



Paquita Bath

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President, Aligning Visions, S.A.

2005...

I founded Aligning Visions to use my skills in facilitation, participatory evaluation, and training, to build the organizational capacity and effectiveness of conservation organizations around the world. Recent projects undertaken with great clients include:

- Developed strategic plans, strengthened governance, and operationalized work plans using facilitated interviews and group retreats. Recent clients include:
 - WWF Mexico Strategic Plan
 - Pacifico Strategic Plan
 - Latin American and Caribbean Network of Environmental Funds (RedLAC)
 - MigraMar nonprofit launch;
 - The Mexican Fund for the Conservation of Nature new program design;
 - Birds Caribbean Strategic Plan
- Led independent project evaluations of conservation programs for donors and nonprofits. Evaluations were highly participatory, built in staff, board and partner discussions to develop findings, lessons learned, and future recommendations. Examples include:
 - The Forever Costa Rica Trust (FCRT and the 3 private donors);
 - Team member with Michael P. Wells for final evaluation of a \$395 million grant to Conservation International (Gordon and Betty Moore Foundation);
 - The Brazilian Amazon Regional Protected Areas Program (FUNBIO and GEF);
 - The Mexican Natural Protected Area System (SINAP 2 with FMCN and GEF);
 - USAID Tropical Forest Conservation Act Program in Guatemala (USAID); and
 - Climate Change Resiliency on the Mesoamerican Reef (WWF-UK).
- Developed thematic training programs to respond to client capacity-building needs. Examples include:
 - Governance Best Practices - Caribbean-Pacific Environmental Fund Alliance
 - Chapter Capacity Building Program – Audubon California
 - Fundraising techniques for African Environmental Funds – RedLAC and CAFÉ
 - Evaluation Methodologies for GEF Accreditation – FUNBIO, Brazil
 - Governance and Launching a new NGO – Coral Triangle Center, Indonesia
 - Designing Innovative Conservation Projects – MAR Leadership Program, Mexico
- In many cases the learning from the clients and research for the training programs result in “how-to” style manuals or resource websites such as: 1) *Governance in Regional Conservation Finance Platforms: A Comparative Case Study*; 2) *Resource Manual for Impactful Conservation Project Design* – MAR Leadership, FMCN; and 3) *Chapter Fundraising: A How-to-Guide* – Audubon California. See Publications below for additional manuals.

Education

- Stanford Graduate Business School, Executive Education Program 2000
- M.S. California Polytechnic State U., International Agricultural Development 1986
- B.S. Georgetown University, School of Foreign Service 1980

The Nature Conservancy (TNC)

1991-2002...

Senior Director of Staff Development and Recruitment, TNC 2000-2002

Co-directed Human Resources for a 3,400 person high-growth international organization.

- Launched leadership development and executive education programs. Ensured sustainability through a \$4.5 million endowment; and
- Built organization-wide recruiting function. Used competency-based hiring, values-based advertising, and web presence to attract over 600 high-potential new employees a year.

Director, Conservation Learning Network, TNC 1997-2000

Developed organization-wide training priorities for staff, trustees, and partner organizations including orientation program for over 400 new employees a year, thematic conferences, and strategic workshops linked to new conservation approaches. Partnered with Universities and other experts to develop tailored workshops and enhance knowledge-sharing tools.

Director of Training, Latin America and the Caribbean, TNC 1992-1997

Built and managed a 10-person team to strengthen the institutional capacity of over 20 Latin American and Caribbean partner organizations implementing *Parks in Peril* – an international program dedicated to turning “paper parks” into well-managed conservation landscapes. We implemented organizational assessments, leadership training, capacity-building interventions, networking events such as the 400+ person Conservation Training Week bringing in practitioners from over 22 countries, and documented best practices.

- Provided one-on-one mentoring, facilitation, and training in conservation strategies, board development, strategic planning, participatory rural appraisal, and fundraising.
- Raised over \$2 million in operating and program funds.
- Lead author of two books dedicated to the evolution of civic society in Latin America:
 - *Resources for Success* for nonprofit organizations (English, Spanish and Portuguese); and
 - *Rumbo al éxito* for Boards of Directors (available in Spanish).

Science Training Coordinator, Science Division, TNC 1991-1992

Co-authored *Rapid Ecological Assessment* in English and Spanish. This was a breakthrough strategy to rapidly evaluate tropical landscapes for biodiversity values in situations where biological data is scarce, enabling more timely conservation decisions. Follow-up training programs were provided throughout Latin America and the Caribbean.

Other International Employment

Director of Latin American Programs, OEF International 1988-1991

- Managed AID-funded projects in Central America on micro-enterprise credit and training programs for low-income rural women. Worked with local staff to institutionalize these one-time projects into 3 Central American micro-enterprise organizations. Now over 20 years old, they have served tens of thousands of rural women.

Consultant, Inter-American Foundation, Guatemala 1987-1988

- Evaluated and documented rural women's economic development projects.
- M.S. thesis on "*Gender Issues in Agricultural Extension in Central America.*"

Representative Publications

- *Governance in Regional Conservation Finance Platforms: A Comparative Case Study* 2017
- *Resource Manual for Impactful Conservation Project Design* – MAR Leadership, FMCN 2017
- *Chapter Fundraising: A How-to-Guide* – Audubon California 2016
- *Recruiting High Voltage Boards* – Audubon California 2014
- *Participatory Strategic Planning: A How-To Guide for Nonprofits* – Aligning Visions 2013
- *Monitoring Impact on Biodiversity in Protected Areas* – REDLAC 2012
- *Fundraising Strategies for Environmental Funds* – RedLAC 2011
- *Environmental Funds Tool Kit* – Conservation Finance Alliance 2010
- *Hiring and Retention Guides* – TNC 2000
- *Rumbo al éxito* on board development, Co-author – TNC 1997
- *Resources for Success* for conservation nonprofits, Editor – TNC 1993
- *Evaluación ecológica rápida (Rapid Ecological Assessment)*, Co-author – TNC 1992

Languages

- English Native language
- Spanish Fluent—over 11 years living in Spanish-speaking countries
- Portuguese Very Good—facilitate workshops, evaluate programs and manage teams

Citizenships

- Dual National: USA and Great Britain
- Permanent Resident: Panama

Recent Volunteer Commitments

- Chair, Governance Committee, Tahoe Truckee Community Foundation 2010-2015
- Board, Tahoe Truckee Community Foundation 2009-2015