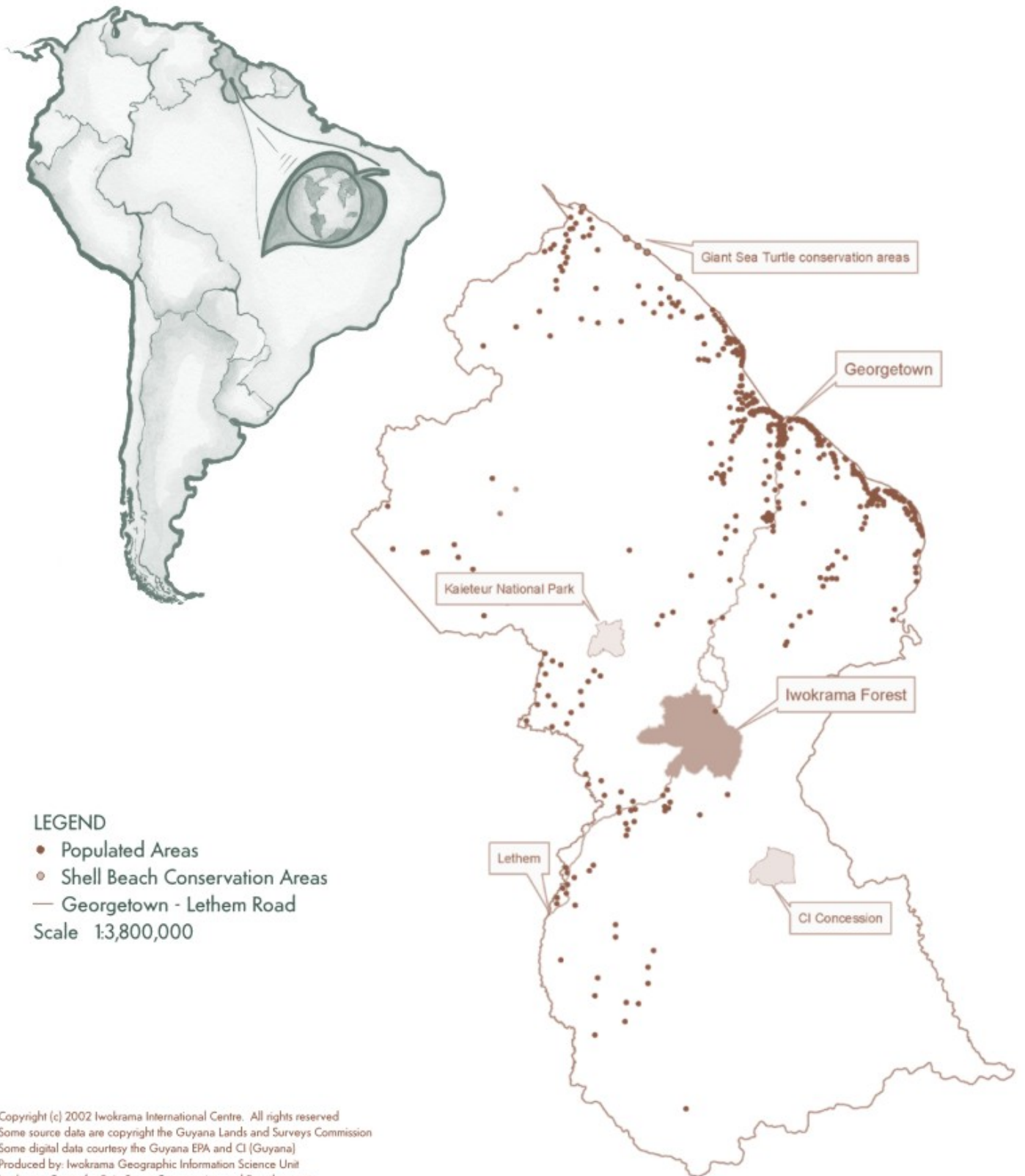
Annual Report 2004





Iwokrama International Centre for Rain Forest Conservation and Development is an autonomous non-profit institution established by Guyana and the Commonwealth. The Centre manages the nearly one million acre (371,000 hectares) Iwokrama Forest in central Guyana to show how tropical forests can be conserved and sustainably used for ecological, social and economic benefits to local, national and international communities.

# IWOKRAMA IN GUYANA



## LEGEND

- Populated Areas
  - Shell Beach Conservation Areas
  - Georgetown - Lethem Road
- Scale 1:3,800,000

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Some digital data courtesy the Guyana EPA and CI (Guyana)  
Produced by: Iwokrama Geographic Information Science Unit  
Iwokrama Centre for Rain Forest Conservation and Development  
[www.iwokrama.org](http://www.iwokrama.org)



## FOREWORD

Dear Friends of Iwokrama:

Iwokrama remains today as exciting a concept as it was when first proposed in 1989. This past year proved to be an important one of change for Iwokrama, as major advances were made in the development of sustainable enterprises and public relations, forming a strong foundation for Iwokrama's ultimate goal of organisational self sufficiency.

Iwokrama's most important policy decision in 2004 regarding the development of sustainable business development was to undertake the harvesting of high value timber products. The enterprise will start in 2005, and will partner with both local communities and the private sector to harvest less than 10,000 cubic metres in the first year. The sustainably managed, low impact timber enterprise will comply with national and international policies and guidelines.

Tourism is the second major enterprise initiative of Iwokrama and in 2004 we experienced tremendous growth and progress. We are pleased that the number of Iwokrama Forest visitors nearly tripled from 347 in 2003 to over 900 in 2004. In addition, a joint venture agreement for management of the Iwokrama Canopy Walkway was concluded, representing a ground-breaking achievement in Iwokrama's effort to partner with local and private sector partners. Several new Iwokrama Forest tourism products were also developed in 2004, including new and expanded trails, and the Turtle Mountain Camp.

In order to promote itself to both potential visitors and donors in 2004, Iwokrama made a number of very exciting steps. We launched a new and substantially improved web site, [www.iwokrama.org](http://www.iwokrama.org), produced several new publications, and collaborated on a major interpretive exhibit at the Jacksonville Zoo in the USA that features Iwokrama. Perhaps Iwokrama's most innovative accomplishment for 2004 was the establishment of a non-profit corporation called Iwokrama Friends USA, Inc., which has been formed specifically to raise money for Iwokrama from private sector donors in the USA.

Iwokrama therefore enters 2005 with an even better foundation than last year and therefore with great pride in how it has progressed, and a reinvigorated sense of purpose. Iwokrama is on the clear path to becoming an exemplary model for socially, economically, and ecologically sustainable tropical rain forest use and conservation. I hope you find this report informative and indicative of Iwokrama's success in 2004.

Sincerely,



David Singh  
Director General (Acting)



Graham Watkins,  
Director General (2003-2004)



# TABLE OF CONTENTS

<b>TABLE OF CONTENTS</b> .....	3
INTRODUCTION.....	4
SUSTAINABLE TIMBER HARVESTING.....	5
Iwokrama Timber Incorporated.....	5
ECOTOURISM.....	7
Forest Visitors, 2004.....	7
Enhancing Visitor Attractions and Services.....	8
Tourism Partnerships.....	9
TRAINING AND CONSULTANCIES.....	10
Courses.....	10
Volunteer and Intern Programme.....	11
CONSERVATION AND MONITORING.....	12
On the Land and in the Water.....	12
Key Species.....	13
The Iwokrama Road Corridor.....	14
FOREST RESEARCH.....	15
COMMUNITY DEVELOPMENT.....	16
North Rupununi District Development Board.....	16
Youth Outreach & Wildlife Clubs.....	16
Communications.....	17
Aquarium Fisheries Business.....	17
International Board of Trustees.....	18
Management and Administration.....	18
FUNDRAISING.....	19
PUBLIC RELATIONS.....	20
FINANCIAL SUMMARY.....	21
APPENDICES.....	23
Staff and Consultants.....	23
Publications and Presentations.....	24
Contributors and Partners.....	26
Board of Trustees, 2004.....	27
Acronyms.....	28

## INTRODUCTION

During 2004 Iwokrama continued on the highly positive trajectory created through significant institutional changes in 2003. The major characteristics of this change include increased focus on income generating activities timber harvesting, tourism development, and training services and a major shift toward a broader financing strategy that includes business revenues, individual contributions, and increased access to small grants and foundation funds.

Last year was particularly important for Iwokrama due to further developments in the tourism business of the Iwokrama Forest/North Rupununi region. Through public relations and increased private sector marketing, the number of visitors to the Iwokrama Forest increased from 347 in 2003 to over 900 in 2004. Increased access through improvements to the Georgetown-Lethem road also contributed to the increase in tourism, and Iwokrama is now earning over 20% of its annual operating budget from tourism.

Iwokrama has continued its important role as a centre for training and capacity building for resource management in Guyana. Iwokrama was host to the project managers from the Caribbean Regional Environment Programme (CREP) and played an important role in opening their eyes as to the effectiveness of working with local communities. Iwokrama was also host to representatives from the Kaieteur National Park and initiated a working relationship with Conservation International Guyana in the Rupununi Wetlands. In 2005, Iwokrama will expand on past work with training and capacity building to support the developing Guyana Protected Areas System.

Iwokrama also put substantial effort into increasing national and international awareness of its accomplishments. The new web site, an updated electronic newsletter, frequent news about Iwokrama in the media, and representation at national and international exhibitions and conferences have all resulted in an increased understanding of Iwokrama's strategic value in Guyana. Iwokrama participated in discussions among the Small Island Developing States (SIDS) in preparation for the 2005 meeting to review the Barbados Plan of Action in Mauritius, and has also participated in several other national and regional meetings and advisory groups concerning protected areas management, and general natural resources management. Of particular note Iwokrama was invited to present its story to the United Nations Forum on Forests in Geneva, and was present in force at the World Conservation Congress in Bangkok and the Conservation Biology meetings in New York.

Last year was a year of ongoing change, but demonstrated clearly that through effective management, Iwokrama can deliver high-quality outputs with a substantially reduced budget. The year 2005 will see continuing change, and the dissemination of Iwokrama's lessons learned to support Guyana's development. Next year presents several new challenges relating to the sustainable use of tropical rain forests and financing.



# SUSTAINABLE TIMBER HARVESTING

Around the world, in the past and present, the major use of forests is for timber products. Last year, in accordance with its mission to provide models for sustainable tropical forest use, Iwokrama took major strides toward establishing an ecologically and economically sound, and socially responsible timber harvesting business. The business is based on the premise that Guyana's forests are best managed if timber businesses produce high quality, high value, low volume timber products. This is Iwokrama's most ambitious project to date. The developing capacities of Iwokrama Rangers and the monitoring team will become increasingly important in the demonstration of the sustainability of this new venture.

The specific objectives are to create a truly sustainable operation within the Iwokrama Forest that is commercially sound while providing maximum benefit to, and full involvement of, local communities. Timber harvesting is also expected to generate an income for Iwokrama itself. It is Iwokrama's intention to form a timber company, and enter into a partnership with an existing private sector company and the local communities of the Rupununi, as represented by the North Rupununi District Development Board. This new company will manage timber operations within the Iwokrama Forest while Iwokrama undertakes monitoring and provides services to the new company. Revenue to Iwokrama will be generated through payments for these services, along with a combination of rents, royalties and profit-sharing from the new company.



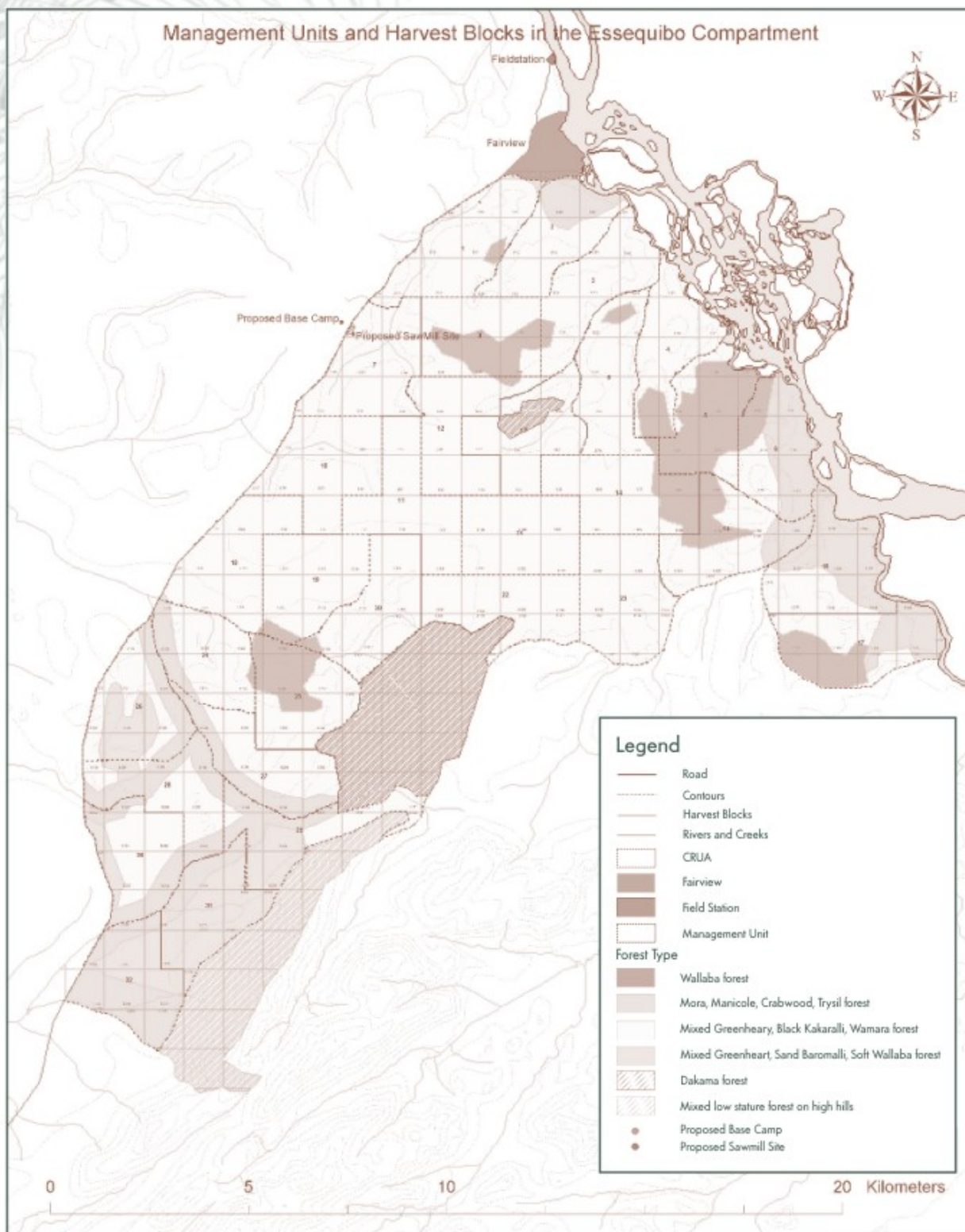
Large Mora (*Mora excelsa*) base

## Iwokrama Timber Incorporated

In 2004 Iwokrama established a wholly owned subsidiary called Iwokrama Timber, Inc. The new company will form a direct partnership or joint venture with a private sector company and local communities to harvest timber. Partner requirements, selection criteria, and draft legal contracts for the new partnership have all been completed. Late last year the tender process to find suitable timber business partners began with a call for expressions of interest. Harvesting operations will commence in 2005.

The timber harvesting enterprise will use an environmental and forest management plan developed by Iwokrama during 2004. Based on Reduced Impact Logging methodologies, the plan includes sections on environmental management, road management, and compartment definition. A harvesting plan will be developed using data from an operational timber inventory that was completed by Iwokrama staff in November 2004. All of these actions are being accomplished with the benefit of an Environmental Impact Assessment process that was completed in December 2004. Reduced Impact Logging training for block layout, line cutting and 100% inventory have been completed with three crews. Iwokrama will begin harvesting in the Essequeibo Compartment of the Iwokrama Forest (see Figure 1).

Supported by WWF Guiana Shield Programme, Iwokrama has continued with the process for establishing certification of the Iwokrama Forest. Early discussions have been held with Forest Stewardship Council certifiers, and certification is expected to be achieved in 2005.



**Figure 1: Management Units & Timber Harvesting Blocks in the Essequibo Compartment of the Iwokrama Forest**

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 Iwokrama Centre for Rain Forest Conservation and Development  
[www.iwokrama.org](http://www.iwokrama.org)



# ECOTOURISM

In other parts of the world, sustainable tourism has proven to be a major source of income for remote tropical forest communities. Consequently, Iwokrama last year invested substantial funding in both the development of new tourism products and improvement in road maintenance to facilitate visitor access to the Forest. These actions were complimented by increased marketing and public relations efforts, and through new tourism partnerships. Officially opened by Mr. Samuel Hinds, Prime Minister of Guyana, the Canopy Walkway has been a major attraction for visitors.

## Forest Visitors, 2004

The number of visitors to the Iwokrama Forest nearly tripled from 2003 to 2004 (see Figure 2), contributing to an extraordinary 50% increase in income from 2003 to 2004.

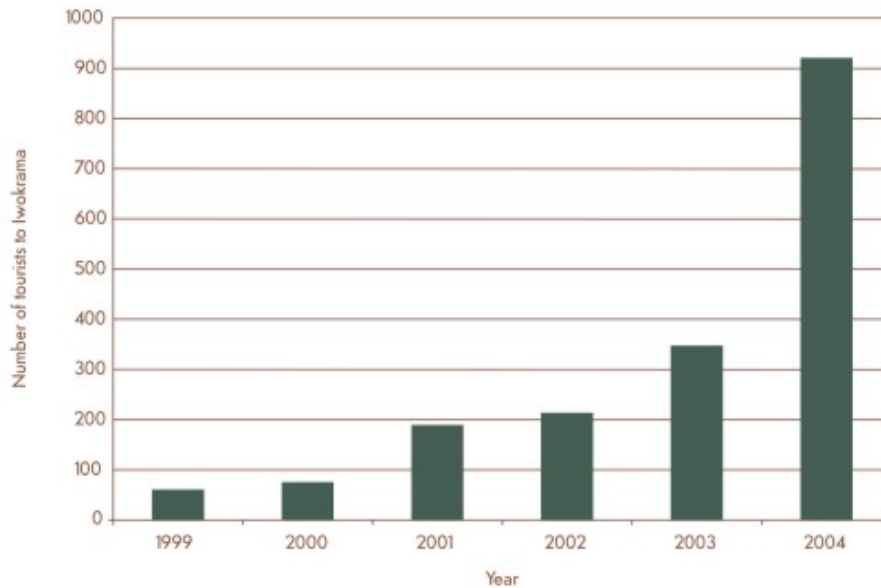


Figure 2: Number of Visitors to the Iwokrama Forest 1999-2004

In 2004, Iwokrama received visitors through the following tourism development partners: Wilderness Explorers, Dagrön International, Torong Guyana, Evergreen Adventures, Outdoor Expeditions, Michigan Audubon, El Dorado Tours and Ibike.

Many national and international organisations also sent guests or held events in Iwokrama Forest. They include: National Bank of Industry and Commerce (NBIC), Tourism and Hospitality Association of Guyana (THAG), British High Commission, US Embassy, Canadian High Commission, Canadian International Development Agency (CIDA), Variety Woods & Greenheart Limited (VWGL), Sylvie's Variety Store, Stabroek News, Conservation International (CI), Moore Foundation, UNESCO, US Peace Corps, Voluntary Service Overseas (VSO), UN Volunteers, Guyana Forestry Commission (GFC), UNDP Global Environment Facility (GEF), Guyana Marine Turtle Conservation Society (GMTCS), Habitat for Humanity, Valencia Community College, Wartburg College, Caribbean Regional Environmental Programme (CREP), Narine Group of Trading and the Food and Agriculture Organization (FAO).

The year was also marked by visits by both the President and Prime Minister of Guyana.

## Enhancing Visitor Attractions and Services

Turtle Mountain Camp is the most significant new addition to the menu of tourism products. With the support of Trekforce Expeditions, Iwokrama completed construction of a new camp near the base of Turtle Mountain. This is a comprehensive facility for groups of up to 30 individuals who wish to stay in the heart of the rainforest, but with some conveniences. Each of the three wooden huts can accommodate up to 10 guests in hammocks. The camp also has running water, flush toilets, washbasins, and a kitchen and dining hut.



Above: HE President Bharat Jagdeo examines the Iwokrama Collection with assistance from Dr. Graham Watkins



Above: Turtle Mountain Campsite under construction

Site Management plans have been prepared for the Canopy Walkway, the Field Station and Turtle Mountain. These plans will be implemented in 2005, and will guide the Centre and Canopy Walkway Operator in decision making for enhancement of visitor satisfaction.

This year saw the finalisation of the Iwokrama Canopy Walkway tender process. A concession contract was signed by Iwokrama with a newly formed Guyanese company "Community and Tourism Services" (CATS), that will manage the walkway for three years. The new company is a joint venture involving three existing Guyanese entities Rock View Lodge, Wilderness Explorers and Surama Village; as such, the new management venture is an example of an innovative cross sectoral business partnership involving private sector, local communities and Iwokrama. As part of the Canopy Walkway Site Management Plan, work has begun on site improvements at the Iwokrama Canopy Walkway through repairs to the access road and the construction of a new forest camp site for overnight visits. The new site has been designed and is being constructed for completion in early 2005 through the voluntary work of Colin Edwards, employing people from the local communities.

The Field Station now boasts a new Conference Room, laundry facility and workshop that have enhanced the range of hospitality services and staff living and working conditions. The Field Station Site Management Plan has set the stage for the construction of new cabins in 2005.

Hikers will now benefit from planned improvements to enhance and develop new trails. The Prince of Wales and the Iwokrama Mountains Trail were improved and more information gathered to begin improving the probability of sighting key bird species in the Iwokrama Forest.

Iwokrama continued to enhance the capacities of local community guides, with on the job training taking place throughout 2004. All of the qualified guides trained in 2003 had the opportunity to rotate through working for Iwokrama for periods of up to two months. To improve their skills, local guides worked with experienced Iwokrama Rangers, other more experienced local guides, and Guyanese biologists. Iwokrama also supported a series of internal courses in hospitality services at the Field Station to improve visitor management skills.

## Tourism Partnerships

Improved communication resources between the Rupununi and Georgetown have enabled the community managed Bina Hill Institute in Annai to serve as a centre for developing community tourism operations. Local community guides are coordinated through a newly established tourism coordinator. This person is also responsible for the further development of community tourism projects under the Iwokrama-Canadian International Development Agency revolving community tourism fund now being managed by the North Rupununi District Development Board. The fund has supported the following projects during 2004:

- Community tourism coordinating office at Bina Hill
- Installation of communication support systems at Bina Hill for tourism management
- Construction of the new Surama lodge
- Construction of the Aranaputa Mountain Trail
- Developing value added products and conserving Paureine in Rupertee
- Developing the Cock-of-the-Rock viewing trail in Wowetta

Other partnerships in development include initial discussions with Surama Village on the potential for developing the Burro-Burro River as a visitor site, and with private sector interests on developing a high-end eco-lodge within the Iwokrama Forest.



## TRAINING AND CONSULTANCIES

Since 1998 Iwokrama has been developing a cadre of people with strong protected area management experience. Still the only functioning protected area in Guyana, Iwokrama also has world-renowned strengths in collaborative management with local communities, and growing strengths in monitoring and patrolling capacities. There is now great potential for transferring lessons learned and skills developed to other management areas in Guyana and abroad. It is especially critical that protected area management lessons are transferred to the Guyana Protected Areas System. Already, Iwokrama was able to host a visit from staff and stakeholders of Kaieteur National Park in Region 8, Guyana.

Iwokrama has enhanced its training facilities at the Field Station by establishing a conference room in the Fred Allcock Building. The air-conditioned conference room can seat 25 persons, is fully network-ready with internet access, and has sufficient space for mounting displays. Additionally, there is further space, and accommodation elsewhere in the Fred Allcock Building for break-out groups and more informal sessions. The Caribbean Regional Environment Programme (CREP) was the first to use the Field Station's new conference facilities. A two-week training course in collaborative management was held for 14 programme managers from throughout the Caribbean in October 2004.

Other organisations are also seeing that Iwokrama has something to offer. Flora and Fauna International and the German Government have already indicated strong interest in contracting Iwokrama to provide training for the new Guyana Protected Areas System. In 2004, Iwokrama also signed a Memorandum of Cooperation with Conservation International-Guyana which emphasises capacity-building and training.



New Training & Conference Room at the Iwokrama Field Station



CREP Project Managers involved in a group discussion

### Courses

In 2004 Iwokrama redesigned its twelve month Ranger Training course to increase its accessibility and marketability. The Ranger Training course is now a three month core competency course with a three-month internship period, which can be enhanced by additional training modules. The new agenda covers the core issues, is substantially less expensive, and due to its shorter schedule, is available to a much larger audience including Guyanese organisations and agencies.

The Guide Training course is also under review, and the ongoing training of guides at the Field Station through work experiences has been highly successful in improving the local skills base. The revised Guide Training course will strive to be more practical and focus more on local communities.

(continued)

Iwokrama has also devised two new courses in collaborative management: one focused on training government officials and NGO's; and the other on community leaders and representatives. These and the Ranger and Guide courses will make up the training portfolio for 2005. An essential element of all courses is their modular form, where a training package can be arranged to cater for the budget, interest, time availability and existing capacity of prospective participants and requirements of sponsors.

## Volunteer and Intern Programme

The Iwokrama Volunteer and Intern Programme continued throughout 2004 with 18 interns and volunteers from six countries:

Alex Armstrong (UK)

Jake Bicknell (UK)

Keith David (Guyana)

Shameeza Drepaul (Guyana)

Colin Edwards (Guyana)

Melissa Favreau (Canada)

Damian Fernandes (Guyana)

Jonathan Frantz (Canada)

Katharina Hecht (Germany)

Laurence Jampen (Switzerland)

Charlotte MacKay (Canada)

Bernard Oosterbaan (Switzerland)

Willem Oosterbaan (Switzerland)

Malte Puck (Germany)

Fiona Rutherford (Guyana)

Timothy Silcott (USA)

Monique Yaw (Guyana)

Tejshree Tiwari (Guyana)



## CONSERVATION AND MONITORING

Conservation and monitoring activities are critical to Iwokrama's ability to prove that tropical rain forests can be sustainably managed. The objective of this programme is to secure the integrity of the Iwokrama Forest and its interdependent ecosystems, and to further the basic biological inventory work of the forest.

The protocols used are now documented, and are closely aligned to international guidelines to ensure best practice, and enable contribution to the global network for tropical forest monitoring.

Iwokrama has continued to work closely with Guyana's government agencies on monitoring and conservation projects. Iwokrama now provides regular quarterly monitoring reports to the Guyana Forestry Commission, the Environmental Protection Agency and the Guyana Geology and Mines Commission. These reports are derived from regular quarterly patrolling and monitoring cycles covering the Iwokrama Forest and Rupununi Wetlands.

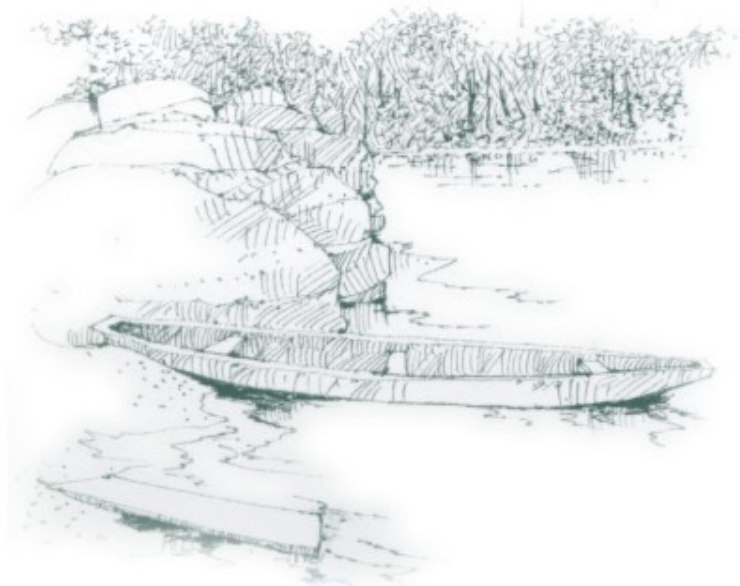
Iwokrama has also contributed to development of the national wildlife management system, having submitted to the Government a report on the development of new wildlife management legislation for Guyana. The report recommends the clear and urgent need to develop separate wildlife and inland fisheries legislation to support the effective management of these resources in Guyana.

### On the Land and in the Water

River patrols are now regularly undertaken along the Essequibo, Burro-Burro and Siparuni Rivers. In addition to serving to monitor the health of the regional ecosystem, the river patrols are also part of a developing wetlands monitoring system. There are now 30 sites being monitored in the Iwokrama Forest and Rupununi Wetlands for biophysical and social characteristics. This work is being undertaken in collaboration with the Wildfowl and Wetlands Trust, the Royal Holloway: University of London, and the Open University, and is funded by the Darwin Initiative.

The monitoring team continues to monitor water levels, rainfall, and other weather characteristics, and is working on integrating monitoring programmes for Giant River Otters and Caiman with the wetlands monitoring system.

Iwokrama has continued to engage local junior wildlife clubs in the development of a citizen science based monitoring programme for the Rupununi Wetlands. Forest transects are also being established in the Wilderness Preserve (WP) and Sustainable Utilisation Area (SUA) to monitor the effects of human activities on the forest over time.





Left:  
Wetlands monitoring team explaining concepts of the programme to wildlife club members.

## Key Species

Community monitoring of the Arapaima, one of the world's largest fresh water fish, continued in 2004 with the completion of the third community survey. The survey has been funded through the generosity of the Rupununi Restaurant in Maine, USA. The Government of Guyana will be working to finalize approval of the Arapaima Management Plan in early 2005.

A new Giant Otter project hopes to achieve even better understanding of the role of the -Giant Otter as an environmental indicator. By examining species population dynamics and habitat use before and after the implementation of Iwokrama's timber business, potential disturbances to the ecosystem can better be gauged. Thus will we be able to take effective measures if such activities are adversely impacting the environment. Iwokrama's research and monitoring of the world's largest otters, aptly nicknamed "water dogs", are attracting diverse and widespread global interest. The continuing pen pal programme between children from the North Rupununi and Gateway School in New York City allows children of extremely diverse backgrounds to share in the knowledge learned about Giant Otters, and help spread the conservation message. Iwokrama has also participated in Giant Otter-related training conferences in Peru and Maryland, USA.

Learning more about Jaguars' movements will aid not only in baseline population data, but enable Iwokrama to better market opportunities for tourists to view these elusive animals in their natural surroundings. To standardise Jaguar monitoring programmes, Iwokrama has been working on developing linkages with the Wildlife Conservation Society, Philadelphia Zoo (USA), and Jacksonville Zoo (USA). This past year saw the implementation of a camera-trapping project to observe Jaguars and help track their movements began. Although the traps functioned initially, the extreme humidity eventually caused the cameras to malfunction. Moisture resistant traps are being sourced and will be installed and the project expects to yield better results in 2005.

## The Iwokrama Road Corridor

The Georgetown-Lethem Road is the only land route from Guyana's coast to its interior and to Brazil. A portion of this vital transportation and communication link, the Iwokrama Road Corridor, bisects the Iwokrama Forest. Due to major improvements along the entire stretch of the road over the last couple years, traffic increased dramatically in 2004, and now includes public buses and many private vehicles. While road improvement offers many benefits, including increased access for tourism, timber and other products, increased traffic also expands the number of road accidents, roadside environmental and solid waste management issues, illegal trafficking and other challenges.

Unregulated roads are a particularly difficult issue for tropical rain forests. A major cause of tropical rain forest loss is the opening of interior roads with insufficient consideration of the social, cultural and ecological impacts of new roads. While roads bring critical new development, they also open access to previously isolated areas and it is essential to ensure that effective management systems are implemented to avoid potential negative consequences.

In response to the issues presented above, Iwokrama has devoted much energy over the last year in to its road monitoring and management activities along the. Road management has benefited from the financial support of the WWF-Guiana Shield Programme and the Columbus Zoo (USA), and in partnership with the Guyana Police Force (GPF). The two Ranger Stations at either entrance to the Forest are now fully manned by Iwokrama Rangers and GPF Officers. The Ranger Stations now also have gated check points to support improved security along the road as well as to monitor all traffic and road activities. In December 2005 a regular road patrolling schedule was implemented. Sixteen transect lines are being established along the road corridor and will be patrolled by rangers to monitor the effects of road use over time.



3 Toed Sloth - *Bradypus tridactylus* - crossing road  
Photo by T. Silcott



Section of the Iwokrama Road Corridor



Jaguar - *Panthera onca* - walking along road  
Photo by Fotonatura



## FOREST RESEARCH

This year Iwokrama completed the draft Intellectual Property Rights (IPR) and Benefit Sharing (BS) Protocols with IDRC funding from Canada and these are now available for comments on the Iwokrama web site. The Cropper Foundation published a widely distributed report, "Development as if Equity Mattered", from a 2002 workshop on equity and property rights it implemented in partnership with Iwokrama. Work has begun on institutionalizing the strong relationship with communities through a more detailed agreement between Iwokrama and the North Rupununi District Development Board that includes discussion of the draft IPR and BS protocols.

Historical research reports are now available on the local area network within Iwokrama and are listed on the web site; in the future, all research reports will be available through the Iwokrama web site.

Iwokrama has continued to support researchers in the Iwokrama Forest, but there is substantial room for increase in advertising for new researchers. The following twelve individuals and institutions from Guyana, UK, Canada, France, Switzerland and Germany worked with Iwokrama during 2004:

- Ali, Raihaana (University of Guyana, Guyana): [Economic Analysis of Visitor Information to Iwokrama Rainforest](#)
- Bernard, Calvin (Open University): [Wetlands Monitoring and Management](#)
- Bicknell, Jake (Liverpool John Moores University, Liverpool UK): [Bio-geographic Linkages between Fishes of Amazonia and the Guiana Shield](#)
- Bostwick, Sheliza (University of Guyana, Guyana): [Analysis and Evaluation of Visitor Questionnaire](#)
- Fernandes, Damian (University of Manitoba, Winnipeg Manitoba, Canada): [Lessons in Conservation and Development: A Case Study of Community-based Initiatives in Guyana and Belize](#)
- Forget, Pierre-Michel (Museum National D/Histoire Naturelle, Department Ecologie et gestion de la biodiversité, France): [Diversity and Ecology of the Genus Carapa \(Meliaceae\) in the Guiana Shield](#)
- Kamaludeen, Deen (University of Toronto, Canada): [The Relationship between the Culture of Tourism with the Consumerism Ethos it Implies and the Tension to Preserve Nature](#)
- Mistry, Jay; Andrea Berardi, & Matthew Simpson (Royal Holloway, Open University, World Wetlands Trust): [Wetlands Monitoring and Management](#)
- Montoya-Burgos, Juan (Museum of Natural History of Geneva and University of Geneva, Switzerland): [Catfishes from Guyana: Species Diversity and Loricariidae Biogeography Based on DNA Analysis](#)
- Morse-Jones, Sian (Imperial College, University of London, UK): [Valuing the Conservation and Sustainable Use of Tropical Rainforests using Multiple Methodologies and from Multiple Viewpoints: A Case Study of Iwokrama Forest, Guyana](#)
- Tiwari, Tejshree (University of Guyana, Guyana): [The Sustainability of Aquarium Fish Harvesting in the North Rupununi and in Mahaicony Creek](#)
- Wolfangel, Caterina (University of Greifswald, Germany): [The Implementation of Indigenous Peoples' Rights in Iwokrama and the Annai District](#)

# COMMUNITY DEVELOPMENT

## North Rupununi District Development Board

Iwokrama's major comparative advantage has been its capacity to develop and maintain a strong working relationship with local communities, particularly through its interactions with the North Rupununi District Development Board (NRDDDB). Iwokrama senior staff members attend bimonthly meetings of the NRDDDB held at its training and administrative centre, Bina Hill Institute in Annai. These fora offer the opportunity for reporting of activities and frank and direct exchange of ideas. In 2004, joint Iwokrama-NRDDDB programmes continued in communications, wetlands monitoring, tourism, wildlife clubs, aquarium fishery business, and. In addition, Iwokrama, the NRDDDB, and other Guyanese organizations and communities have partnered towards securing the inclusion of the Rupununi Wetlands on both UNESCO World Heritage List and the Ramsar List of Wetlands of International Importance.

As an indicator of the depth of the relationship a Memorandum of Understanding relating to the modus operandi of Iwokrama and the NRDDDB was signed in January 2004. A further collaborative management agreement relating to the development of Iwokrama businesses and assuring the collaborative management of the Iwokrama Forest is presently in a draft form for discussion.

The Government of Guyana has also begun to take an active interest in the NRDDDB and its role in the development of the North Rupununi. The Minister of Fisheries, Crops and Livestock will approve the Arapaima Management Plan in early 2005 the first inland and species based fisheries management plan in Guyana. In addition, the Guyana Forestry Commission has been working closely with the newly formed Makushi Yemekun (Makushi Loggers Cooperative) to develop a forestry business. In recognition of the role of the NRDDDB and Bina Hill in the North Rupununi, the Government of Guyana is now financially supporting these institutions through a monthly subvention.

## Youth Outreach & Wildlife Clubs

Community outreach activities continued through 2004 with the re-initiation of visits from local schools and wildlife clubs to the Iwokrama Forest. Eleven schools visited the Iwokrama Forest and participated in activities including bird and rain monitoring, visiting the Canopy Walkway, and classroom sessions focusing on environmental education and explaining Iwokrama's programmes.

Junior wildlife clubs have been revitalized and continue to expand their portfolio of activities. All clubs met three times this year at the Bina Hill Institute in, Annai, and at the last centralised meeting, club members elected a new board for the North Rupununi Junior Wildlife Development Council and created a code of conduct and objectives for the board. Wildlife club activities for 2004 included Surama's construction of a new club house, and all of the clubs being involved in monitoring of birds, rainfall and other ecosystem indicators.

Right:  
Visitors to the Iwokrama Forest  
from local community schools and  
wildlife clubs



Iwokrama supported the 4<sup>th</sup> annual wildlife festival held again at Bina Hill Institute, Annai in August. This year's theme was "Our Environment, Our Home, Our Business", and 212 youths from 19 communities attended the three day festival. Special guests included the Minister of Trade, Tourism and Industry, Manzoor Nadir; Suzette Shim, Miss Guyana 2004; and Kelliann Whitney, Director of Education at the Jacksonville Zoo.

Right:  
School trip to Turtle Mountain.  
Photo by S. James



## Communications

Communication systems have also substantially improved in the North Rupununi, enabling broader and more extensive outreach opportunities. Internet and Email connections are now installed at Bina Hill Institute, and communication by both VHF radio and Internet is now possible from Georgetown to the Iwokrama Field Station to Bina Hill. The community-operated Radio Paiwomak continues to broadcast to audiences in the North Rupununi, and airs Iwokrama's environment and conservation programmes as well as general news releases about Iwokrama.

## Aquarium Fisheries Business

Iwokrama has also continued to work with the NRDDB in the development of a sustainable aquarium fish business in the Rupununi Wetlands, a project supported by IUCN Netherlands. Over the last year the business made over US\$1,200 in profits that were used for the development of the North Rupununi. Seven shipments were completed between May 2003 and April 2004 (one harvesting season) with total revenues of US\$8,276 from fish sales. As of December 31, 2004, the 2004 season has seen one shipment valued at US\$2,600. The total number of fish shipped is now over 8,000 which are sent to the USA and Germany. The business employs 24 persons part-time and over 30 local community representatives have participated in workshops on financial management, harvesting, handling and business development.



# INSTITUTIONAL MANAGEMENT AND OPERATIONS

## International Board of Trustees

The Iwokrama Board of Trustees met in January and July 2004, under the acting chairmanship of the Deputy Secretary General of the Commonwealth, Mr. Winston Cox. New committees for finance and fundraising, programme management, and nominations have been established for the Board.

## Management and Administration

Iwokrama's most significant management accomplishment of 2004 was the completion of the 2005-2007 Business Plan that reflects Iwokrama's recent transformation from a research and planning organisation to a business and action-oriented institution. Approved at the Board of Trustees meeting last July, the Business Plan serves both for internal institutional organisation and to introduce the Iwokrama International Centre to potential donors and business partners. The plan requests financial support for 2005 and 2006 of US\$1,050,000.00 to fund priority projects. The strategy is intended to move Iwokrama substantially toward financial self sufficiency in 2007, and is the culmination of an institutional restructuring of Iwokrama that began with the March 2003 emergency business plan. The restructuring of Iwokrama led to a reduction of annual operating costs from US\$2.5 million to US\$1.5 million and to much greater cost effectiveness and efficiency through better institutional management.

There have also been some very important steps taken and systems implemented to ensure Iwokrama operates using the best modern organisational principles. Objective driven management is now the basis for each team member's quarterly work plans and reports that in turn are used to develop the institutional work plans and reports. The computerized ACCPACC accounting system was implemented and will be fully operational for 2005 accounts. For the first time, Iwokrama developed human resource management systems including adopting a new equitable salary scales and benefits policy, new human resource management policies and a revised employee evaluation system. During 2004 a total of 107 people worked for Iwokrama and there was a staff turnover rate of less than 4%. Just over 40% of staff members participated in external training programmes in areas including improving technical skills, hospitality and administration. Many of these improvements in institutional and human resource management were supported by the Commonwealth CSAP programme.

As a result of the reorganization that Iwokrama undertook in March 2003, there had been a lapse in permanently appointed management staff. However, in July 2004, the three top leadership positions were filled:

Director General - Graham Watkins, Ph.D.\*

Director of Resource Management and Training - David Singh, Ph.D.

Director of Finance and Operations - Dane Gobin, M.B.A.

\* Note that Dr. Watkins, after eight years of service to Iwokrama, resigned to accept a post as the Executive Director of the Charles Darwin Foundation of the Galapagos Islands. Dr. David Singh was named Acting Director General in January 2005.

## FUND-RAISING

During 2004, with the support of the UK's Department for International Development, Iwokrama has worked toward substantially modifying and expanding its fundraising strategies. One key result is that a new US non-profit corporation was established to raise money specifically for Iwokrama. Iwokrama Friends USA, Inc. will develop Iwokrama's capacity to attract funding from individuals, corporations and foundations in the USA, the country with perhaps the longest history of funding for environmental initiatives. In addition to the support from its mostly US-based Board, the new non-profit will benefit from the experience of an American fundraising professional who is developing fundraising strategy and administrative recommendations. A similar plan for a UK-based charity is also under consideration.

The Government of Guyana took a very proactive role in fundraising for Iwokrama this last year. Following up on his May 2004 visit to Iwokrama Forest, His Excellency Bharrat Jagdeo, President of Guyana, met with Iwokrama management and local community leaders in December of 2004 and reiterated his Government's support for Iwokrama. This support is reflected in the negotiation of an interest free US\$300,000 business development loan for Iwokrama from the United Nations Development Programme (UNDP) through the Government of Guyana. Furthermore, the Government has supported a proposal to the German Government to provide funding for enhancing the Iwokrama training programmes to support the developing Guyana Protected Areas System. The Guyana Forestry Commission has also pursued opportunities with the International Tropical Timber Organization, to support further development of Iwokrama's sustainable forest management model.

The National Audubon Society continued its important support of community outreach involving the children of the North Rupununi communities; WWF-Guiana Shield Programme provide support for implementation of road corridor management activities and forest certification; Philadelphia Zoo, Columbus Zoo, and the American Zoo and Aquarium Association all continued to provide small grant support for important conservation, research, and forest management activities in the Iwokrama Forest and adjacent areas. Apart from the significant relationship with Iwokrama that has facilitated a memorandum of understanding between the Government of Guyana and Jacksonville Zoo, the Zoo has also provided small conservation grant support to the Centre.



## PUBLIC RELATIONS

The UK's Department for International Development (DFID) generously supported the development and reinvigoration of Iwokrama's public relations efforts in 2004. As a result of the limited staff and budget since March 2003, this function had been largely neglected, but the DFID grant enabled great progress toward reviving Iwokrama's exposure to both national and international audiences. The effort also afforded Iwokrama the opportunity to show its new business and action-oriented character.

A critical component of Iwokrama's mission is to disseminate information to as wide an audience as possible. For this reason, Iwokrama especially used the DFID grant to overhaul and improve its electronic public relations tools. A completely new web site was launched in March 2004. The site reflects the latest design and technology and is constantly updated with new information on research, business developments and other notable achievements. An expanded and revised quarterly Iwokrama Electronic Newsletter now links directly to the web site and is distributed to over 1,250 email contacts. Iwokrama has also employed a new form of communication - an E-News Brief, a one page email newsletter that can be produced and emailed within a day to communicate the most urgent and noteworthy information.

Great strides have also been made with regard to Iwokrama's media relations efforts. Lengthy and positive articles about Iwokrama now regularly appear in national newspapers and television. Two news releases are distributed to at least 14 print and electronic media outlets every month and the list has been increased to include international outlets as well. Iwokrama also continues to provide materials for Radio Paiwomak broadcasts to the Iwokrama/North Rupununi communities.

A new exhibit at Jacksonville Zoo in Florida, "Range of the Jaguar", provides an outstanding public relations avenue for Iwokrama. The exhibit is also part of a much larger project that represents a truly groundbreaking model for conservation partnerships with zoos.

Iwokrama's representation at national events like Guy Expo, and international events like the World Conservation Congress of the International Centre International Union for Conservation of Nature (IUCN), have also served to introduce thousands of potential new constituents to Iwokrama.

Through its contribution to the Jenman Education Centre, established in June 2004 at the Botanical Gardens, Iwokrama not only continued its support of the National Parks Commission, but also developed another key public relations tool. Iwokrama's prominently placed multi-media exhibit within the Jenman Education Centre showcases its activities in sustainable utilisation of the rainforest, conservation, and community development in the North Rupununi. Through its staff, Iwokrama has also supported the increase in environmental education of children in conservation through the Guyana Zoo Volunteer programme, and the annual Summer Camp.

Other materials produced with DFID grant assistance during 2004 include the first general information brochure about Iwokrama International Centre, display banners, and leaflets for forest visitors and road users that are also printed in Portuguese.



A portion of the exhibit at the Jacksonville Zoo  
Photo by T. Silcott

# FINANCIAL SUMMARY

Over 2004, Iwokrama has exercised strong fiscal control and stewardship over its financial resources obtained from donors and through revenue generation activities. Financial Reporting is considered a strong indicator of practice of good governance, and over the year, the accounting system has undergone much improvement to provide timely reporting on all activities. With the introduction of the ACCPAC accounting software, Iwokrama will be in a better position to ensure effective reporting to ensure management decisions are based on sound financial judgement.

Total revenues in 2004 were US\$759,156, reduced from US\$1,291,310 in 2003. The most important feature of the 2004 finances was the increase in earned income (See Figure 3). Iwokrama is extremely grateful for the support of its loyal and committed donors throughout 2004. The UK Department for International Development, Canadian International Development Agency (CIDA) and the Commonwealth were especially important to Iwokrama's financial condition (see Figure 4). Small grants (Jacksonville Zoo, IUCN, National Audubon Society, and the UK Darwin Initiative) and earned income (tourism, merchandising and training) contributions increased significantly from 2003 levels.

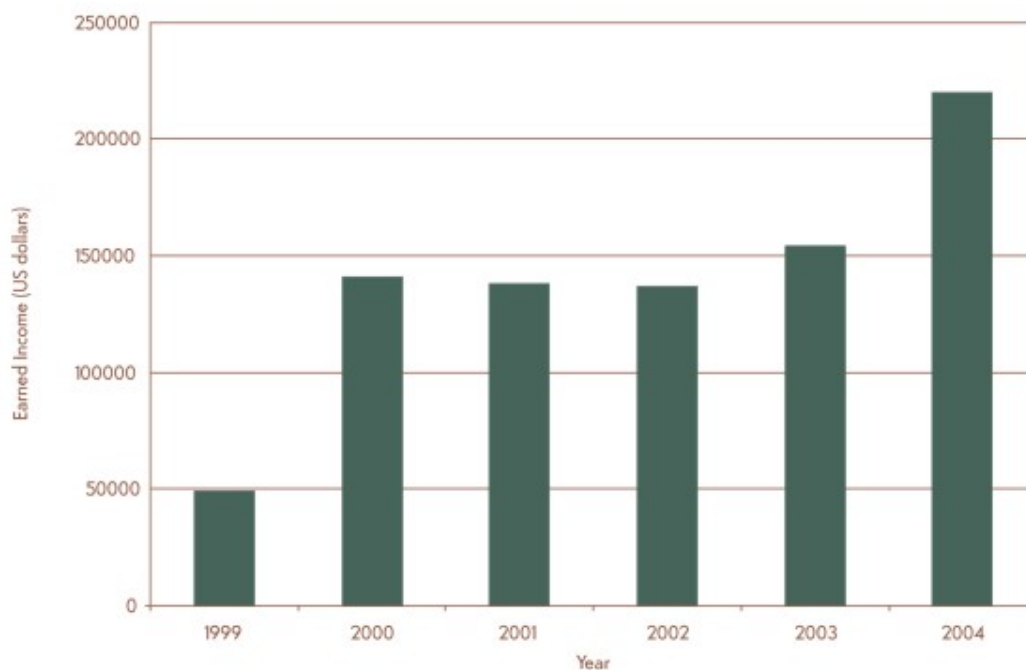


Figure 3: Growth in Iwokrama's earned income from 1999 to 2004

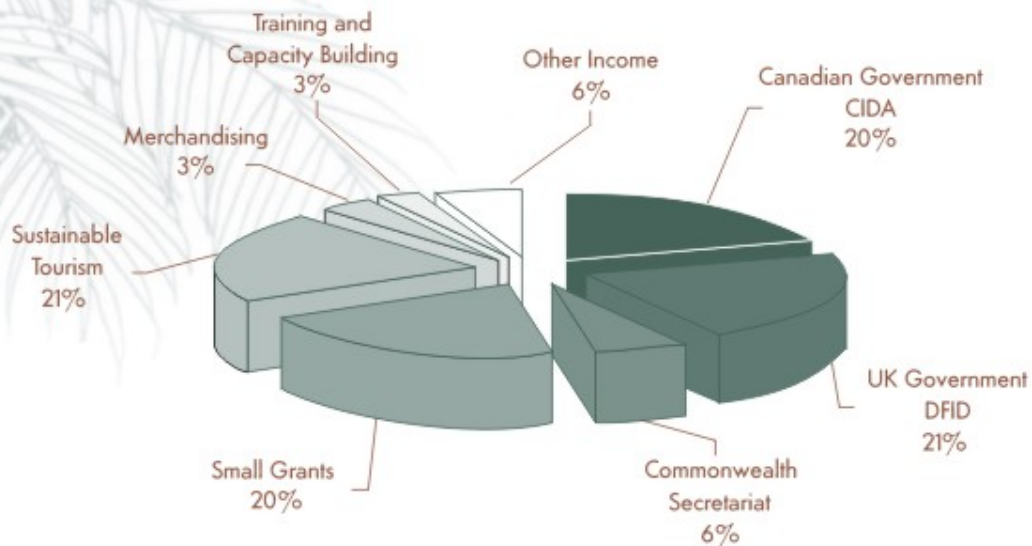
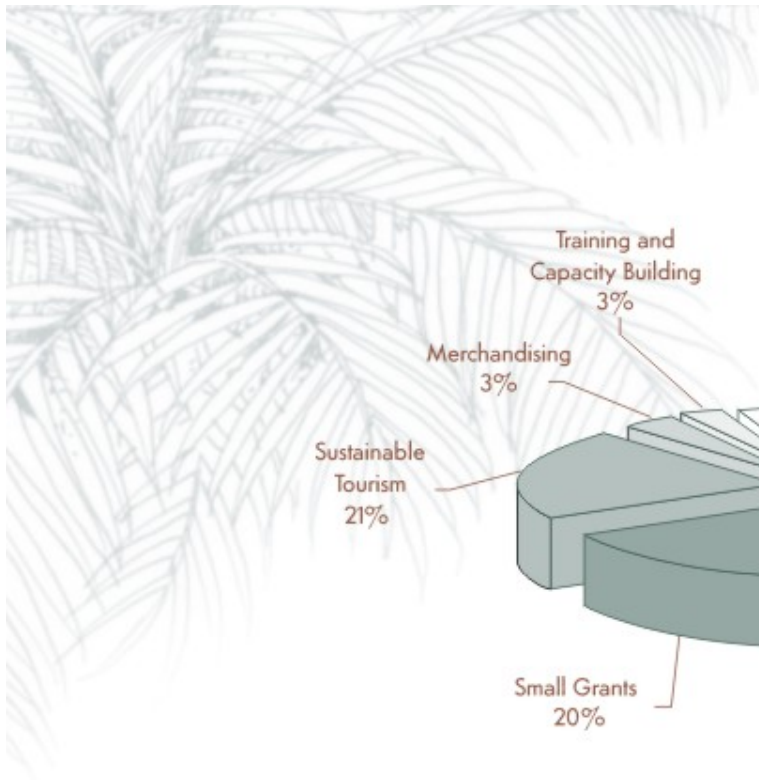


Figure 4: Iwokrama revenue sources for 2004

Iwokrama's expenditures of US\$980,317 were substantially reduced from US\$1,379,023 in 2003. Management overhead of 19% was elevated in 2004 because of business planning and the costs for legal advice for business development. Expenditures in 2004 exceeded revenues, but the shortfall was covered by Iwokrama unrestricted reserves.

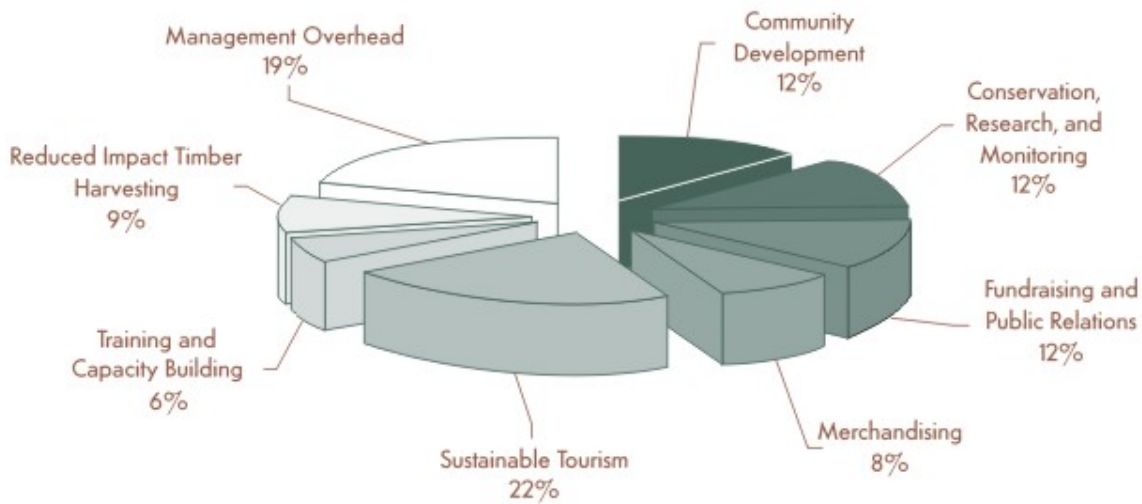


Figure 5: Iwokrama expenditures for 2004



# APPENDICES

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## Acronyms

APA	- Amerindian Peoples Association
ASL	- Above Sea Level
ATAC	- Amerindian Touchaus Area Council
Audubon	- National Audubon Society
CDC	- Community Development Council
CEW	- Community Environmental Worker
CFTC	- Commonwealth Fund for Technical Cooperation
CHW	- Community Health Worker
CIDA	- Canadian International Development Agency
CITES	- Canadian on International Trade in Endangered Species of Flora and Fauna
DFID	- Department for International Development
EC	- European Commission
EPA	- Guyana Environmental Protection Agency
GBC	- Guyana Broadcasting Corporation
GEF	- Global Environment Facility
GFC	- The Guyana Forestry Commission
GIS	- Geographical Information Systems
IAST	- Institute for Applied Science and Technology
IBOT	- Iwokrama Board of Trustees
IDRC	- Canadian International Development and Research Centre
INSAT	- Information Network for Science and Technology
IPR	- Intellectual Property Rights
IPF	- Intergovernmental Panel on Forests
ITTO	- International Tropical Timber Organizations
IUCN	- International Union for the Conservation of Nature
Iwokrama	- Iwokrama International Centre for Rain Forest Conservation and Development
MAB	- Man and the Biosphere
MRU	- Makushi Research Unit
NBAP	- National Biodiversity Action Plan
NDS	- National Development Strategy
NGO	- Non-Governmental Organization
NRDDB	- The North Rupununi District Development Board
NTFP	- Non-Timber Forest Product
NTPP	- Non-Timber Plant Product
PRSP	- Poverty Reduction Strategy Paper
RDC	- Regional Democratic Council
RIL	- Reduced Impact Logging
SYE	- Audubon School Yard Ecology Programme
UNDP	- United Nations Development Programme
UNESCO	- United Nations Education and Science Council
USAID	- United States Agency for International Development
UPOV	- International Union for the Protection of New Varieties of Plants
VC	- Village Council
WWF	- World Wide Fund for Nature

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