

# Transboundary Core Secretariat



## TEN YEAR TRANSBOUNDARY STRATEGIC PLAN Central Albertine Rift Transboundary Protected Area Network

**Supported by IGCP funded by USAID:**

### International Gorilla Conservation Programme



AFRICAN WILDLIFE FOUNDATION  
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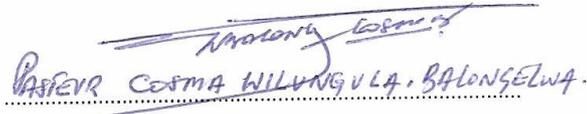
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## Adoption of the plan

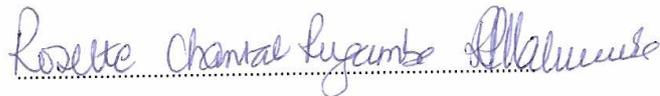
This Transboundary Strategic Plan for the Central Albertine Rift Transboundary Protected Area Network has been adopted by the three Protected Area Authorities as witnessed below:

  
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29.05.2006

For Institut Congolais pour la Conservation de la Nature, ICCN

Date

  
Rosette Chantal Nyembwe Allalume

29.05.2006

For Office Rwandais du Tourisme et des Parcs Nationaux, ORTPN

Date

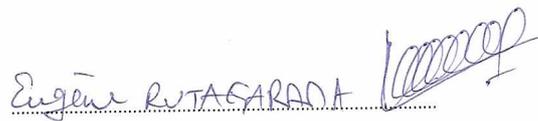
  
Moses Mapeza

May 29, 06

For Uganda Wildlife Authority, UWA

Date

### Witness:

  
Eugene Rutasarana

29th Day 2006

For International Gorilla Conservation Programme

Date

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## Foreword

It has taken us quite a number of years to reach where we have reached with transboundary (TB) management the Central Albertine Rift. The journey has been long and sometimes bumpy but we did not give up. It gives me great pleasure to witness the output of many discussions and planning sessions. The fruit of our struggles has come out in form of this transboundary strategic plan.

Transboundary management amongst the three sister countries of Rwanda, Democratic Republic of Congo and Uganda started fifteen years back as informal collaboration amongst staff at field level. It is gratifying to note that it did not stop there but the effort was fully recognised as a wonderful strategy and fully adopted by the protected area authorities of the three countries.

TB or collaborative management for that matter is never easy. There are too many interests to cater for, sometimes opposing ones within very limiting resources. But once there is commitment and the will to make it work, as surely there is, the load, though still heavy is made a little bit easier to carry. We only need to recognise that the benefits, as far as ecosystem management is concerned, are very many and that collaboration results in many positive attributes for the region. These attributes are well highlighted in this plan.

Granted, we have reached far. We cannot however sit back and say “we have arrived”, for the journey is still very long. We need to solicit and obtain the required funding to enable us to implement all the noble strategies contained herein. Without the availability of the required resources, this will remain just that - a plan - and our efforts will have been for nought.

We all need to fire our best shots to ensure that this strategic plan, the result of our collaborative effort, is implemented so that we can realise our vision:

*The Central Albertine Rift Transboundary PA Network together with the surrounding Landscape conserved sustainably*

Pasteur Cosma Wilungula Balongelwa

**Chairperson of the Transboundary Core Secretariat and  
Director of ICCN**



## Acknowledgement

The Transboundary Core Secretariat (TCS) wishes to express its gratitude to all those who contributed to the development of this plan. We express our thanks to the Core Planning Team, Madame Apophia Atukunda, the facilitator of the process and the entire family of conservation stakeholders for the contribution made.

Lastly, the TCS wishes to thank the International Gorilla Conservation Program (IGCP) for the financing, without which there would have been no plan.



## Acronyms

ARCOS	-	Albertine Rift Conservation Society
BINP	-	Bwindi Impenetrable National Park
CAR	-	Central Albertine Rift
CBO	-	Community Based Organisation
CM	-	Collaborative Management
CPT	-	Core Planning Team
DRC	-	Democratic Republic of Congo
DFGF	-	Diane Fossey Gorilla Fund
EIA	-	Environmental Impact Assessment
ICCN	-	<i>Institut Congolais pour la Conservation de la Nature</i>
IGCP	-	International Gorilla Conservation Programme
ITFC	-	Institute of Tropical Forest Conservation
IUCN	-	World Conservation Union
JGI	-	Jane Goodall Institute
KNP	-	Kibale National Park
KRA	-	Key Result Area
KRC	-	Karisoke Research Centre
M&E	-	Monitoring and Evaluation
MGNP	-	Mgahinga Gorilla National Park
MoU	-	Memorandum of Understanding
NGO	-	Non-governmental organisation
ORTPN	-	<i>Office Rwandais du Tourisme et des Parcs Nationaux</i>
PA (A)	-	Protected Area (Authority)
PNV	-	Parc National des Volcans
PNVi	-	Parc National des Virunga
QENP	-	Queen Elizabeth National Park
RMNP	-	Rwenzori National Park
SNP	-	Semliki National Park
SO	-	Strategic Objective
Spp	-	Species
SWOT	-	Strength, Weakness, Opportunity, Threats
TB NRM	-	Transboundary Natural Resources Management
TB	-	Transboundary
TCS	-	Transboundary Core Secretariat
ToR	-	Terms of Reference
TSP	-	Transboundary Strategic Plan
UWA	-	Uganda Wildlife Authority
WCS	-	Wildlife Conservation Society
WWF	-	World Wildlife Fund
Yr	-	Year

## Definitions

Enabling environment - is a condition that facilitates, supports or is essential for achieving success in whatever program or management activity is being undertaken. In this context, it relates to establishing a political environment that enables transboundary conservation/management.

Indicators - are units of information gathered over time that document changes in a specific condition.

Park for Peace - *an area where there is a clear biodiversity objective and peace objective and where cooperation between at least two countries or jurisdictions is a characteristic* (IUCN 2000 quoted in Lanjouw *et al.* 2001 pp 21).

Transboundary Protected Area - an area of land and or sea that straddles one or more boundaries between states, sub-national units, autonomous areas and or areas beyond the limits of national sovereignty or jurisdiction, whose constituent parts are especially dedicated to the protection and maintenance of biological diversity and of natural and associated cultural resources and managed cooperatively through legal or other effective means.

Transboundary natural resources management - *any process of cooperation across boundaries that facilitates or improves the management of natural resources to the benefit of parties in the area concerned* (Biodiversity Support Program 1999 quoted in Lanjouw *et al.* 2001 pp. 21).



## SUMMARY

The Central Albertine Rift is one of the most species-rich landscapes containing contiguous protected areas and more vertebrates than any other single set of contiguous protected areas in Africa (Plumptre et al, 2003). Its landscape is diverse, ranging from glaciers at the top of the Rwenzoris through alpine moorland, forests, to savanna grasslands. The CAR ecosystem is transboundary in nature and the PAs therein face similar threats (ref SWOT in chapter two). There is thus need for a collaborative effort to strengthen biodiversity conservation and PA management specifically within the TB PA Network.

This 10-year transboundary strategic plan has been developed for the three Protected Area Authorities of the Democratic Republic of Congo, Rwanda and Uganda. Its implementation shall be supported by a variety of stakeholders relevant to biodiversity conservation and socio-economic development within the Central Albertine Rift. The Transboundary Strategic Planning Process for the whole of the Albertine Rift was initiated in 2001. This strategic plan takes this process forward, focusing it on the wildlife protected area network within the Central Albertine Rift.

The planning process has been consultative, spearheaded by the TCS and the three Protected Area Authorities through a Core Planning Team with the assistance of a facilitator. The planning was carried out using SWOT, which formed the basis for developing strategic objectives and the strategies for achieving them. Indicators of progress were formulated and form the basis for the monitoring of the plan.

A 30 year vision was formulated as *the Central Albertine Rift Transfrontier PA Network together with the surrounding Landscape conserved sustainably*. While the goal for the plan is *Sustainable Conservation of the CAR Biodiversity for Long Term Socio-Economic Development through Strategic Transboundary Collaborative Management*.

The strategic objectives give direction to the plan, highlighting the plan intentions over the next 10 years. This part of the plan gives guidance for operational planning and acts as a reference for monitoring progress and evaluating performance. To ease development of operational plans, the strategic objectives are grouped under Key Result Areas or distinct program units:

- KRA1 - Enabling Environment
- KRA2 - Landscape Management
- KRA3 - Effective Management Capacity
- KRA4 - Collaboration
- KRA5 - Law Enforcement
- KRA6 - Education and Awareness
- KRA7 - Economic Development
- KRA8 - Financial Sustainability

A structure for decision-making and to guide the transboundary natural resources management shall be formalised. It includes:

- Transboundary Inter-Ministerial Board
- The Transboundary Core Secretariat
- Technical Committees for Research; Tourism; Community Conservation and Enterprise; Security and Law Enforcement

- A Regional Forum to ensure collaboration and harmony amongst stakeholders

The plan shall be implemented through management planning and program development at regional level and operational planning at the national and regional levels. The budget highlighted is only a very rough estimate and shall be fine-tuned during operational planning or during development of discrete projects targeting any of the KRA. It is the duty of the TCS and the respective governments to identify potential sources of funding, lobby and negotiate with potential donors.



## Part A: Background

### 1 INTRODUCTION

This Strategic Plan has been developed by the three Protected Area Authorities (PAA) of the Democratic Republic of Congo (DRC), Rwanda and Uganda, together with key partners. It will be implemented with support from a variety of stakeholders including, but not limited to local communities, other government agencies, Non-governmental Organisations (NGO), Community Based Organisations (CBO), the private sector, International community / International organisations, etc.

Transboundary (TB) Protected Area management across the three countries started fifteen years back as informal collaboration amongst protected areas (PAs). The focus was to harmonise management approaches at that level. Formal recognition of the transboundary effects of biodiversity conservation only happened recently, with the conceptualisation of the ecosystems / landscape approach to PA management in the region.

Transboundary natural resources management is used in reference to cooperation across boundaries in relation to improved management of natural resources. The Transboundary Strategic Planning Process for the whole of the Albertine Rift was initiated in 2001. The output from this process was *A Framework for Conservation in the Albertine Rift 2004 – 2030*. This strategic plan takes this process forward, focusing it on the PA network as highlighted above.

#### 1.1 The Central Albertine Rift Transboundary PA Network

The Albertine Rift is the most species rich region for vertebrates on the African continent and has many endemics and threatened species. The region boasts of 27 primate species and 40 species of ungulates. More than 50% of birds, 39% of mammals, 19% of Amphibians and 14% of reptiles and plants of mainland Africa are found within this region (Table 2-1).

Table 1-1: Level of Species Richness, Endemism and Threat

Taxon	Species Richness	Endemics	Threatened Species
Mammals	402	34	35
Birds	1061	41	25
Reptiles	175	16	2
Amphibians	118	34	16
Butterflies		117	
Fish		366+	
Plants	5793	567	40

Source: Plumptre et al. 2003.

The CAR (sometimes called the Greater Virunga Landscape) is also one of the most species-rich landscapes which contains contiguous PAs in Africa. This area contains more vertebrates than any other single set of contiguous protected areas in Africa (Plumptre et al, 2003). It has 1,448 vertebrates and 3,180 plants; 150 endemic vertebrates and 246 plants; 48 threatened mammals, birds and amphibians; and 15 PAs (Ratter, 2004). The CAR harbours half of Africa's bird species and 40 percent of its mammal species. It is the only place in the world

where mountain gorillas, golden monkeys, chimps, and savanna wildlife coexist (downloaded in September 2005 from [http://www.usaid.gov/press/frontlines/fl\\_apr05/country.htm](http://www.usaid.gov/press/frontlines/fl_apr05/country.htm)). In addition to the above attributes, the landscape is diverse, ranging from glaciers at the top of the Rwenzoris through alpine moorland, forests, to savanna grasslands.

The wildlife conservation authorities within the three countries (*Institut Congolais pour la Conservation de la Nature* - ICCN in the DRC, the *Office Rwandais du Tourisme et des Parcs Nationaux* - ORTPN in Rwanda and Uganda Wildlife Authority - UWA in Uganda) have come together in agreement with a desire to conserve the unique ecosystem within the *Central Albertine Rift Transboundary Protected Area Network*. The PA network covers the Parc National des Virunga (PNVi) in DRC, Mgahinga Gorilla (MGNP), Bwindi Impenetrable (BINP), Queen Elizabeth (QENP), Rwenzori Mts. (RMNP), Semuliki (SNP) and Kibale (KNP) National Parks in Uganda and Parc National des Volcans (PNV) in Rwanda (Fig. 1).

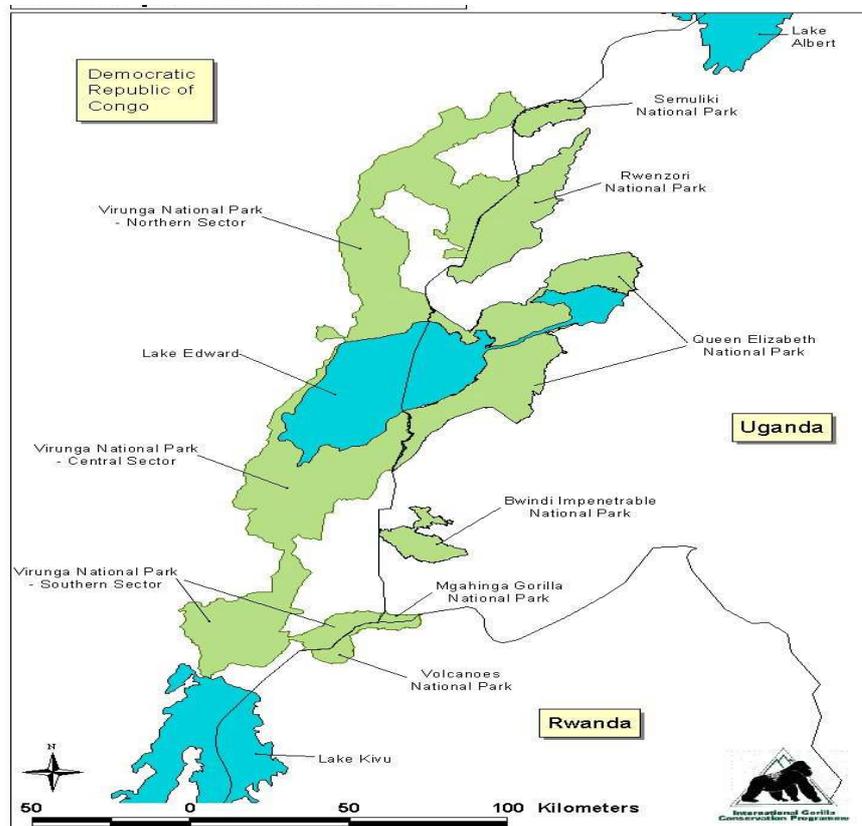


Figure 1: Map of the CAR PA Network

The three authorities have jointly recognised this network as a transboundary ecosystem and signed a Memorandum of Understanding (MoU) to ensure collaborative management of the area (Appendix 3). As part of the collaborative efforts, the three agencies agreed to develop a Transboundary Strategic Plan (TSP) for the Central Albertine Rift Transboundary Protected Area Network.

In support of the PAA efforts, the ministers in charge of PAA in the 3 countries signed a "Tripartite Declaration on the Transboundary Natural Resources Management of the Transfrontier Protected Area Network of the Central Albertine

Rift” The Goma Declaration - in October 2005. This declaration recognises the need for collaborative efforts, supports the TSP development and commits to funding its implementation.

## 1.2 The Need for the Plan

The CAR ecosystem is transboundary in nature and the PAs therein face similar threats (ref SWOT in chapter two). The high level of uniqueness and the growing loss of habitat have put the region on a list of biodiversity hotspots. The area has been characterised by violent conflict for a long time and millions of displaced people are still homeless and landless leading to intense pressure on PA resources. In addition, there are many NGOs working in the area with activities requiring harmonisation.

There is thus need for a collaborative effort to strengthen biodiversity conservation and PA management specifically within the TB PA Network. Although there has been some level of collaboration in the area, most of the PA management effort has been done at national level with each PAA following its own policies, and doing its own planning and implementation. The impacts on biodiversity conservation would be that much greater if programs were planned and implemented in harmony, targeting similar objectives. It would be cost effective use of resources if the ecosystem was managed together.

Planning has to be done at eco-system and regional levels because most of the conservation objectives require wider-scale intervention. There is need to ensure complete coverage of conservation targets and also facilitate coordination of conservation efforts of various stakeholders. This contributes towards maximisation of effectiveness and efficiency (Ratter, 2004).

There have been a number of efforts at planning. The plans produced cover different geographical scales within the Albertine Rift. This particular strategic planning process recognises these efforts and has built on what was previously done. The “framework for conservation in the Albertine Rift 2004-2030” forms the backbone of this strategic plan and the objectives and strategies have been harmonised with those discussed at the “Greater Virunga Landscape Strategic Planning Workshop” held in October 2004 in Kigali.

Transboundary natural resources management (TB NRM) has several objectives, amongst which are:

- Collaboration for improved conservation of natural resources
- Ensuring landscape level planning and management
- Sharing of skills and expertise
- Benefit and cost sharing across borders
- Ensuring all encompassing research and information management

According to Nijeholt *et al.* (2001) TB NRM is required where:

- Countries have a common and or shared environmental problem
- Natural resources are shared by more than one country
- Stakeholders cross boundaries to exploit natural resources
- There are economic flows across boundaries

- Effects of natural resource management in one country are felt in another country.

This is the situation pertaining in the CAR which calls for regional strategic planning and TB NRM. This strategic plan defines the framework for a consultative and collaborative process of sharing experience and expertise in development of tourism, promotion of scientific research, ecological monitoring, sensitisation of the local population within the framework of agricultural development and reducing pressures on the natural resources. The aim is to make it realistic, implementable and with achievable targets. The TSP will give guidance in coordination of activities and help reinforce stakeholder efforts.

### 1.3 Planning Methods

The planning process has been consultative building on previous consultations carried out for the Central Albertine Rift. An assessment of the available information was done to identify any need for additional information gathering activities to feed into the planning process. The information gathering produced enough information to form a basis for development of this strategic plan. A Core Planning Team (CPT) was set-up to develop the plan with assistance from a facilitator. This team was later expanded to take in more key stakeholders at the beginning of the process and the plan presented to a wider audience of stakeholders later in the process (Appendix 2).

During the actual planning, the current situation was analysed using SWOT, first through questionnaires and later in a workshop setting. This formed the basis for developing strategic objectives and the strategies for achieving them. Indicators of progress were formulated and form the basis for the monitoring section of the plan.

## 2 SITUATION ANALYSIS

The output of the SWOT analysis was grouped into Key Result Areas. The SWOT was prioritised through a voting system to identify those that would require immediate attention during plan implementation (Appendix 1 for detailed analysis).

The priority areas for planning, according to the scores are highlighted here:

Table 2-1: SWOT Priorities for Planning

<b>Strengths:</b>	<b>Score</b>	<b>Weaknesses:</b>	<b>Score</b>
Special niche: Exceptional & rich biodiversity, existence of rare & endangered spp, high endemism	12	Weak application of the law	12
Existing regional / TB collaboration cooperation (MoU by PAA) - PAA willing to collaborate	11	Weak institutional capacity to manage PAs	9
Common Albertine region with adjacent ecosystems & contiguous habitat	5	Financial sustainability of TB activities without external support	8
Existence of core PAs	4	Lack of information for managers	4
Field staff available & collaborating within the region	4	Unequal development	4
Regional meetings taking place	4	<b>Threats:</b>	

Functional conservation institutions	2	Insecurity in the region	10
<b>Opportunities:</b>		Encroachment for agriculture & settlement	7
International support for conservation of the Albertine Region	14	Population pressure	5
Increasing support & political will	11	Weak involvement of political authorities	5
Increasing regional political stability	7	Lack of coordination for common advantages	4
Many conservation agencies/ NGOs / within region	4	Poaching / illegal wildlife trade / trafficking	4
Collaboration with other stakeholders (non-conservation)	4	Poverty (lack of viable livelihood options)	3
High economic value (intrinsic, tourism, resource use)	3	Disintegration of wildlife corridors	2
Population awareness	2		
Need for peace in the region	2		

From the above prioritisation, it is clear that the issues of law enforcement, weak institutional capacity, financial sustainability, information management and equalising development need serious attention. These in addition to the problem of insecurity, encroachment, population pressure, weak political involvement, inadequate coordination, poaching and poverty.

In addition to the above, there is need to build on the opportunity provided by the three governments through putting up a number of programs targeting poverty reduction. The conservation efforts continue to build upon such opportunities. A key weakness that need to be addressed is the fact that conservation education efforts are currently concentrated on front-line communities even though the actual threat comes from beyond these communities.

There is need to build on the considerable international support, increasing political will and regional stability, the existing collaboration and the high resource value. We also need to take advantage of the special characteristics of the area, build on the existence of the core PAs and the adjacent contiguous habitat plus the available field staff who are already collaborating.

## Part B: The Plan

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### 3 THE PLAN PURPOSE

The Memorandum of Understanding (MoU) signed between the three PAA elucidates the objectives behind this TB collaboration as given below:

- Cooperative conservation of biodiversity and other natural and cultural values across boundaries
- Promote landscape level ecosystems through protected area planning and management
- Advocate for integrated bioregional land-use planning and management to reduce threats to protected areas
- Establishment of a common vision for transboundary collaboration
- Building trust, understanding and cooperation among wildlife authorities, non-governmental organisations, communities, users and other stakeholders to achieve sustainable conservation and thereby contribute to peace
- Sharing of regional resources, management skills, experience and good practice to ensure efficiency and effectiveness in managing biodiversity and cultural resources
- Enhancing the conservation benefits and promote at a regional level awareness and sharing of these benefits and conservation values among stakeholders
- Strengthen cooperation in research, monitoring and information management programs
- Ensure that conservation of biodiversity in the region contributes to the reduction of poverty

Thus the 30-year **vision** is:

*The Central Albertine Rift Transfrontier PA Network  
together with the surrounding Landscape conserved  
sustainably*

Through this collaboration, the three PAA will aim to achieve the following goal:

*Sustainable Conservation of the CAR Biodiversity for Long  
Term Socio-Economic Development through Strategic  
Transboundary Collaborative Management*

## 4 KEY RESULTS AREAS (KRAS)

The strategic objectives are the strength of the strategic plan. They give direction to the plan – they highlight the intentions over the period of the strategic plan. This part of the plan therefore, gives guidance for operational planning and act as a reference for monitoring progress and evaluating performance. To ease development of operational plans, the strategic objectives are grouped under Key Result Areas or distinct program units.

### 4.1 KRA1 - Enabling Environment

Many policies and laws are already in existence to guide wildlife conservation and PA management in the region. These instruments exist both at national and institutional levels. An assessment of the said policies was done by Wabunoha (2004). In order to carry out TB NRM, these policies and laws need to be brought into harmony so as to ease implementation of the developed strategies in all the three countries.

In addition to having harmonised policy instruments, there is need to obtain more political support not only for TB NRM but for wildlife conservation in general. Although some level of support is already existing, it is not adequate and more support needs to be obtained both at national and local government levels.

Security is a necessary requirement for effective biodiversity conservation and tourism development. The security situation has greatly improved but some of the PAs within the region are threatened both by rebel activities and by the after-effects of these activities. Efforts to collaborate with security and law enforcement agencies have already been made and need to be strengthened.

*SO1.1: Policies and laws harmonised by year Six and implemented to ensure effective management of the PAs Network*

- Strategy1. Legally formalise the framework for collaboration amongst the 3 governments
- Strategy2. Influence and initiate national policy and legislative changes to better facilitate regional collaboration
- Strategy3. Increase public awareness and PA staff knowledge about the developed policies
- Strategy4. Increase political support for biodiversity conservation from the three governments within the first five years of the plan through advocacy and demonstration of economic value of the PAs in the CAR

### 4.2 KRA2 - Landscape Management

*SO2.1: Connectivity and integrity of core wildlife PAs in the CAR ensured by the 10<sup>th</sup> year*

- Strategy1. Advocate for and contribute to integrated land-use planning and management<sup>1</sup>

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<sup>1</sup> The threat posed by the prospecting of oil within the region need to be discussed and addressed.

- Strategy2. Advocate for public and private sector involvement in conservation activities
- Strategy3. Work with relevant stakeholders to survey, document and demarcate the PA boundaries
- Strategy4. Collaborate with the relevant agencies to develop and implement a resettlement plan for those living in the PAs and eliminate encroachment
- Strategy5. Develop and implement program for rehabilitation of corridors<sup>2</sup>, buffer zones and encroached areas

*SO2.2: Integrity of PAs assured through development of adequate mechanisms for natural disaster management by the 10<sup>th</sup> year*

- Strategy1. Develop a policy for management of potential calamities
- Strategy2. Set up an early warning system for natural disasters

*SO2.3: Undertake management oriented research aimed at sustainable conservation of biodiversity within the CAR within 10 years*

- Strategy1. Develop and implement a regional research and monitoring plan

### **4.3 KRA3 – Effective Management Capacity**

*Capacity* refers to ability to perform functions, identify and solve problems and set and achieve objectives (Baber *et al.*, 2004) not merely the existence of potential to do this. Problems point to the need to make changes in management systems and it is *capacity* that is used to manage that change. We look at capacity at three levels – the system or context, the institution and the individual. Capacity at the system level has been addressed under KRA1 – Enabling Environment. Here, we address that of the institution and the individual.

*SO3.1: Coordinated planning and Monitoring in the landscape by ninth year*

- Strategy1. Develop a Regional Management Plan
- Strategy2. Develop and implement management and operational planning process for the TB PA Network - nurture and ensure culture of planning and environmental impact assessment (EIA)
- Strategy3. Ensure all PAs in the network have up-to-date management plans
- Strategy4. Establish a regional system for collection and management of information
- Strategy5. Develop harmonised policies of good governance in matters of conservation, that address human resources management including issues of human rights and staff motivation

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<sup>2</sup> These corridors will not be protected areas but rather privately owned land managed in a conservation friendly manner e.g. to allow wildlife migration and dispersal.

*SO3.2: Capacity of PA staff enhanced and standardised by end of the plan period*

Strategy1. Institute a mechanism for sharing of regional resources, management skills, experience and good practice to ensure efficiency and effectiveness in management

Strategy2. Staff recruitment through policy of "quality at the gate"<sup>3</sup>

Strategy3. Establish a regional training centre (first assess capacity of existing facilities) and undertake regular regional training

Strategy4. Develop a Monitoring and Evaluation plan, including indicators of staff performance, for outcome oriented management

#### **4.4 KRA4 - Collaboration**

Experience over the years has taught that collaborative management (CM) as an approach to PA and wildlife management is not negotiable. It is one of the fundamental approaches that PAA use for effective management and protection of PAs. Partnerships have to be developed with local communities, local governments, government agencies, the private sector, NGOs, international community and international conservation treaty organisations. There is also need to establish formal mechanisms to ensure effective coordination of partner activities.

*SO4.1: Co-ordination mechanisms enhanced to contribute towards avoidance of conflict, duplication and wastage of resources within year one*

Strategy1. Develop regional policy on CM for TB NRM and guidelines for coordinating implementation of the strategic plan

Strategy2. Establish technical committees to enhance coordination and collaboration

Strategy3. Develop incentives for encouraging private sector involvement in wildlife conservation

*SO4.2: Effective communication of PAA staff established across the language barriers by year 7*

Strategy1. Develop and implement training plan for target staff based on language knowledge gaps

Strategy2. Establish a common radio frequency to enable cross-border communication by the PAs

#### **4.5 KRA5 - Law Enforcement**

For sometime now, the approach to conservation has been two-pronged using both law enforcement and a community-based approach. These two are not conflicting but rather complementary if properly managed.

Although it is well recognised that wildlife makes, and indeed it should make a significant contribution to livelihoods, this has sometimes resulted from illegal

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<sup>3</sup> This is where the policy is adopted to try as much as possible to recruit staff that already have the required qualifications and technical skills instead of focussing on training

trade in live animals and their processed or semi-processed products e.g. bush meat, ivory, chimpanzees, parrots, etc.

Efforts under this KRA will focus on improving efficiency and effectiveness of law enforcement through collaborative efforts across the region, provision of better equipment and streamlining mechanisms for providing decision making information and reporting.

*SO5.1: Formal transboundary collaborative law enforcement mechanisms to control illegal activities established by year five.*

Strategy1. Develop mechanisms to control and reduce illegal TB activities

Strategy2. Put in place a collaborative mechanism with police, immigration and other relevant partners

Strategy3. Facilitate collaboration between PAAs and security agencies in the region to regularly meet over TB biodiversity conservation (in 2 years).

#### **4.6 KRA6 - Education and Awareness**

*SO6.1: Positive attitudes towards biodiversity conservation and PAs in the CAR encouraged by year two*

Strategy1. Promotion of understanding of the objectives behind biodiversity conservation amongst stakeholders

Strategy2. Harmonise and strengthen sensitisation programs so as to improve local community attitudes in favour of conservation

*SO6.2: Acceptance of wildlife as a precious resource to be conserved by the communities by year 4*

Strategy1. Harmonise and strengthen sensitisation programs so as to improve local community attitudes in favour of conservation (cross ref)

Strategy2. Develop incentives for communities to sustainably manage wildlife on their land

#### **4.7 KRA7 - Economic Development**

High human population density, high levels of poverty and intense farming characterise the region. People use resources from the PAs to supplement their incomes from farming. The realisation that wildlife makes a significant contribution to economic development has taken root but is not yet well recognised. This contribution can be seen both at national and local community levels.

One of the vehicles through which wildlife contributes to the economy is tourism. Not only is this tourism revenue contributing to the national and local economies but is also required to contribute to financial sustainability of the PAA. The tourism industry creates employment opportunities in both urban and rural areas, thereby reducing pressure on wildlife resources. At the current level of tourism, the available facilities, especially for the up market visitor seem to be adequate in some areas. Focus is therefore required for the

lower market visitor in these places. In DRC however, both the up market and lower market visitor facilities are insufficient. There is also need to expand the range of activities available, diversifying to include activities outside the protected areas, and improve the hospitality services so as to diversify visitor experience and lengthen the stay. It is however important to note that tourism is a fickle industry. There is thus need to put in place mechanisms that will ensure that the income from tourism, during the good times, is used to contribute to the long-term sustainability of socio-economic development initiatives.

Having adopted the ecosystem / landscape approach, to wildlife management, there is need to make it worthwhile for the private land owners and the people who incur costs from wildlife existence to benefit from its management. This would also assist in conserving the wildlife dispersal areas that are outside of the PA Network.

*S07.1: Natural resources-based economic development promoted so as to enhance conservation benefits and contribute to the shared policy of poverty reduction by year six*

- Strategy1. Carry out an evaluation of existing and potential economic benefits<sup>4</sup> of wildlife and wildlife PAs in all three countries.
- Strategy2. Review resource access policies where they exist to assess potential for regional harmonisation
- Strategy3. Identify opportunities for and support private sector led wildlife-related enterprise development (e.g. wildlife ranching, farming, market development)
- Strategy4. Collaborate with agencies responsible for forestry to ensure sustainable forest production.

*S07.2: Sustainable economic development of the natural resource based tourism by year 7*

- Strategy1. Develop a regional tourism plan that covers infrastructure development, marketing, visitor services and allows coordinated movement of tourists in the region
- Strategy2. Harmonise visitor charges for common tourism products and visitor handling services standards

*S07.3: Required infrastructure for tourism and PA management identified and developed by year 10*

- Strategy1. Carry out an infrastructure capacity development needs assessment for the three PAA
- Strategy2. Develop funding proposal, solicit for funding and implement

*S07.4: Local communities participating in and benefiting from natural resources management and other development initiatives by year 3*

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<sup>4</sup> Includes cost/benefit analysis

Strategy1. Actively involve communities and local authorities in conservation related planning and development in and around the PAs

Strategy2. Develop incentives for communities to sustainably manage wildlife on their land

Strategy3. Harmonise revenue sharing strategy in all three countries

Strategy4. Promote development of micro-projects for the population surrounding the PAs in the three countries in collaboration with partners

Strategy5. Develop linkages with development partners and other natural resources management initiatives

#### **4.8 KRA8 – Financial Sustainability**

*SO8.1: Long-term sustainable financing mechanisms for the CAR PA network established by the eighth year*

Strategy1. Develop business plans for each of the PAA (followed by a regional business / investment plan)

Strategy2. Establish a regional conservation financing mechanism for the TB PA Network

Strategy3. Establish mechanisms for regional tourism development in the CAR

Table 2 below gives the timeline for the above objectives. It shows the extent of distribution of the objectives over the plan period and gives a quick view of what needs to have been achieved by what time.

Table 4-1: TB Strategic Plan Timeline<sup>5</sup>

Strategic Objective	1	2	3	4	5	6	7	8	9	10
SO1.1: Policies and laws harmonised by yr6 and implemented to ensure effective management of the PAs Network	█	█	█	█	█	█				
SO1.2: Biodiversity conservation in the CAR contributing to the political stability in the region within the first 6 yrs	█	█	█	█	█	█				
SO2.1: Connectivity and integrity of core wildlife PAs in the CAR ensured by Yr10	█	█	█	█	█	█	█	█	█	█
SO2.2: Integrity of PAs assured through development of adequate mechanisms for natural disaster management by the 10 <sup>th</sup> year	█	█	█	█	█	█	█	█	█	█
SO2.3: Undertake management oriented research aimed at sustainable conservation of biodiversity within the CAR within 10 years	█	█	█	█	█	█	█	█	█	█
SO3.1: Coordinated planning and Monitoring in the landscape by 9 yr	█	█	█	█	█	█	█	█	█	
SO3.2: Capacity of PA staff enhanced and standardised by end of the plan period	█	█	█	█	█	█	█	█	█	█
SO4.1: Co-ordination mechanisms enhanced to contribute towards avoidance of conflict, duplication and wastage of resources within yr1	█									
SO4.2: Effective communication of PAA staff established across the language barriers by Yr7	█	█	█	█	█	█	█			
SO5.1: Formal transboundary collaborative law enforcement mechanisms to control illegal activities established by Yr5.	█	█	█	█	█					
SO6.1: Positive attitudes towards biodiversity conservation and PAs in the CAR encouraged by Yr2	█	█								
SO6.2: Acceptance of wildlife as a precious resource to be conserved by the communities by Yr4	█	█	█	█						
SO7.1: Natural resources-based economic development promoted so as to enhance conservation benefits and contribute to the shared policy of poverty reduction by yr6	█	█	█	█	█	█				
SO7.2: Sustainable economic development of the natural resource based tourism by year 7	█	█	█	█	█	█	█			
SO7.3: Required infrastructure for tourism and PA management identified and developed by Yr10	█	█	█	█	█	█	█	█	█	█
SO7.4: Local communities participating in and benefiting from natural resources management by Yr3	█	█	█							
SO8.1: Long-term sustainable financing mechanisms for the CAR PA network established by the yr 8	█	█	█	█	█	█	█	█		

<sup>5</sup>The activities for the strategic objectives don't all start with year one. Starting time will be determined during operational planning or during development of the regional management plan



## **5 PLAN IMPLEMENTATION**

### **5.1 Institutional Arrangements**

A formal structure for decision-making and to guide the TB NRM process shall be put in place. Currently, there is the TB Core Secretariat (TCS), which meets approximately twice a year. The activities of the secretariat are guided by the MoU signed amongst the PAA of the three countries in 2004 (Appendix 3).

#### *5.1.1 Transboundary Inter-Ministerial Board*

At the policy level, a Board, made up of representatives from the ministries responsible for environment, wildlife, forestry, lands, water, tourism and foreign affairs in the three countries shall be formed. This shall be charged with political oversight, obtaining government level buy-in and ensuring that the transboundary collaboration is formalised at government level. The board shall also be responsible for formulation of regional policies and or guidelines and harmonisation of national policies relating to and impacting wildlife conservation and protected area management.

#### *5.1.2 The Transboundary Core Secretariat*

The TCS is charged with:

- Ensuring a harmonised approach to wildlife conservation in the TB PA network
- Development of strategies for TB NRM including ensuring the required high level political support
- Planning, monitoring and evaluation
- Securing stable and sustainable financing for biodiversity conservation and management of the PA Network

The composition of the TCS shall be reviewed inline with its mandate to ensure that it can perform its function effectively. Establishment of a full time secretariat with representatives from the 3 countries has been agreed. The financial implications of this shall be assessed and well understood before action is taken.

#### *5.1.3 Technical Committees*

Under the TCS, committees shall be established to handle different aspects of strategic plan implementation. The following technical committees shall be established:

- Research (also handles Ecological Monitoring)
- Tourism
- Community Conservation and Enterprise Development
- Security and Law Enforcement

Each of these committees shall have one representative from the three PAA and six other members, not more than two from each country. These six members may be chosen from protected areas, NGOs and or other institutions

whose activities are transboundary in nature. Their placement will be based on their areas of specialisation and the different expertise required.

The entire membership of each technical committee shall not exceed nine members. This number is sufficient to make the committee small enough for effective discussion while at the same time it is big enough to cater for the varying interests and eliminate the problem of perpetual lack of quorum.

The composition of the technical committees will be chosen by the TCS. The chairperson of the committee will be from any of the PAA on a yearly rotating basis. The main role for each of them will be to review the technical aspects of their areas and give advice to the TCS regarding implementation of the TB strategic plan (Ref Fig. 2). The detailed ToR for the committees shall be developed by the TCS as part of the TB strategic plan implementation.

## **5.2 Regional Transboundary Forum**

The TCS shall establish a regional forum to ensure collaboration and harmony amongst the various stakeholders. This will include all stakeholders as identified by the TCS and shall not be a decision making body but rather an annual forum for exchanging ideas. It is at this forum that updates on the status of implementation of the strategic plan shall be given by the TCS. The stakeholders will also use the opportunity to update each other on their various programs and activities.

IGCP already brings together a regional forum regularly. The possibility of using this forum shall be explored to try and avoid duplication and streamline activities.

## **5.3 Operational Planning**

This TB strategic plan shall be implemented through management planning and program development at the regional level and operational planning carried out in each country. At the regional level, transboundary activities e.g. training, communication, tourism, coordinated patrols, etc. will be identified and planned for. The operational plans will be developed with consideration to the general management plans that are already in existence or in the process of being developed. The planning effort at that level will be organisational rather than regional. This is because the institutional capacity and the level of PA development and management are at different levels within the three countries. Programme support will then depend on the needs of each country. However, fund-raising effort towards the plans implementation will as much as practicable be done collaboratively.

Effort shall be made to harmonise the operational planning cycle and the procedures followed for planning and monitoring at that level.

## **5.4 Funding**

The budget highlighted in chapter six is only a *questimate*. It shall be fine-tuned during operational planning or during development of discrete projects targeting any of the KRA. It is the duty of the TCS to identify potential sources of funding, lobby and negotiate with potential donors. The sources of funding could be NGOs, Governments, Development Agencies etc..

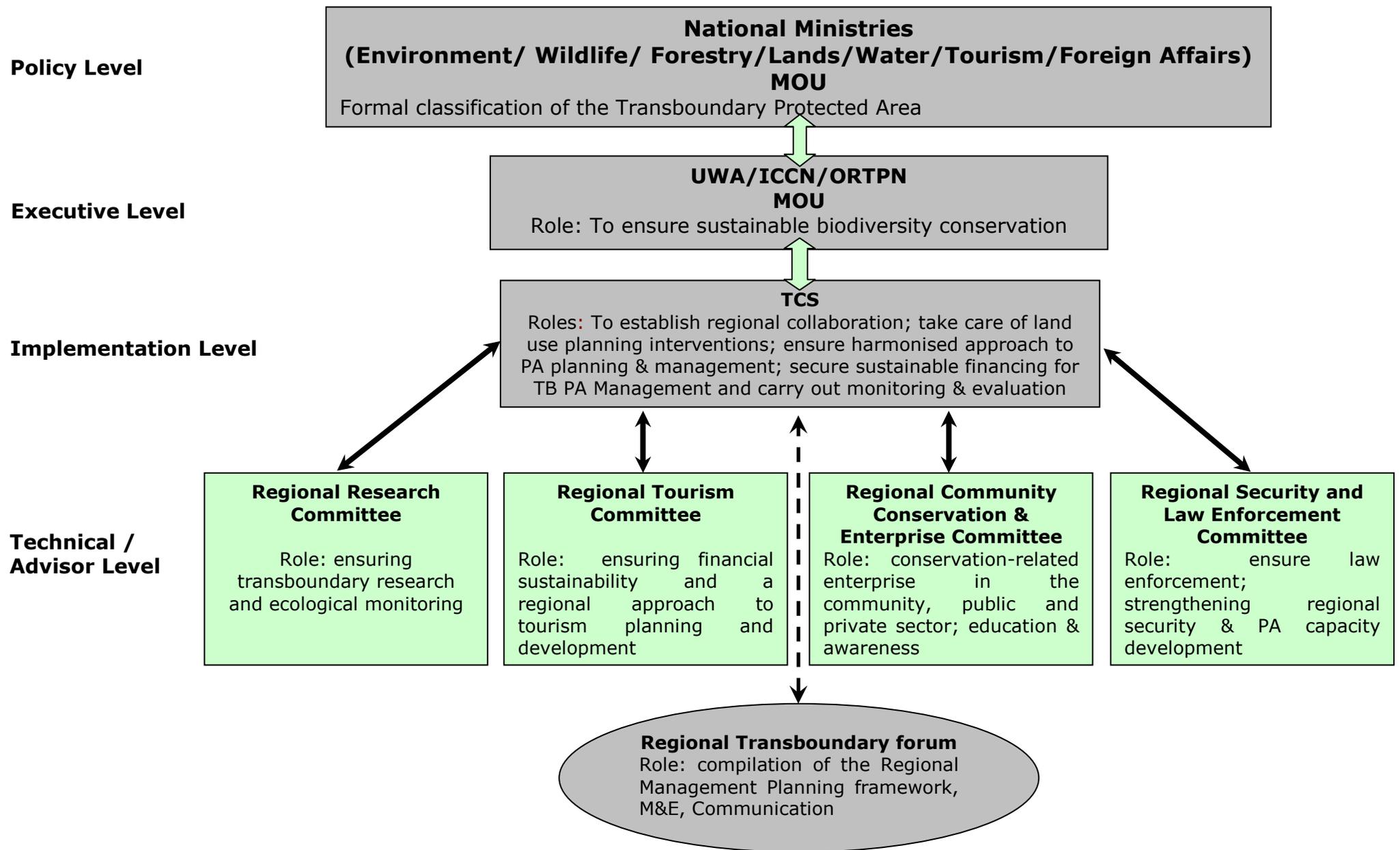


Figure 2: Institutional Set-up and Linkages

Source: Adapted from IGCP (unpub)

## 5.4 Monitoring Framework

It should be noted here that overall responsibility for implementation of this plan lies with the PAA. They however will do this in collaboration with other stakeholders.

Table 4-2: LogFrame for Monitoring STRATEGIC PLAN Implementation and Outcome

<b>Vision:</b>	<i>The CAR Transboundary PA network together with the surrounding landscape conserving endemic &amp; high biodiversity values sustainably</i>
<b>Overall Goal:</b>	<i>Transboundary strategic coordination enabling sustainable conservation and development of the CAR biodiversity established</i>

<b>KRA</b>	<b>Strategic Objective</b>	<b>Indicator</b>	<b>Means of Verification</b>	<b>Stakeholders</b>
KRA1: Enabling Environment	SO1.1: Policies and laws harmonised by yr6 and implemented to ensure effective management of the PAs Network	<ul style="list-style-type: none"> <li>•All wildlife policy reviewed &amp; harmonized by the 2<sup>nd</sup> yr</li> <li>•Legal agreement between governments signed by yr 6</li> <li>•Institutional policies on tourism, M&amp;R &amp; community conservation harmonised by the 3<sup>rd</sup> yr</li> </ul>	<ul style="list-style-type: none"> <li>•Updated policy documents with the necessary provisions</li> </ul>	ICCN, ORTPN, UWA, IGCP, IUCN, environment agencies, line ministries, parliaments
	SO1.2: Biodiversity conservation in the CAR contributing to the political stability in the region within the first 6 yrs	<ul style="list-style-type: none"> <li>•Draft bill for a peace park developed by the 5th year</li> <li>•Coordinated activities between security agencies and PAAs by year 2</li> <li>•Senior political leaders meeting on regional biodiversity conservation atleast once a yr by yr 2</li> </ul>	<ul style="list-style-type: none"> <li>•Minutes of TCS</li> <li>•Draft Bill</li> </ul>	ICCN, ORTPN, UWA, IGCP, ARCOS, ministries for wildlife, IUCN, law enforcement organs
KRA2: Landscape Management	SO2.1: Connectivity and integrity of core wildlife PAs in the CAR ensured by Yr10	<ul style="list-style-type: none"> <li>•Boundaries of PAs demarcated &amp; mapped by 3<sup>rd</sup> year</li> <li>•Required corridors &amp; buffer zones identified by 2<sup>nd</sup> year &amp; management negotiations with owners initiated by 3<sup>rd</sup> year</li> </ul>	<ul style="list-style-type: none"> <li>•PAA reports &amp; ground truthing</li> <li>•Maps</li> </ul>	ICCN, ORTPN, UWA, WCS, WWF, ARCOS, IGCP, line ministries, forestry agencies, local governments & communities
	SO2.2: Integrity of PAs assured	<ul style="list-style-type: none"> <li>•Regional policy for natural disaster management in</li> </ul>	<ul style="list-style-type: none"> <li>•Policy</li> </ul>	ICCN, ORTPN, UWA,

	through development of adequate mechanisms for natural disaster management by the 10 <sup>th</sup> year	place by 6 <sup>th</sup> year •Early warning system in place and operational	document	relevant ministries
	SO2.3: Undertake management oriented research aimed at sustainable conservation of biodiversity within the CAR within 10 years	•Regional research and monitoring plan in place within 2 yrs	•Regional plan •Research reports	ICCN, ORTPN, UWA, WCS, IGCP, DFGF, WWF, Universities and research institutions
KRA3: Capacity Building	SO3.1: Coordinated planning and Monitoring in the landscape by 9 yr	•Management & operational planning process developed & implemented by Year 3 •Regional information management system developed & functional by year 3	•	ICCN, ORTPN, UWA, IGCP, ITFC, KRC, WCS
	SO3.2: Capacity of PA staff enhanced and standardised by end of the plan period	•Training needs assessment carried out by the 1 <sup>st</sup> year, & training plan developed by year 2 •At least 2 regional training programmes per year to enhance and standardise the management capacity •10% reduction in illegal activities, & populations of key species maintained or increased	•Report	ICCN, ORTPN, UWA, WWF, IGCP, relevant NGOs
KRA4: Collaboration	SO4.1: Co-ordination mechanisms enhanced to ensure avoidance of conflict, duplication and wastage of resources within yr1	•Coordination guidelines & mechanism in place & used by end of 2nd year •Technical committees established by end of yr 1	•Guidelines •Minutes of the different committees	TCS
	SO4.2: Effective communication of PAA staff established across the language barriers by Yr7	•≥ 50% of the relevant PAA staff trained in English, French & Swahili by 5 <sup>th</sup> year •Radio frequency established and functional	•Assessment report •Operational frequency	ICCN, ORTPN, UWA, WCS, IGCP, DFGF
KRA5: Law Enforcement	SO5.1: Formal transboundary collaborative law enforcement mechanisms to control illegal activities established by Yr5.	•TB law enforcement agreed by 3rd year & joint patrols by 4 <sup>th</sup> year •Extent & number of illegal activities across the border reduced by 10% by year five	•MoU •PA law enforcement reports	ICCN, ORTPN, UWA, law enforcement agencies, local governments

KRA6: Education & Awareness	SO6.1: Positive attitudes towards biodiversity conservation and PAs in the CAR encouraged by Yr2	<ul style="list-style-type: none"> <li>•20% positive change in community attitude as compared to baseline (year 1) every two years</li> </ul>	<ul style="list-style-type: none"> <li>•Assessment report</li> </ul>	ICCN, ORTPN, UWA, ARCOS, JGI, Ministries responsible for wildlife, local communities, community NGOs
	SO6.2: Acceptance of wildlife as a precious resource to be conserved by the communities by Yr4	<ul style="list-style-type: none"> <li>•Extent &amp; number of illegal activities across the border reduced by 10% by 5<sup>th</sup> year</li> </ul>	<ul style="list-style-type: none"> <li>•Law enforcement reports</li> </ul>	ICCN, ORTPN, UWA, WWF, NGOs dealing with communities
KRA7: Economic Development	SO7.1: Natural resources - based economic development promoted so as to enhance conservation benefits and contribute to the shared policy of poverty eradication by yr6	<ul style="list-style-type: none"> <li>•Resource access policy for the region developed by the 4<sup>th</sup> year &amp; at least one private sector conservation based enterprise in each country by the 8<sup>th</sup> year</li> <li>•At least one private sector conservation based enterprise in each country by the 8<sup>th</sup> year</li> <li>•Economic valuation initiated by year three</li> </ul>	<ul style="list-style-type: none"> <li>•Resource access document</li> <li>•Field visit</li> </ul>	ICCN, ORTPN, UWA, ARCOS, WCS, IGCP, WWF, Private Sector Agencies, Investment Authorities
	SO7.2: Sustainable economic development of the natural resource based tourism by year 7	<ul style="list-style-type: none"> <li>•Policy on regional tourism developed by the 4<sup>th</sup> year &amp; implementation initiated by the 5<sup>th</sup> year</li> </ul>	<ul style="list-style-type: none"> <li>•Policy document</li> </ul>	ICCN, ORTPN, UWA, IGCP, WWF, tourism agencies, investment authorities
	SO7.3: Required infrastructure for tourism and PA management identified and developed by Yr10	<ul style="list-style-type: none"> <li>•Infrastructure development plan in place by 5<sup>th</sup> year &amp; funding secured by 6<sup>th</sup> year</li> <li>•Planned infrastructure in place and in use by Year 10</li> </ul>	<ul style="list-style-type: none"> <li>•Report on existing and potential infrastructure</li> </ul>	ICCN, ORTPN, UWA, donor agencies
	SO7.4: Local communities participating in and benefiting from natural resources management by Yr3?	<ul style="list-style-type: none"> <li>•Regional revenue sharing policy catering for micro-projects in place by the 7<sup>th</sup> year</li> <li>•A community institutions for each identified administrative unit in place in each country &amp; participating in conservation related planning &amp; development</li> <li>•Linkages with development partners / initiatives</li> </ul>	<ul style="list-style-type: none"> <li>•Policy document</li> <li>•Minutes of meetings between PAAs &amp; community institutions</li> </ul>	ICCN, ORTPN, UWA, communities, NGOs, CBOs

	SO8.1: Long-term sustainable financing mechanisms for the CAR PA network established by the yr 8	<ul style="list-style-type: none"> <li>•Regional finance mechanism initiated by the 3<sup>rd</sup> year &amp; operational by the 8<sup>th</sup> year</li> <li>•Regional tourism circuits developed by Year 4</li> </ul>	<ul style="list-style-type: none"> <li>•Proposal documents</li> <li>•Legal documents</li> </ul>	ICCN, ORTPN, UWA, ARCOS, WCS, donor agencies, line ministries
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## 6 BUDGET ESTIMATES

The estimates presented here under are very rough and would need to be fine-tuned during program development. The estimates are for 10 years but would also need revision after five years of implementation to ensure that they are still relevant.

Strategic Objective	Strategies	Major Activities	Inputs	Budget Estimate (US\$)	Remarks
<b>KRA1: Enabling Environment</b>					
<i><b>SO1.1: Policies and laws harmonised by yr6 and implemented to ensure effective management of the PAs Network</b></i>	Strategy 1: Legally formalise the framework for collaboration amongst the 3 governments	Develop agreement for the 3 countries	Lawyer for agreement	15,000	
		Government approval Parliamentary approval	Parliamentary committees meetings Regional meeting	45,000	
	Strategy 2: Influence and initiate national policy and legislative changes to better facilitate regional collaboration	Review of existing laws / policies <sup>6</sup>	Hire consultants to review existing policy documents and harmonise them	70,000	
		Identify gaps	National level meetings	75,000	
		Harmonise the laws	Five workshops <sup>7</sup>	50,000	
		Parliamentary approval	High-level meetings	110,000	
	Strategy 3: Increase public awareness and PA staff knowledge about the developed policies	Publicity campaigns	Ref. SO6.1 strategy 1	0	
			Publishing / translations	45,000	Publish / awareness activities once every two years
			Awareness	25,000	

<sup>6</sup> Entries in blue indicate cross-referenced expenses

<sup>7</sup> Workshops are calculated at USD 100 per participant for a varied number of them. Also include travel and administrative costs.

Strategic Objective	Strategies	Major Activities	Inputs	Budget Estimate (US\$)	Remarks
	Strategy 4: Increase political support for biodiversity conservation from the three governments within the first five years of the plan through advocacy and demonstration of economic value of the PAs in the CAR	Study tour to get experience from elsewhere	Two study tour costs	100,000	
		Publicity campaigns	Ref. SO6.1 strategy 1	0	
		Update study on economic value of biodiversity for CAR	Ref. SO7.1 strategy 1	0	
<b>KRA1 Sub-Total</b>				<b>535,000</b>	
<b>KRA2: Landscape Management</b>					
<b>SO2.1:</b> <i>Connectivity and integrity of core wildlife PAs in the CAR ensured by year 10<sup>th</sup></i>	Strategy 1: Advocate for and contribute to integrated land-use planning and management	Assess current land use practices	Research	50,000	Baseline - aerial surveys in the Virunga-Bwindi in 2003
		Develop policy briefs	Consultancy for the 3 countries	27,000	
		Sensitise stakeholders	3 workshops (initiation, presenting draft plan and disseminating final plan) at 2 levels (i.e. decision makers and land owners)	378,000	
		Develop appropriate land use planning tools	Consultancy	4,800	Consultancy for 8 days
		Support actual land use planning	Consultant	64,800	Consultant working in each country for 36 days

Strategic Objective	Strategies	Major Activities	Inputs	Budget Estimate (US\$)	Remarks
		Study the implications of the threat of finding oil within the CAR – what can / should be done about it?	Brainstorming sessions of the TCS and other stakeholders	5,000	Two regional meetings
	Strategy 2: Advocate for public and private sector involvement in conservation activities	Hold meetings with target groups	Meeting costs	50,400	
	Strategy 3: Work with relevant stakeholders to survey, document and demarcate the PA boundaries	Survey, document and demarcate the PA boundaries for DRC	Surveyors, mark stones, community awareness, etc.	1,050,000	
	Strategy 4: Collaborate with the relevant agencies to develop and implement a resettlement plan for those legally in the PAS and eliminate encroachment (Emphasis on DRC)	Meetings with relevant agencies	Meeting costs	168,000	
		Identification of alternative lands for resettlement	Community consultations, identification of land	60,000	
		Purchase land for resettlement	Land costs	1,500,000	
		Provide infrastructure	Infrastructure development	1,800,000	
		Provide resettlement package	Costs for resettlement items	454,545	
	Strategy 5: Develop and implement program for rehabilitation of corridors, buffer zones and encroached areas	Identification of corridors, awareness and getting buy in from owners, supporting conservation friendly activities by land owners	Meetings, one-on-one visits	1,000,000	
<b>S02.2: Integrity</b>	Strategy 1: Develop a policy for	Hire consultant	Consultant fee	21,600	

<b>Strategic Objective</b>	<b>Strategies</b>	<b>Major Activities</b>	<b>Inputs</b>	<b>Budget Estimate (US\$)</b>	<b>Remarks</b>
<i>of PAs assured through development of adequate mechanisms for natural disaster management by the 10<sup>th</sup> year</i>	management of potential calamities		Travel, report production, etc.	33,960	
	Strategy 2: Set up an early warning system for natural disasters	Hire consultant	Consultant fee	8,000	
			Travel, report production, etc.	28,000	
		Training of staff in implementation of EWS	Development of training materials Training - Ref SO3.2 strategy 3	0	
		Equipping PAA / Relevant agencies for monitoring disaster elements	Preparation of monitoring plan, training, equipment	1,500,000	
			Equipment and logistics for fire fighting	300,000	
			Equipment and logistics for disease	1,800,000	
			Evacuation during & rehabilitation after natural disasters e.g. volcanic eruptions, earthquakes, landslides, etc.	3,400,000	This money can be in the trust fund earning interest till required
<b>SO2.3:</b> <i>Undertake management</i>	Strategy 1: Develop and implement a regional research and monitoring plan (emphasis	Develop the regional research and monitoring plan	Plan development, consultation workshops, etc.	21,300	

<b>Strategic Objective</b>	<b>Strategies</b>	<b>Major Activities</b>	<b>Inputs</b>	<b>Budget Estimate (US\$)</b>	<b>Remarks</b>	
<i>oriented research aimed at sustainable conservation of biodiversity within the CAR within 10 years</i>	on DRC)		Implement the plan	3,150,000		
<b>Sub-Total KRA2</b>				<b>16,875,405</b>		
<b>KRA3: Capacity Building</b>						
<b>SO3.1:</b> <i>Coordinated planning and Monitoring in the landscape by ninth year</i>	Strategy 1: Develop a regional management plan	Develop Regional Management plan in French and English – consultations, plan writing,	Development of the plan	120,000		
			Regional workshop for validating plan	50,000		
			Publishing, dissemination	10,000		
	Strategy 2: Develop & implement management and operational planning process for the TB PA Network - nurture and ensure culture of planning and environmental impact assessment (EIA)	Developing planning processes	Training for Staff on planning processes and EIA	2 Regional meetings	40,000	Process drafted by the TCS and shared with the PAA
				2 training sessions in each country (training of trainers) - Ref SO3.2 strategy 3	0	
	Strategy 3: Ensure all PAs in the network have up-to-date management plans	Develop new or assess, update and harmonise existing management plans	Disseminate harmonised mgt plans	Staff time and travel	90,000	8 meetings for the PAs in the network
				Meetings	40,000	
			Publishing and dissemination	30000		

<b>Strategic Objective</b>	<b>Strategies</b>	<b>Major Activities</b>	<b>Inputs</b>	<b>Budget Estimate (US\$)</b>	<b>Remarks</b>
	Strategy 4: Establish a regional system for collection and management of information	Assess information systems (needs, gaps)	Staff time, meetings, travel	15,000	Functional Regional Info system
		Technical support to establish and maintain regional info system	Consultant to develop a computer based system shared by the region	270,000	
		Training	Ref SO3.2 strategy 3	0	
	Strategy 5: Develop harmonised policies of good governance in matters of conservation, that address human resources management including issues of human rights and staff motivation	Review existing HR policies	Ref SO1.1 strategy 2	0	
		Harmonise HR policies	Ref SO1.1 strategy 2	0	
	<b>SO3.2:</b> <i>Capacity of PA staff enhanced and standardised by end of the plan period</i>	Strategy 1: Institute a mechanism for sharing of regional resources, management skills, experience and good practice to ensure efficiency and effectiveness in management	Assess existing resources and skills that can be shared and assess the needs for each PAA	Staff time, travel, meeting costs	300,000
			Report, plan production	5,000	
Devise strategy for sharing the skills, and implement				12,000	
Strategy 2: Staff recruitment through policy of quality at the gate		Integration into HR policy	Ref SO1.1 strategy 2	0	
Strategy 3:		Assess capacity of existing training facilities	Time of HR managers of the 3 PAA, travel, meetings	15,000	
		Negotiate and equip chosen regional training centre		600,000	

Strategic Objective	Strategies	Major Activities	Inputs	Budget Estimate (US\$)	Remarks
		Develop a training program	Staff time, email	0	
		Undertake regional training activities		300,000	
	Strategy 4: Develop a Monitoring and Evaluation plan, including indicators of staff performance, for outcome oriented management	Assess and harmonise existing M&E plans	Staff time, travel, meetings	20,000	
		Train staff in M&E process	Ref SO3.2 strategy 3	0	
<b>Sub-Total KRA3</b>				<b>1,917,000</b>	
<b>KRA4: Collaboration</b>					
<b>SO4.1:</b> Co-ordination mechanisms enhanced to ensure avoidance of conflict, duplication and wastage of resources within yr1	Strategy 1: Develop regional policy and guidelines on CM for TB NRM .	Based on the MoU, develop policy statement for CM and guidelines for the Technical committees	TCS time	15,000	
			Regional meetings TCS - Ref. SO1.1 Strategy 1	0	Policy already developed under KRA1
	Strategy 2: Establish technical committees to enhance coordination and collaboration	Nomination of members for the committees	Time for TCS - Ref. SO4.1 strategy 1	0	
			Committee meetings	2 meetings each yr	190,000
Strategy 3: Develop incentives for encouraging private sector involvement in wildlife conservation	Identify key areas for private sector partnerships	Consultancies to identify partnership areas and develop guidelines	35,000	Includes review of areas and guidelines after 5 years of implementation 3 workshops in 10 years	
		Develop guidelines (& contracts) on how to encourage private sector involvement			

Strategic Objective	Strategies	Major Activities	Inputs	Budget Estimate (US\$)	Remarks
		Encourage private sector investment	Workshops to tell them on existing opportunities, adverts in media	50,000	
		Lobbying and facilitating access to cheap financing	Meetings, travel	20,000	
		Training for the private sector	Training workshops / seminars (cap building) - Ref SO3.2 strategy 3	0	
			Study tour - Ref SO1.1 strategy 4	0	
<b>SO4.2:</b> <i>Effective communication of PAA staff established across the language barriers by Yr7</i>	Strategy 1: Develop and implement training plan for target staff based on language knowledge gaps	Needs assessment	Staff time, travel, meetings - Ref SO3.2 strategy 3	0	Train for 1 <sup>st</sup> five year while review recruitment strategy to get bi-lingual staff
		Training	Trainers, facilities, travel, etc. - Ref SO3.2 strategy 3	0	
	Strategy 2: Establish a common radio frequency to enable cross-border communication by the PAs	Develop enabling policy region wide	Ref SO1.1 strategy 2	0	
		Purchase of equipment	Equipment (3 radio each PA)	70,000	25,000 for Uganda, 25,000 DRC and 20,000 for Rwanda
<b>Sub-Total KRA4</b>				<b>340,000</b>	
<b>KRA5: Law Enforcement</b>					
<b>SO5.1:</b> <i>Formal transboundary collaborative</i>	Strategy 1: Develop mechanisms to control and reduce illegal TB activities	Organise and conduct joint / coordinated patrols	Planning meetings, patrol equipment and rations	16,200,000	

<b>Strategic Objective</b>	<b>Strategies</b>	<b>Major Activities</b>	<b>Inputs</b>	<b>Budget Estimate (US\$)</b>	<b>Remarks</b>
<i>law enforcement mechanisms to control illegal activities established by year five.</i>		Establish joint communication network among PAA	Planning, purchase of equipment - Ref. SO4.2 strategy 2	0	
		Ratify international agreements relevant to transboundary illegal activities		15,000	
		Raise public awareness on illegal activities		378,000	Shall be done together with activities of KRA5
	Strategy 2: Put in place a collaborative mechanism with police, immigration and other relevant partners	Train relevant stakeholders in wildlife related crime	Training and awareness raising - Ref SO3.2 strategy 3	0	
		Establish joint communication network	Planning, purchase of equipment - Ref. SO4.2 strategy 2	0	
		Provide identification materials related to illegal wildlife trade to relevant stakeholders	Purchase of materials	25,200	
			Training - Ref SO3.2 strategy 3	0	
<b>Sub-Total KRA 5</b>				<b>16,618,200</b>	
<b>KRA6: Education and Awareness</b>					
<i>SO6.1: Positive attitudes towards biodiversity conservation and PAs in the CAR encouraged by year two</i>	Strategy 1: Promotion of understanding of the objectives behind biodiversity conservation amongst stakeholders	Publicity campaigns	Meetings, workshops, media campaigns	300,000	30,000 each year
	Strategy 2: Harmonise and strengthen sensitisation programs so as to improve	Assess existing programs and harmonisation	Staff time, travel, meetings, Report production	20,000	

<b>Strategic Objective</b>	<b>Strategies</b>	<b>Major Activities</b>	<b>Inputs</b>	<b>Budget Estimate (US\$)</b>	<b>Remarks</b>
	local community attitudes in favour of conservation	Strengthen the programs and implement	Regional workshop	45,000	
			Tools development	20,000	
			Community meetings	160,000	
<b>SO6.2:</b> <i>Acceptance of wildlife as a precious resource to be conserved by the communities by year 4</i>	Strategy 1: Harmonise and strengthen sensitisation programmes so as to improve local community attitudes in favour of conservation	Assess existing programs and harmonisation	Ref. SO6.1 strategy 2	0	
		Strengthen the programs and implement			
	Strategy 2: Develop incentives for communities to sustainably manage wildlife on their land (link with KRA7)	Identify key areas for private sector partnerships	Consultancies to identify partnership areas and develop guidelines - Ref SO4.1 strategy 3	0	
		Develop guidelines (& contracts) on how to encourage private sector involvement			
		Issue a prospectus for potential investment portfolio		50,000	
		Encourage community investment	Community meetings to tell them on existing opportunities, adverts in media	160,000	Yearly meetings around all the PAs in the network
		<ul style="list-style-type: none"> <li>▪ Lobbying &amp; facilitating access to cheap financing</li> </ul>	Ref SO4.1 strategy 3	0	
<ul style="list-style-type: none"> <li>▪ Initiate &amp; or promote pilot community projects</li> </ul>	Technical and resources support	900,000			

Strategic Objective	Strategies	Major Activities	Inputs	Budget Estimate (US\$)	Remarks
<b>Sub-Total KRA6</b>				<b>1,655,000</b>	
<b>KRA7: Economic Development</b>					
<b>SO7.1:</b> <i>Natural Resource-based economic development promoted to enhance conservation benefits &amp; contribute to shared policy of poverty alleviation by yr 6</i>	Strategy 1: Carry out an evaluation of existing and potential economic benefits of wildlife and wildlife PAs in all three countries.	Prepare TOR for consultancy through comprehensive scoping of each PA	Staff time, travel, meetings	20,000	
		Carry out the evaluation	Consultancy: 25 days in each of 8 PAs	120,000	
			3 workshops lasting 4 days	85,000	
		Publishing of the product	Type setting, proof reading, publishing house	50,000	
	Strategy 2: Review resource access policies where they exist to assess potential for regional harmonisation	Prepare ToR (includes, in-depth scoping, review of all existing relevant documents)	Ref SO1.1 strategy 2	0	
		Recruit a consultant to review and harmonise existing resource access policies in the 3 countries	14 days in each country; - Ref SO1.1 strategy 2	0	
		Support 3 pilot programs (1 in each country)	13 long-term experts	0	
			Manpower training Ref SO3.2 strategy 3??		
Material support	600,000	2 for each country 200,000 per country for 2 years			

Strategic Objective	Strategies	Major Activities	Inputs	Budget Estimate (US\$)	Remarks
	Strategy 3: Identify opportunities for and support private sector led wildlife-related enterprise development	Enterprise identification	Hire a consultant Conduct 3 two-day workshops in each country - Ref SO4.1 strategy 4	0	
		Pilot wildlife - related enterprises (2 in each country)	Technical support	270,000	Business plans development, & stocking & manpower development
			Material support to the private sector	600,000	
		Market development to support the enterprises -	Hire of marketing firm	100,000	Firm identifies markets and develops tools
	Identifying markets and actual marketing	47,200			
	Strategy4. Collaborate with agencies responsible for forestry to ensure sustainable forest production and enterprise	Identification of collaboration areas and strategy development	Meetings and staff time	10,000	
<b>SO7.2:</b> <i>Sustainable economic development of natural resource based tourism by year 7</i>	Strategy 1: Develop a regional tourism plan that covers infrastructure development, marketing, visitor services and allows coordinated movement of tourists in the region	Develop Regional Tourism Plan	Consultancy, 7 days in @ country;	12,600	
			3days regional workshop	20,000	
			Plan publishing	10,000	
	Strategy 2: Harmonise visitor charges for common tourism products and visitor handling services standards	Regional Guidelines for visitor charges	Consultancy	27,800	
			2 regional workshop	30,000	
<b>SO7.3:</b> <i>Required infrastructure for tourism and PA</i>	Strategy 1: Carry out an infrastructure development	Carry out the infrastructure capacity development needs assessment	Consultant	10,200	

Strategic Objective	Strategies	Major Activities	Inputs	Budget Estimate (US\$)	Remarks		
<i>management identified and developed by year 10</i>	assessment for the three PAA		3 national workshops and 1 regional one	25,000			
			Plan publishing	7,800			
	Strategy 2: Develop funding proposal, solicit for funding and implement	Develop funding proposal (Private initiatives; Bilateral funding etc.)	Staff time	30,400			
			Infrastructure development <sup>8</sup>	Equipment, technical support, materials, etc.	800,000		
<b>SO7.4:</b> <i>Local communities participating in and benefiting from natural resources management and other development initiatives by year 3</i>	Strategy 1: Actively involve communities and local authorities in conservation related planning and development in and around the PAs	Involve communities in management planning	Meeting related expenses - Ref. SO3.1 strategy 2 & 3	0			
			Support a Regional networks forum of Community institutions	Mobilisation	29,800		
				Meetings	200,000	Meet once a year for the ten years	
	Strategy 2: Develop incentives for communities to sustainably manage wildlife on their land	Ref 6.2 strategy 2	Ref 6.2 strategy 2		0		
				Establish guidelines for awarding good community conservation practices	Staff time, travel, meetings	41,000	
				Establish a reward system	Cash reward for communities	336,000	Reward given each year in each country

<sup>8</sup> encourage private sector investment and only concentrate on support structures within PAs

Strategic Objective	Strategies	Major Activities	Inputs	Budget Estimate (US\$)	Remarks
	Strategy 3: Harmonise revenue sharing strategy in all three countries	Ref to KRA1	Ref to KRA1	0	
	Strategy 4: Promote development of micro-projects for the population surrounding the PAs in the three countries in collaboration with partners	Support Community Micro - projects related to conservation	Identify project areas for support - Ref SO6.2 strategy 2	0	
			Material support	690,000	Build on pilot projects in SO6.2 strategy 2
	Strategy 5: Develop linkages with development partners and other natural resources management initiatives	Develop a website	Consultancy	9,000	
			Regional meeting - combine with another meeting	0	
			Updating the website	15,000	Major update once every 3 years
			Coordination of linkages	30,000	Should be linked to other activities
<b>Sub-Total KRA7</b>			<b>4,226,800</b>		
<b>KRA8: Financial Sustainability</b>					
<b>SO8.1:</b> Long-term sustainable financing mechanisms for the CAR PA network established by the eighth year	Strategy 1: Develop a regional business / investment plan (followed by business plans for each of the PAA)	Develop regional business / investment plan / develop / review national plans	Consultant, travel, meetings, etc	22,600	7 days in each country
			Regional workshop for 3 days	35,000	
	Strategy 2: Establish a regional conservation financing mechanism for the TB PA	Establish a Regional Trust fund 20m in 1st phase 5 years, 30m in next	Feasibility study, identifying various options	15,000	Bilateral funding, Debt swap for Nature; Economic value.

<b>Strategic Objective</b>	<b>Strategies</b>	<b>Major Activities</b>	<b>Inputs</b>	<b>Budget Estimate (US\$)</b>	<b>Remarks</b>
	Network		Actual investment	50,000,000	Offshore investment will give about 1.8m dollars per year at 3% interest rate Ref disaster prep funds SO2.2 strategy 2
	Strategy 3: Establish mechanisms for regional tourism development in the CAR	Establish standards for all tourism development investments / initiatives (including concessions)	3 consultants spend 10 days in each country	83,000	1st consultant for infrastructure, 2nd
			Workshop for 3 days	20,000	hotels / lodges, 3 <sup>rd</sup> tourism expert
<b>Sub-Total KRA8</b>				<b>50,175,600</b>	

### ***Budget Summary***

<b>KRA</b>	<b>Total USD</b>
KRA1: Enabling Environment	575,000
KRA2: Landscape Management	16,875,405
KRA3: Capacity Building	1,917,000
KRA4: Collaboration	340,000
KRA5: Law Enforcement	16,618,200
KRA6: Education and Awareness	1,655,000
KRA7: Economic Development	4,226,800
KRA8: Financial Sustainability	50,175,600
<b>Grand Total</b>	<b>92,383,005</b>



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## PART C: APPENDICES

### Appendix 1: Situation Analysis

*Table 0-1: Situation Analysis*

KEY STRENGTHS		KEY WEAKNESSES		KEY OPPORTUNITIES		KEY THREATS	
KRA1: Enabling environment							
Existing legislation	Existing conservation legal framework 1			Political will	Increasing support and Political will (11)	political instability	Presence des inciviques (2)
					Increasing regional political stability (7)		Guerres et insécurité (1)
					Need for peace in the region (2)		Bandes armées (1)
				Ratified conventions	Existing International ratified conventions related to biodiversity / MEAs (1)		Zone en conflits en répétition (4)
					Regional integration (EAC, COMESA)		Political turmoil
							Présence de multiples groupes armés
							Regional political conflict
							Guerres et conflits
							Insecurity in the region (2)
							Political situation not favourable for TB conservation (1)
							Mauvaise gouvernance nationale
							Political constraints
							Guerres et conflits

							Non intégration de la politique de conservation
							Zone soumise à des conflits permanents
						different policy/ legal regimes	Different policy/ legal regimes / frameworks
						weak political support	Aspects politiques
							Absence of formalised political support
							Weak involvement of political authorities (5)
<b>KRA2 : Landscape Management</b>							
Contiguous ecosystems with core PAs	Adjacent ecosystems / Contiguous habitat (3)					habitat fragmentation	Discontinuous (Pas ??) Protected Areas (that are in different places/areas)
	Albertine common region (2)						Disintegration of wildlife corridors (2)
	Existing adjacent PAs						
	Core PAs exist (4)						
<b>KRA3: Capacity Building</b>							
Existing management system	Existing management experience within region	limited institutional capacity	Lack of information for managers (4)				
	Functional conservation institutions (2)		Unequal development (4)				

	Field staff available and collaborative in the region (4)		Lack of guidance (plans)				
	Présence des gestionnaires et des gardes		Manque de bonne motivation (non equal personnel) Lack of motivation of personnel				
	Personnel dynamique et engagé		Manque de moyens financiers (1)				
			Insuffisance de moyens (financiers, logistic)				
			Financial sustainability of TB activities without external support (8)				
			Difference entre méthodes de gestion (1)				
			Weak institutional capacity to manage PAs (9)				
			Insuffisance d'Équipement adapté et moderne				
			Faible application de la loi (12)				
			Institutional governance (1)				
			Financements gouvernementaux (insuffisants)				
<b>KRA4: Collaboration</b>							
Existing regional collaboration	Common interest to conserve wildlife	lack of collaboration with local communities	Lack of collaboration with local population	International cooperation	Soutien des organisations internationales	language barriers	Differences in language
	Volonté des autorités pour les aires protégées (3)		Conflicts between population and projects (1)		Collaboration with other stakeholders (non-conservation) (2)		Langues officielles non communes No common Official language

	Volonté des organisations impliquées				Many conservation agencies/ NGOs /within region (4)	inadequate coordination	Weakness in communication – information / experience exchange
	Volonté commune				Appui des partenaires		Lack of coordination for common advantages (4)
	Coordinated patrols				International support for conservation Albertine Rift (14)		Too many players
	Volonté de collaborer (3)				On-ground collaboration with institutional support (2)		Inflexibility in management
	Existing cooperation (MoU by PAA) (2)				Local communities collaborating (1)		
	Regional meetings taking place (4)				Existing regional collaboration / support (1)		
	Common programs (1)				increased Access to funding / Global fund facilities		
	Existing regional / TB collaboration (2)				Existence of partners		
				Advanced communication facilities	Facilities for communication (internet, e-mail)		
<b>KRA5: Law Enforcement</b>							
High biodiversity endemic to Albertine Rift	Special niche (4)					illegal activities	Unregulated extraction of natural resources
	Diverse Ecosystems						Encroachment for agriculture and settlement (7)

	High endemism (1)						Poaching / wildlife trade / trafficking (4)
	Existence of rare and endangered spp 3						Occupation anarchique (des aires protégées)
	Exceptional and Rich biodiversity (4)						
KRA6: Education and Awareness							
				Increasing interest in conservation (environment)	Environment as a "new" catchword (1)	negative attitudes	Mentalité différente (culture)/ attitude
					Population aware (2)		Negative attitude
KRA7: Economic Development							
				High economic value of biodiversity/ PAs	High economic value (intrinsic, tourism, resource use) (3)	poverty	Poverty (3)
					Population benefits from conservation	population pressure	Population pressure (5)

*The numbers in brackets refer to the scores indicating priority rating*

## Appendix 2: Participation During the Planning Process

### 1<sup>st</sup> Core Planning Team Meeting Ruhengeri 27 June 2005

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Uwamahoro Julienne	Gahunga Sector	0 8 49 50 85

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*S*

*Rep*

*GA*  
*MP*

**Appendix 3: MoU Between ICCN, ORTPN and UWA**

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**TRILATERAL  
MEMORANDUM OF UNDERSTANDING  
BETWEEN**

**the Office Rwandais de Tourisme et des Parcs  
Nationaux**

**the Uganda Wildlife Authority**

**and**

**the Institut Congolais pour la Conservation de la  
Nature**

**ON THE COLLABORATIVE  
CONSERVATION  
OF THE**

**CENTRAL ALBERTINE RIFT  
TRANSFRONTIER PROTECTED AREA NETWORK**

9 January 2004

## *PREAMBLE*

The Office Rwandais de Tourisme et des Parcs Nationaux (hereinafter referred to as "ORTPN"), the Uganda Wildlife Authority (hereinafter referred to as "UWA") and the Institut Congolais pour la Conservation de la Nature (hereinafter referred to as "ICCN"), (hereinafter jointly referred to as "the Parties"),

**RECOGNISING** the principle of sovereign equality and territorial integrity of their states;

**CONSCIOUS** of the benefits to be derived from close co-operation;

**ACKNOWLEDGING** the necessity to conserve the environment and in particular the unique ecosystem of the Central Albertine Rift Transfrontier protected area network for the benefit of Rwanda, Uganda, the Democratic Republic of Congo and the international community; and

**DESIRING** to extend, maintain and protect the unique ecosystem of the Central Albertine Rift Transfrontier protected area network through the collaborative management of the Volcano National Park, Mgahinga Gorilla National Park, Bwindi Impenetrable National Park, Queen Elizabeth National Park, Semliki National Park, Ruwenzori Mountains National Park, Kibale National Park and Virunga National Parks;

**HEREBY AGREE** as follows:

## **ARTICLE 1**

### **RECOGNITION OF THE TRANSBOUNDARY NATURE OF THE CENTRAL ALBERTINE RIFT PROTECTED AREA NETWORK, COMPOSED OF THE VIRUNGA NATIONAL PARK, VOLCANO NATIONAL PARK, BWINDI IMPENETRABLE NATIONAL PARK, MGAHINGA GORILLA NATIONAL PARK, QUEEN ELIZABETH NATIONAL PARK, SEMLIKI NATIONAL PARK, KIBALE NATIONAL PARK AND RUWENZORI MOUNTAINS NATIONAL PARK**

The Parties hereby jointly recognise the Central Albertine Rift Transfrontier protected area network as a transboundary ecosystem shared by eight National Parks composed of the Volcano National Park in the Republic of Rwanda, the Mgahinga Gorilla National Park, Bwindi Impenetrable National Park, Queen Elizabeth National Park, Kibale National Park, Semliki National Park and Ruwenzori Mountains National Park in the Republic of Uganda, and the Virunga National Park in the DRC. The parties further appreciate that there have been efforts to coordinate and collaboratively manage these protected areas as one ecosystem.

The parties hereby agree to recognize these efforts and further pledge to continue to implement, and formalize the transboundary collaboration in the areas of conservation, research, monitoring, community-based conservation and eco-tourism to ensure sustainable biodiversity conservation.

The parties hereby agree to develop a Transfrontier Strategic Plan for the Central Albertine Rift Transfrontier Protected Area Network (hereinafter referred to as the "Transfrontier Strategic Plan") to formalize transboundary collaboration.

## **ARTICLE 2**

### **CO-OPERATION**

- (1) The Parties undertake, respectively, to ensure that the Volcano National Park, the Bwindi Impenetrable National Park, Mgahinga Gorilla National Park, Queen Elizabeth National Park, Semliki National Park, Ruwenzori Mountains National Park, Kibale National Park and the Virunga National Park (hereinafter jointly

referred to as “the Parks” and separately as “the Park”) take into consideration the Transfrontier objectives included in this Memorandum of Understanding between the Office Rwandais de Tourisme et des Parks Nationaux, the Uganda Wildlife Authority, and the Institut Congolais pour la Conservation de la Nature.

- (2) The Parties undertake:
  - a. To ensure the co-ordination of the management and the development of the Parks;
  - b. To consult, assist and support each other in the implementation of the Transfrontier Objectives;
- (3) The Parties undertake to enter into further agreements which may be required to give effect to the spirit and intent of this Agreement.

### **ARTICLE 3**

#### **TRANSFRONTIER OBJECTIVES**

- (1) The objectives of Transboundary collaboration in the Central Albertine Rift are:
  - a. Cooperative conservation of biodiversity and other natural and cultural values across boundaries;
  - b. Promote landscape-level ecosystems through protected area planning and management.
  - c. Advocate for integrated bioregional land-use planning and management to reduce threats to protected areas;
  - d. Establishment of a common vision for transboundary collaboration;
  - e. Building trust, understanding and cooperation among wildlife authorities, nongovernmental organisations, communities, users and other stakeholders to achieve sustainable conservation and thereby contribute to peace;
  - f. Sharing of regional resources, management skills, experience and good practice to ensure efficiency and effectiveness in managing biodiversity and cultural resources;
  - g. Enhancing the conservation benefits and promote at a regional level awareness and sharing of these benefits and conservation values among stakeholders;
  - h. Strengthen cooperation in research, monitoring and information management programmes;
  - i. Ensure that conservation of biodiversity in the region contributes to the reduction of poverty.

### **ARTICLE 4**

#### **IMPLEMENTATION OF TRANSFRONTIER COLLABORATION AND THE FORMULATION OF THE TRANSFRONTIER STRATEGIC PLAN**

- (1) The parties agree to work together to put in place a long-term Transfrontier Strategic Plan to achieve the above-mentioned objectives. The parties shall provide for the Core Secretariat for Transfrontier collaboration and the development of a Transfrontier Strategic Plan in the Central Albertine Rift (hereinafter referred to as the “Transfrontier Core Secretariat”).

- (2) To develop the Transfrontier Strategic Plan and to coordinate Transfrontier collaboration, the parties will work with the designated facilitator for the transboundary process, the International Gorilla Conservation Programme (IGCP).
- (3) The Transfrontier Core Secretariat will consist of the Executive Directors of the ORTPN, UWA and ICCN, as well as one Technical Associate delegated by the Executive Directors for each of the parties, and the International Gorilla Conservation Programme (IGCP).

## **ARTICLE 5**

### **CENTRAL ALBERTINE RIFT TRANSFRONTIER PROTECTED AREA NETWORK CORE SECRETARIAT**

- (1) The Transfrontier Core Secretariat is hereby established, which shall in a manner provided for by this Agreement develop the Transfrontier Strategic Plan and coordinate Transfrontier collaborative activities within the Central Albertine Rift Transfrontier protected area network. The Transfrontier Core Secretariat will provide the representatives of the ORTPN, UWA and ICCN with the opportunity to share ideas, develop proposals, provide general guidance with respect to activities undertaken in the Central Albertine Rift Transfrontier protected area network and take steps that are in accordance with this Agreement to facilitate the integration and collaborative management of the Parks.
- (2) The Parties hereby respectively nominate the following persons as members of the Transfrontier Core Secretariat:

On behalf of ORTPN:

- \_\_\_\_\_, Director of the Office Rwandais de Tourisme et des Parcs Nationaux;
- \_\_\_\_\_, Technical Associate for the Office Rwandais de Tourisme et des Parcs Nationaux;

On behalf of UWA:

- \_\_\_\_\_, Executive Director of the Uganda Wildlife Authority;
- \_\_\_\_\_, Technical Associate for the Uganda Wildlife Authority;

On behalf of ICCN:

- \_\_\_\_\_, Administrateur Délégué Générale of the Institut Congolais pour la Conservation de la Nature, Kinshasa;
- \_\_\_\_\_, Technical Associate for the Institut Congolais pour la Conservation de la Nature ;

On behalf of the International Gorilla Conservation Programme:

- \_\_\_\_\_, Director of the International Gorilla Conservation Programme
- \_\_\_\_\_, Regional Framework Officer, International Gorilla Conservation Programme

- (3) Decisions of the Transfrontier Core Secretariat shall be taken by consensus. The Transfrontier Core Secretariat shall, subject to this Agreement, determine its own meeting times, rules and procedure, and venue for meetings provided that it shall meet at least once per annum.

## **ARTICLE 6**

### **FINANCIAL MATTERS**

- (1) In order to discharge their obligations under this Agreement, the Parties shall endeavour to make sufficient funds available to cover any expenses that may arise from the implementation of this Agreement, provided that the Office Rwandais de Tourisme et des Parcs Nationaux, the Uganda Wildlife Authority and the Institut Congolais pour la Conservation de la Nature and the Transfrontier Core Secretariat shall use their best endeavours to obtain financial and other means of support from their own sources as well as from other sources for the formulation of the Transfrontier Strategic Plan and continued Transfrontier collaboration.

## **ARTICLE 7**

### **RESPECT FOR DOMESTIC LAW**

This Agreement shall in no way be construed as derogating from any provision of the domestic law in force in the countries of the Parties or any other agreement entered into between the Parties.

## **ARTICLE 8**

### **SETTLEMENT OF DISPUTES**

- (1) Any dispute between the Parties arising out of the interpretation or implementation of this Agreement shall be settled amicably through consultation or negotiation between the Parties.

## **ARTICLE 9**

### **COMPETENT AUTHORITY**

The competent authorities responsible for the implementation of this Agreement shall be

- (a) the representative for the Office Rwandais de Tourisme et des Parcs Nationaux (ORTPN);
- (b) the representative for the Uganda Wildlife Authority (UWA); and
- (c) the representative for the Institut Congolais pour la Conservation de la Nature (ICCN) in Kinshasa.

## **ARTICLE 10**

### **ENTRY INTO FORCE**

This Agreement shall enter into force on the date on which this Agreement is signed by the parties.

## **ARTICLE 11**

### **TERMINATION**

The Agreement may be terminated by any one or more of the Parties giving three month's written notice in advance of its intention to terminate this Agreement to the Transfrontier Core Secretariat.

## **ARTICLE 12**

### **AMENDMENT**

This agreement may be amended through a written agreement between the parties hereto.

**IN WITNESS WHEREOF** the undersigned have signed and sealed this Agreement in duplicate in the English and French language, both being equally authentic.

Signed in \_\_\_\_\_ on this \_\_\_\_\_ day of \_\_\_\_\_ Two Thousand and Four.

\_\_\_\_\_  
(Director of the Office Rwandais du  
Tourisme et des Parcs Nationaux)

FOR THE OFFICE RWANDAIS DU TOURISME ET DES PARCS NATIONAUX

Signed in \_\_\_\_\_ on this \_\_\_\_\_ day of \_\_\_\_\_ Two Thousand and Four.

\_\_\_\_\_  
(Executive Director of the Uganda  
Wildlife Authority)

FOR THE UGANDA WILDLIFE AUTHORITY

Signed in \_\_\_\_\_ on this \_\_\_\_\_ day of \_\_\_\_\_ Two Thousand and Four.

\_\_\_\_\_  
(Administrateur Délégué Générale de l'Institut  
Congolais pour la Conservation de la Nature)

FOR THE INSTITUT CONGOLAIS POUR LA CONSERVATION DE LA NATURE



## Appendix 4: Tripartite Declaration of Goma

### Tripartite Declaration

#### *On the Transboundary Natural Resources Management of the Transfrontier Protected Area Network of the Central Albertine Rift*

*The Democratic Republic of Congo*

*The Republic of Rwanda*

*The Republic of Uganda*

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**RECOGNISING** the necessity to conserve the unique ecosystem of the Central Albertine Rift Transfrontier protected area network through the collaborative management of the Volcano National Park, Mgahinga Gorilla National Park, Bwindi Impenetrable National Park, Queen Elizabeth National Park, Semliki National Park, Ruwenzori Mountains National Park, Kibale National Park and Virunga National Parks for the benefit of the people of the Democratic Republic of Congo, Rwanda, Uganda, and the international community;

**ENVISIONING** the Central Albertine Rift transfrontier protected area network together with the surrounding landscape conserving endemic and high biodiversity values sustainably;

**TARGETING** the establishment of a strategic transboundary collaborative management system that enables sustainable conservation of the CAR biodiversity for long-term socio-economic development;

**CONSCIOUS** of the benefits to be derived from close co-operation;

**MINDFUL** of the principle of sovereign equality and territorial integrity of the three states; and thus

**ACCEPTING** that This Agreement shall in no way be construed as derogating from any provision of the domestic law in force in the countries of the Parties or any other agreement entered into between the Parties; and

Now therefore it is hereby declared that:

1. The Central Albertine Rift Transfrontier protected area network is recognized as a transboundary ecosystem shared by the Republic of Rwanda, the Republic of Uganda and the Democratic Republic of Congo hereby referred to as "DRC".
2. the efforts to coordinate and collaboratively manage these protected areas as one ecosystem, and especially the development of a Transboundary Strategic Plan are hereby appreciated and noted respecting the borders on the three countries.
3. the final Transboundary Strategic Plan for the Central Albertine Rift Transfrontier Protected Area Network shall be fully recognized and accepted by the three countries once finalized.
4. efforts shall be made to initiate the development of a collaborative protocol amongst the three governments to ensure formal agreement of

management of the transboundary protected area network that contributes to the conservation of biodiversity and subsequently to the common goal of poverty reduction in the three countries.

5. Recognizing the need to finance this initiative, the ministers do hereby accept to lobby their respective governments and other key players to make a financial commitment to enable implementation of the transboundary strategic plan as mentioned in article 2 above.

**IN WITNESS WHEREOF** the undersigned have agreed on this declaration in duplicate in the English and French language, both being equally authentic.

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| <i>Name</i>                                                                                                                 | <i>Signature</i> | <i>Date</i> |
|-----------------------------------------------------------------------------------------------------------------------------|------------------|-------------|
| <b>Excellence Minister Anselme ENERUNGA,</b><br><b>Ministry of Environment, Nature Conservation, Water and Forests, DRC</b> |                  |             |

| <i>Name</i>                                                                                                                                                             | <i>Signature</i> | <i>Date</i> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|
| <b>Excellence Minister of State, Protais MITALI</b><br><b>Ministry of Commerce, Industries, Investments Promotion, Tourism and Cooperatives, the Republic of Rwanda</b> |                  |             |

| <b>NAME</b>                                                                                                                           | <b>SIGNATURE</b> | <b>DATE</b> |
|---------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|
| <b>The Honourable Minister of State Jovino AKAKI AYUMU,</b><br><b>Ministry of Tourism, Trade and Industry, the Republic of Uganda</b> |                  |             |

