

## Professional profile

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I have worked in Africa, Asia and Europe with communities, charities, governments, the private sector and as an independent consultant to support nature conservation and advocate for its protection.

I have played different roles and used many approaches to conserving nature including: designing and managing protected areas; creating local benefits from resources use and nature-based enterprises; and drafting policies and practices for conservation. I have experience of institutional development, governance and working with communities and decision makers. I have held technical and management positions, operated at local, landscape and global scales, delivered species and ecosystem conservation, and supported government departments and ministries, community based organisations and private sector actors.

## Career summary

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### Positions

**July 2020 – present**

**Conservators of the Ashdown Forest  
Public Consultation Project Leader**

*Outline*

I am responsible for the design and implementation of a public consultation process on the proposed fencing of areas of Ashdown Forest to allow extensive livestock to be undertaken for healthland habitat management.

**September 2015 – August 2017**

**Ministry of Water and Environment, Uganda  
Senior Environment Advisor**

*Outline*

I assisted the Director for Environment Affairs to achieve national targets for forest and wetland conservation, revise key policies, legislation and regulations, establish and clarify institutional roles and functions, and prepare programmes and project proposals.

*Key responsibilities*

- Guiding the Ministry of Water and Environment's process for the development of the National Environment Management Policy II and the new Environment Bill.
- Advising on management of wetlands and forest, especially related to protected area management, governance and social and economic development.
- Implementation of government and donor funded projects, in particular responding to World Bank and government environmental and social safeguards.
- Facilitating development of proposals for the Green Climate Fund and Carbon Investment Fund with the World Bank and the United Nations.
- Advising on mechanisms to improve data collection, analysis and reporting, with specific responsibility for promoting the inter-agency establishment of a common framework for environmental monitoring.
- Mainstreaming environment and climate change response across key ministries to ensure appropriate policies, approaches to planning, and fiscal responses.
- Representing the Directorate of Environment Affairs on the Development Partners Environment and Natural Resources Group.

### *Key achievements*

- I supported the Ministry to host two international conferences (World Mountain Forum 2016, African Great Lakes Conference 2017), including management of intergovernmental requirements, security and logistics.
- I guided and improved annual reporting on Environment Affairs to the Joint Programme Working Group for Environment and Natural Resources.
- We completed a final draft of the revised National Environment Management Policy incorporating fundamental revisions for the institutional governance of Uganda's environment and natural resources
- We achieved funding for a USD 24 million project for wetland management and restoration from the Green Climate Fund.

**June 2011 – July 2014**

**Fauna & Flora International, UK  
Director, Cultural Values and Conservation**

### *Outline*

I developed this new programme to integrate cultural approaches into community engagement across FFI as an institution, working with staff at headquarters and country levels to identify opportunities to integrate local values into conservation initiatives and work with cultural values, knowledge, practices and institutions

### *Key responsibilities*

- Development of the programme, identifying internal and external opportunities, and ensuring financial and administrative stability.
- Examining and developing methods to assess, describe and value cultural ecosystem services.
- Developing initiatives, projects and best practice for integrating cultural values into conservation and development initiatives and mainstreaming them within FFI.
- Assessing and building staff knowledge and capacity, and helping teams to design and implement cultural conservation activities.
- Leading design and implementation of a project on Lake Victoria to support community fisheries, traditional cultural institutions and ecosystems management.
- Networking with organisations including UNESCO, IUCN, RAMSAR, Birdlife International and the Mediterranean Consortium for Nature and Culture to champion and advise on cultural values approaches to conservation and development.

### *Key achievements*

- I achieved financial and institutional sustainability of the programme within two years of its launch.
- I designed and supported delivery of the 10 year Culture, Values and Conservation Programme funded by the MacArthur Foundation and implemented by the Uganda Wildlife Authority, expanding from two pilot protected areas to seven.
- I developed and led a Darwin Initiative project to use cultural values approaches to address damaged caused by the management of three national parks to the Batwa community, a marginalized indigenous people.
- I led the successful development of a MacArthur Foundation project to support community conserved forests and wetlands in the Lake Victoria Basin.

**July 2004 – June 2011**

**Fauna & Flora International, Asia  
Regional Director, Asia Pacific**

### *Outline*

I led the Asia Pacific programme in 7 countries with an annual budget of £8 million and 200 staff and volunteers undertaking landscape and species-level projects, policy development, and integrated conservation and development initiatives.

### *Key responsibilities*

- Overall responsibility for the Asia Pacific programme and team to ensure timely delivery of conservation outcomes, provide financial accountability and stability, and strengthen organisational and staff capacity.

- Overseeing and facilitating FFI's regional processes including the development and implementation of 5-year strategic and business plans.
- Technical support and management of integrated conservation and development initiatives, protected areas and endangered species projects, community based natural resource management, 'reef to ridges' and marine and coastal conservation projects.
- Oversight of a USD 7.8 million conservation and development project to mitigate post-Tsunami reconstruction impacts in Aceh, Indonesia through forest conservation.
- Negotiating agreements with government ministries and departments,
- Developing regional REDD+ projects and national and sub-national initiatives on climate change and public private partnerships for carbon sequestration.
- Supporting regional community based REDD+ projects in Indonesia, REDD readiness processes in Vietnam, and payment for environmental services in Cambodia.

#### *Key achievements*

- We helped bring back from the brink critical endangered primates in Vietnam including the Tonkin snub-nosed monkey, the Cao Vit gibbon and Delacour's langur.
- I reformed administrative and financial structures and procedures in response to changing circumstances in Vietnam, Cambodia, China, Indonesia and Philippines country programmes.
- I oversaw the more than doubling of the regional budget over the period and a four-fold increase in the percentage of institutional overheads gathered from the programme budget.
- I juggled direct responsibility for the Vietnam Programme and the regional programme while representing Asia and Eurasia on FFI's Senior Management Team.

**May 2002 – April 2006**

**Fauna & Flora International, Vietnam  
Project Manager**

#### *Outline*

I managed a US\$ 1 million World Bank GEF landscape conservation project, bringing together government and community leaders to discuss conservation and development, building capacity, implementing biodiversity surveys, and administering community development micro-grants.

#### *Key responsibilities*

- Led project inception, recruited the project team, negotiated implementation structures and regulations with government authorities, established basic operational components and oversaw overall management and technical delivery of the project.
- Built partnerships with Vietnam Forest Protection Department at central, provincial and district levels for development and implementation of project activities.
- Spearheaded the institutional establishment and built the capacity of an inter-provincial, multi sector conservation, development and land use planning committee.
- Oversaw process of village development planning and implementation of small grants programme through joint government and community processes.

#### *Key achievements*

- We helped establish the Ngo Luong Nature Reserve, a critical corridor between two existing protected areas.
- I led a successful bid for a US\$ 5 million contract for the management of Vietnam's Biodiversity Conservation Fund.

**January 1991 – December 1999**

**African Wildlife Foundation, Uganda  
Technical Advisor / Programme Leader**

#### *Outline*

I advised the Uganda Wildlife Authority on community participation, managing an 8-year programme to pilot community conservation at park level and establish the Authority's Community Conservation Department. I investigated the role of culture in creating and resolving conflicts over protected areas and building support for conservation.

#### *Key responsibilities*

- Overall responsibility for delivering the programme, reporting to the Uganda Wildlife Authority

and the Development Partner, providing the Secretariat for the Programme Advisory Committee.

- Providing technical advice to park managers, local and national government and communities on community participation in park management decision-making, and helped design and implement a protected area revenue sharing programme.
- Supporting community access to resources within a national park and development of professional hunting and cropping on land around the Park.
- Supervising research and management of fire and grazing, and of protected area/community relations, and introduced cultural approaches to park management.

#### *Key achievements*

- We helped save Lake Mburo National Park from erosion and loss and put in place a socially, politically and economically sustainable institution to ensure its future survival.
- I pioneered research into the cultural basis of conflict over the park, which led to a 10-year programme with the Wildlife Authority to integrate local culture into park design and management.
- We established the Ankole Cow Cultural Organisation as a critical partner to the national park.

**June 1989 – December 1990**

**WWF International / IUCN, Switzerland  
Technical advisor and Conservation Officer**

#### *Outline*

I supported the African Elephant Conservation Coordination Group to respond to a crisis in elephant conservation, helped IUCN to develop its position on African Elephant CITES listing, and supported the French government's donor conference for elephant conservation.

#### *Key achievements*

- I prepared an African Elephant Action Plan, designed projects to protect elephants throughout Africa, and assessed scenarios for safeguarding the species in the wild.
- I led WWF's response to the New World screwworm African emergency, participating in conferences, sharing information, and leading external communications on the issue.

### Short-term positions

**Researcher, AgriConsulting plc, Uganda, 1988:** Designed and implemented socio-economic surveys of fishing villages within a national park; formulated plans to manage impacts, improve relations with communities and strengthening fisheries management and community development.

**Researcher, Korup Project, WWF-UK, Cameroon, 1987 - 1988:** Surveyed hunting using interviews, participant observation and biometric data; described patterns of wildlife utilization and assessed economic importance; advised on mechanisms for sustainable forest resource use.

**Zoologist, The White Oryx Project, Oman, 1986:** Supervised ranger patrols to monitor, map and protect Oryx, collected behavioural and ecological data, supported project operations and logistics.

**Research Fellow, Institute of Natural Resources, South Africa, 1983 - 1986:** Researched resource-based enterprises; assessed local benefits including employment and proposed ways to maximise them; investigated the influence of benefits on community attitudes to protected areas.

**Research Assistant, Institute of Natural Resources, South Africa, 1983:** Assisted ecological research into the decline of suni antelope within protected areas.

**Volunteer, IUCN/WWF, Uganda, 1981 - 1982:** Assisted the Regional Programme Director to implement activities in support of Uganda's national parks and game reserves.

## Consultancies

As an independent consultant I have undertaken contracts for governments, international bodies, charitable organisations and companies, supporting institutional development, leading project design, appraisal and review processes, and providing implementation and technical support.

### ***Clients and contracts***

- UN Environment: As Team Leader I carried out a Mid-Term Review of the Socotra Biodiversity and Development Project. 2019
- Chemonics International: I worked in Kenya and Uganda to investigate perceptions of the effectiveness of community engagement in biodiversity conservation, presenting findings to support design of a programme on community engagement. 2018 / 2019
- Ramsar Secretariat: I led a Ramsar Advisory Mission to Uganda, visiting wetlands, reviewing threats to their status, and providing recommendations to the government and Ramsar Secretariat. 2018
- Chemonics International: I provided advice to a bid for the Climate and Environment lot of an International Multi-Disciplinary Programme Framework Agreement advertised by the British Department for International Development. 2018
- Luc Hoffman Institute: I analysed ideas and opportunities for attracting expertise to the Institute to review the conservation movement and propose innovative means to strengthen performance. 2018
- Cross Cultural Foundation of Uganda: I reviewed and advised on research investigating cultural links between indigenous communities and nature in Uganda, assessed and commented on findings, and reviewed the draft report. 2018
- Food and Agriculture Organisation: I supported the Ugandan Government to develop a proposal for the Green Climate Fund to implement Uganda's Forest Investment Programme. 2018
- Hydrophil plc: I supported the Ministry of Water and Environment, Uganda, to prepare a Joint Programme for Water and Sanitation to mainstream environment across government and development partner programmes. 2018
- International Institute for Environment and Development: I represented the institute in Uganda to support the Uganda Poverty and Conservation Learning Group, assisting project development, and providing technical advice. 2014 – 2015
- Fauna & Flora International: I continued my role as Technical Advisor, supporting the country director to implement activities and report to donors. 2014 - 2015
- Cross Cultural Foundation of Uganda: I undertook an institutional assessment to mark the first 10 years of operations, interviewing a range of partners and interested parties and holding workshops with staff and trustees. 2015
- International Gorilla Conservation Programme: I facilitated meetings and processes to investigate relationships between communities and Bwindi Impenetrable National Park. 2015
- Arcus Foundation: I undertook research into links between culture and conservation of great apes in Asia and Africa. 2015

### ***Occasional consultancies***

Throughout my career I undertook occasional contracts when the opportunity presented itself.

- Team Leader, Terminal evaluation, Biodiversity Project, Yemen, UNDP, July 2003
- Integrated conservation and development assessment, Uganda, CARE, December 2001
- Team Leader, Terminal evaluation, Fisheries Project, Yemen, UNDP, April 2001
- Team Leader, Mid-term evaluation, Biodiversity Project, Yemen, UNDP, September 2000
- Mid-term review, Gorilla Tourism Development Project, Uganda, IGCP, February 1999
- Terminal assessment, EU Southern PA Project, Botswana, Ecosystems Ltd. August 1998
- Mid-term review, Bwindi Forest Conservation Project, Uganda, CARE, June 1995
- Project feasibility study, Simen Mountains NP, Ethiopia; UNCDF, May 1995

## Education & qualifications

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- Ph.D. – School of Development Studies, University of East Anglia – 1996 to 2002  
Thesis - The Culture of Conservation: Exclusive Landscapes, Beautiful Cows and Conflict Over Lake Mburo National Park, Uganda
- M.Sc. – University of Natal – 1985 to 1986  
Thesis - Wildlife resources, utilization and attitudes towards conservation; a case study of Umfolozi and Hluhluwe Game Reserves in KwaZulu, RSA
- B.Sc. Honours, 2:2 – University of Durham – 1978 to 1980  
Zoology, ecology, and animal behaviour

## Selected publications

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Infield, M. and Mugisha A. (2018) Cultural values and conservation: an innovative approach to community engagement. In: Sandbrook, C., Cavanagh, C.J. and Tumusiime, D.M. (eds) *Conservation and Development in Uganda*, Earthscan, London.

Infield, M., Entwistle, A., Anthem, H., Mugisha, A., and Phillips, K. (2018) Reflections on cultural values approaches to conservation: lessons from 20 years of implementation, *Oryx*, 52 (02), pp. 220-230.

Infield, M., Morse-Jones, S., and Anthem, H. (2015). Guidelines for the Rapid Assessment of Cultural Ecosystem Services (GRACE): Version 1. A report by Fauna & Flora International.

Infield, M. and Mugisha, A. (2013). Sacred sites and conservation of the Rwenzori Mountains in Uganda. *Conservation News, Oryx*, 47 (01), pp 13-13.

Infield, M, Duli, E. M., Mugisha, A.R. and Rubagyema, P. (2008). How protection took the beauty from the land: conflicting values and meanings of Lake Mburo National Park, Uganda. In: Josep-Maria Mallarach (ed). *Protected Landscapes and Cultural and Spiritual Values*. IUCN.

Infield, M. (2003). *The Names of Ankole Cows*, Fountain Press, Kampala (2003).

Adams, W.M. and Infield, M. (2003). Who is on the Gorilla's Payroll? Claims on Tourism Revenues from a Ugandan National Park. *World Development*. Vol. 31, No 1. January 2003, 177-190.

Infield, M (2002). The values of conservation: whose values? Whose sense of beauty, integrity and equity? *Policy Matters*, Issue 10.

Infield, M. (2001). Cultural values: A forgotten strategy for building community support for protected areas in Africa. *Conservation Biology*, 15, 3, 800-803

Infield, M and Namara, A. (2001). Community attitudes and behaviour towards conservation: an assessment of a community conservation programme around Lake Mburo NP, Uganda. *Oryx*. 35 (01), pp. 48-60.

Hulme, D and Infield, M. (2001). Community Conservation, Reciprocity and Park – People Relationships. Lake Mburo National Park. In: Hulme D and M Murphree (ed), *African Wildlife and Livelihoods; The Promise and Performance of Community Conservation*. London, James Currey.

Infield, M and Adams, W.M. (1999). Institutional Sustainability and Community Conservation: A Case Study from Uganda. *Journal of International Development*, 11, pp. 305 – 315.

Infield, M. (1989). Hunters claim a stake in the forest. *New Scientist*, No. 1689.

Infield, M. (1988). Attitudes of a rural community towards conservation and a local conservation area in Natal, South Africa. *Biological Conservation*. 45. Pp. 21-26.