



VIRUNGA LANDSCAPE
DEMOCRATIC REPUBLIC OF CONGO & RWANDA



FINAL Performance Report

OCTOBER 2003 - SEPTEMBER 2006



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SUMMARY

Title of Project:	Central African Regional Program for the Environment (CARPE)- VIRUNGA LANDSCAPE
Funding Partner	United States Agency for International Development (USAID)
Cooperative Agreement	#623-A-00-03-00063-00
Implementing Partners	African Wildlife Foundation/ International Gorilla Conservation Program Wildlife Conservation Society World Wildlife Fund for Nature-EARPO ICCN ORTPN
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Project Duration:	October 2003 – September 2006 (3 years)
Project Budget	US\$ 1.5 million
Date of PMP	October 2006

MAP OF CARPE VIRUNGA LANDSCAPE

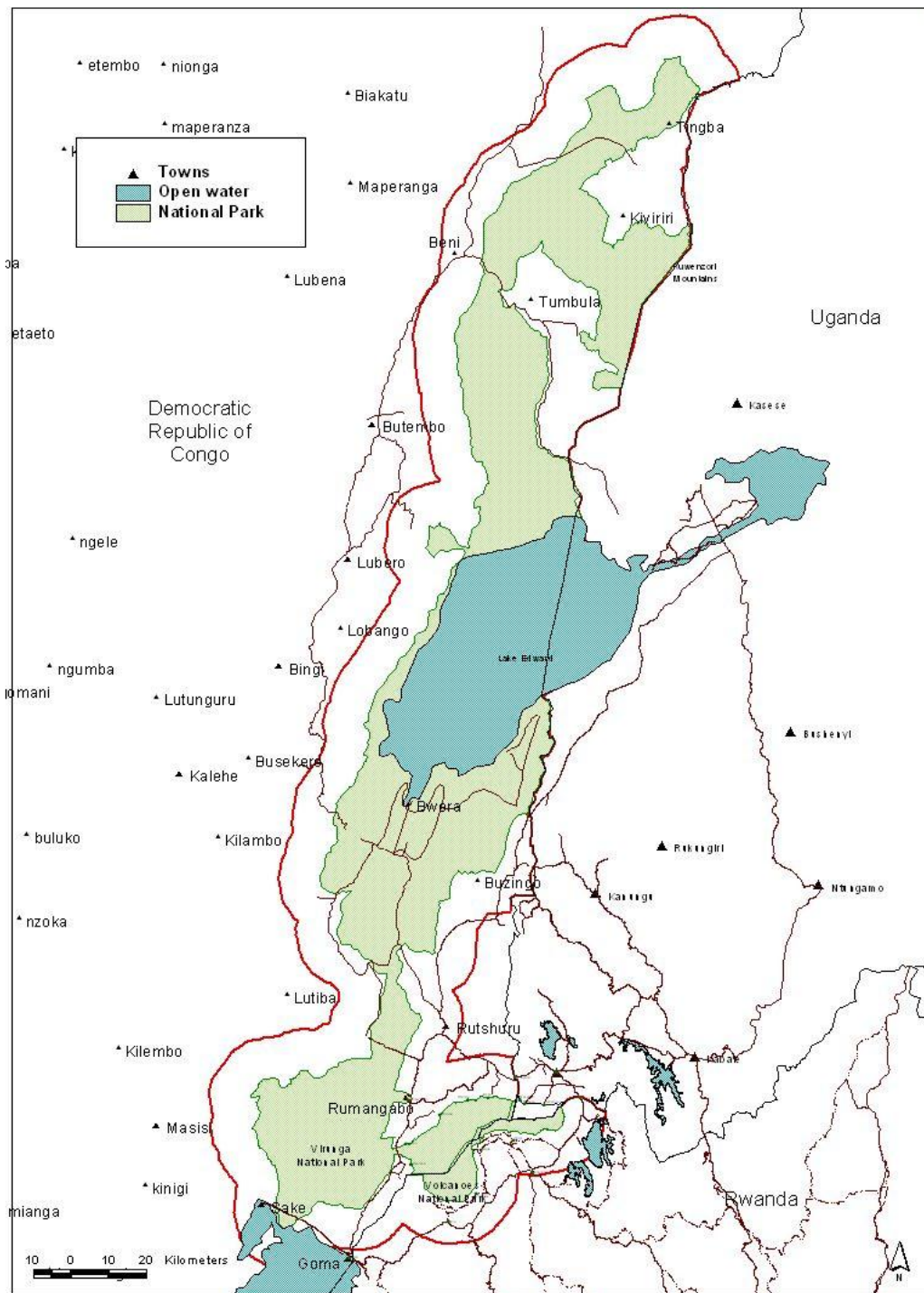




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Acronyms

APPRONA	Appui aux Projects pour la Protection de la Nature
AWF	African Wildlife Foundation
CARPE	Central African Regional Program on the Environment
CBFP	Congo Basin Forest Partnership
CBNRM	Community Based Natural Resource Management
CBO	Community Based Organization
CDF	Communal Development Fund
DRC	Democratic Republic of Congo
FAV	Forum des Apiculture des Volcanoes
FECAR	Federation de Corps de metiens de Artisans du Ruhengeri
GMP	General Management Plan
ICCN	Institut Congolais pour la Conservation de la Nature
IGCP	International Gorilla Conservation Programme
IR	Intermediate Result
NGO	Non Governmental Organization
NR	Natural Resources
NRM	Natural Resources Management
NTFP	Non-Timber Forest Product(s)
ORTPN	Office Rwandais du Tourisme et Parcs Nationaux / Rwanda Office of Tourism and National Parks
PA	Protected Area
PMP	Performance Monitoring Plan
PNV	Parc National Des Volcans (Rwanda)
PNVi	Parc National des Virunga (DRC)
RBM	Ranger Based Monitoring
SO	Strategic Objective
SYGIAP	Systeme de Gestion d'information des Aires protégés
USAID	United States Agency for International Development
WCS	Wildlife Conservation Society
WWF-EARPO	World Wide Fund for Nature - Eastern Africa Regional Program Office



1 Introduction

1.1 Background

The African Wildlife Foundation (AWF) with the International Gorilla Conservation Program (IGCP) has been implementing CARPE in the Virunga Landscape, covering the Democratic Republic of Congo (DRC) and Rwanda, since the year 2000 with the first phase running from 2000-2003.

The recently concluded Phase II took place from 2003-2006, at US\$ 1.5 million for the three years. Phase II expanded the scope of the coalition with the addition of two international NGOs – Wildlife Conservation Society (WCS) and World Wide Fund for Nature, EARPO (WWF). The AWF/IGCP coalition has worked closely with the Government conservation bodies - Institut Congolais pour la Conservation de la Nature (ICCN) in the DRC and the Office of Tourism and National Parks (ORTPN) in Rwanda, and with local/regional community based organizations (CBOs). During Phase II implementation, \$524,000 of supplemental funding was obtained from the US Government State Department under the Economic Support Facility for enterprise development, regional collaboration and development of the regional information system.

The Virunga Landscape covers a total of 15,155km², and includes two contiguous national parks - Parc National des Virunga (PNVi) in the DRC covering a total of 7,727km² and Parc National des Volcans (PNV) in Rwanda covering 160km², and 10 kilometers beyond the park boundaries, to include immediate community members who have a direct impact on the forest. Population density in the Virunga landscape varies from 6 to 600 people/km² (an average of 300 people/km²). Urban centers in the landscape which have more than 10,000 people include Goma, Beni, Rutshuru and Kiwanja in DRC, and Ruhengeri in Rwanda¹. For Rwanda, the population neighboring PNV is 479,841 (2002 census)².

Direct threats in the landscape include habitat conversion (agriculture, mining, illegal settlements), poaching for bush meat, harvesting non forest timber products, farming, livestock grazing, timber logging, rebel incursions, mining, honey harvesting and charcoal production.

Indirect threats in the landscape include limited capacity within the park authorities for park management, the lack of alternative employment opportunities for the surrounding communities, and ongoing political instability and war.

Threats (examples)

Charcoal: For the town of Goma alone, the results of a recent survey show that over 47,000 tonnes of charcoal (over 250,000 tonnes of wood) are used annually and over 90% of this wood originates from the Virunga National Park.

Hippos: As a result of poaching, the hippo population in the PNVi declined steadily from 26,350 in 1959, to 22,875 in 1989, to only 1,309 individuals in 2003, and now to less than 600 in 2006.

¹ State of the Forest Report, AWF/IGCP

² CBNRM report pg 33 table 10



1.2 Details of Implementing Partners

Name the landscape/segment leader: African Wildlife Foundation (AWF)

Name of the landscape/segment: Virunga Landscape

Zone ID	Zone name	BM Size	Zone Type Name	Zone Type
12010001	Virunga NP	850,000	PA	1
12010002	Kinigi	100,000	CBNRM	2

Partner	Total Cost of Agreement	USAID Contribution	Cost Share	Remarks
AWF/IGCP		\$1,828,690	\$720,000	All in Yr 3
WCS		\$52,350		
WWF – EARPO		\$234,310	\$310,217	

1.3 Summary Table: Performance Monitoring Plan Indicators (2003-2006)

Indicator	Baseline and Data Source	Total Planned	Year 1 2003/4	Year 2 2004/5	Year 3 2005/6
SO: Reduce the rate of forest degradation and loss of biodiversity through increased local, national and regional natural resource management capacity in Central Africa.					
1. SO Ind 1: Change in area of forest	Non-forest to open canopy forest: 3318 ha (33.18 km ²) Non-forest to closed canopy forest 1351 ha (13.51 km ²) Open canopy forest to non-forest 43 ha (0.43 km ²) Closed canopy forest to non-forest 319 ha (3.19 km ²) Urbanization 271 ha (2.71 km ²) Source BEGo 2005	Minimum requirement = stable	Data develop in progress	Data develop in progress	Data Processing Complete. See Baseline Column.
2. SO Ind 2: Population status of selected biodiversity indicator species	Elephants:376 Gorillas: 400 Chimpanzees 150 Hippos 1600	Minimum requirement = stable	No census. data available		Elephants:348 Gorillas: 400 Chimpanzees 130 Hippos 600

Indicator	Total Planned	Year 1 2003/4	Year 2 2004/5	Year 3 2005/6	Totals for 3yrs
IR 1: Improving the sustainability of natural resources management					
3. Ind 1-1: Integrated Land Use Plans (Landscape)	LMP TSP		In Progress Yes	In Progress Yes	
4. Ind 1-2: Use Zone Plans	GMP - PNVi GMP - PNV CBNRM for Kinigi		No Yes No	Partly Yes Yes	
5. No of protected area staff trained and applying skills	No trained: 3 wardens 20 rangers		6 wardens 149 rangers:	6 wardens 164 rangers	
6. Number of facilities developed	Ranger posts: 12 rehabilitated	4	5	5	



Indicator	Total Planned	Year 1 2003/4	Year 2 2004/5	Year 3 2005/6 Totals for 3yrs
and/or rehabilitated and functional				
7. Length (km) of boundary demarcated and maintained in partnership w/ community	Length: 100 km	46 kms	293 kms + 20km green belt	293 kms + 20km green belt
8. Number/type of enterprises established and/or established	Number: 6 Type: 2 existing; 4 new	0	9	13
Status of Conservation Enterprise Fund	US\$500,000 available for disbursement	0	Obligated: US\$ 515,350 Disbursed US\$ 12,850	Obligated: US\$ 515,350 Disbursed US\$ 515,350
Financial returns of enterprises (Gross sales/revenues, net profits)	Gross sales: \$200,000 Net Profits: \$ 80,000	0	\$10,498 \$1,984	\$23,550 \$5,000; projected revenue from eco-lodge about \$150,000 in 2006
Value of benefits to communities (financial & non-financial)	Employment: 40 employees Other-Socio economic invst: \$8,000 Non-financial – capacity building	0	5 jobs; \$3,000	267 jobs; \$20,000 Trainees 354 (F62; M292)
Total beneficiaries (direct and indirect)	Direct: 80 Indirect: 560	0	4,238	4,807
9. Number of CBO/NGO strengthened	Number: 4	0	0	4
No and amount of institutional grants disbursed.	Number: 4 Amount: US\$ 30,000			Number: 4 \$26,000 + \$4,000 for capacity bldg
IR 2: Natural resources governance strengthened				
10. Status of PA & CBNRM policy and legislation	<i>PA legislation</i> DRC: None; Rwanda: Exists <i>CBNRM Policy</i> Rwanda: Exists; DRC: None	0	Review of 2 policy – great apes and legal framework for tourism	Review of 2 policy – great apes and legal framework for tourism
11. Number of policy advocacy initiatives	Number: 0	0	0	0
12. No and type of regional initiatives jointly implemented by partners	Type & Number: Trilateral agreements Regional coordination meetings Wardens coordination meetings Coordinated Patrols		0 2 150	3 8 3 continuous
13. Reduction in Illegal activities	Poaching, harvesting NFTP, Illegal settlements: 60,000 Livestock grazing, timber logging, rebels incursions, mining, charcoal production, honey harvesting, military camps, illegal Fishing: & farming, exchange of fire:	Illegal settlements = 60,000 moved	121,135 people were moved; 70,667 ha recovered	121,135 people were moved; 70,667 ha recovered



2 Major Accomplishments and Results

The Virunga Landscape has contributed to the achievement of the overall strategic objective of CARPE through positive changes in forest areas and an increase, or at least the stable maintenance of the population of key biodiversity species.

During this three-year period of implementation, the Virunga program built on the previous achievements and experiences of both AWF/IGCP and CARPE I and made progress towards the long-term reversal of forest degradation, especially within the protected areas.

Strategic Objective of CARPE is to “reduce the rate of forest degradation and loss of biodiversity through increased local, national, and regional natural resource management capacity”.

At the regional level, the Ministers of the three countries have signed a tripartite agreement accepting and ratifying the Transboundary Management Strategy³. This is a commendable achievement that was attained through intensive advocacy initiatives by Virunga Landscape Program.

In addition to this, the park management authorities of the three countries signed a Trilateral Memorandum of Understanding on the collaborative monitoring of and sharing revenues from transfrontier tourism gorilla groups.

These are milestone achievements for the Great Lakes Region which is coming from years of civil strife that has taken its toll on collaboration between countries, conservation and livelihoods. The tripartite agreements serve as a strengthening factor for ground level coordination.

At the program level, one of the most significant results achieved within the Virunga Landscape is the participatory delineation and physical marking of park boundaries with the community. One third (1/3) of the PNVi border is now clearly marked with metal sign boards, and signed agreements are in place with the community to recognize and abide by this demarcation. In addition, a greenbelt of 20km was established to curb future encroachment into the forest, arrest further degradation and allow recovery. As DRC continues to be riddled with insecurity, this is an important achievement for the country and the Virunga Landscape.

In addition to this, approximately 71,000 ha of the PNVi were recovered during the program period when more than 120,000 people moved from the Park. This has the double edged result in that it allows the land to recover and curbs future encroachment.

Another key contribution was the completion of a landscape level biological survey that resulted in 36 species of birds and over 360 species of plants being added to the list for the Virunga Volcanoes bringing the total species count to 290 bird and 872 plant species. This is a significant contribution to conservation locally and globally.

³ Ten Year Transboundary Strategic Plan, Central Albertine Rift Transboundary Protected Area Network, Feb 2006



These accomplishments both individually and particularly when regarded as a whole demonstrate what can be achieved within a short time frame by a dedicated conservation agenda.

At the institutional level, several activities are now incorporated within the Program and among the implementing partners which provide models and examples on conservation approaches. These examples can be extended to a wider area by the next phase of CARPE, by other programs and even by Government conservation bodies. These include:

- Ranger Based Monitoring (RBM) activities are now institutionalized within the park management authorities and in 05/06 was expanded to cover the whole of PNVi. This complements gorilla monitoring efforts, and has ensured that ICCN and ORTPN have standardized information from all parts of the parks on which to base management actions including coordination and resource allocation.
- Training of staff is an integral part of improving the capacity of protected area authorities to plan for and perform park management functions. Of importance is the need for rangers to effectively patrol the parks and provide data on the status of the environment and the level of illegal activities in the park. During the Program period, 164 PNVi rangers received RBM training to facilitate monitoring and data collection.
- Continuous transboundary surveillance and patrol activities have helped in coordinating scientific and surveillance patrols, gathering of intelligence information and reducing the level of illegal activities in the parks. 880 coordinated, scientific and law enforcement patrols were conducted by ICCN rangers along the borders. Wildlife metal snares were removed and charcoal sites destroyed.
- Patrol posts are critical for the effective management of parks. A large proportion of patrol posts in the PNVi are dilapidated. The CARPE Virunga Landscape successfully rehabilitated five patrol posts in PNVi to house 27 rangers.
- Regular regional conservation and coordination meetings held between the park wardens in DRC and Rwanda have improved the law enforcement in the Virungas.
- Conservation enterprises in the context of community based natural resource management have proven their utility as incentive based and widely popular interventions in the Virungas with demonstrable ability to reverse threats to forest and biodiversity conservation and increase household incomes.
- Coordination structures and systems were tested and proven viable, whereby various partners in one landscape joined together to structure a program and implement strategic interventions for the good of a landscape. This has proven to be an invaluable lesson for the ICCN which is institutionalizing a similar coordination effort through the CoCoSi⁴.

Finally, deviation measurement is at the heart of every continuous improvement program, CARPE Virunga Landscape has completed the collection and collation of base data and maps documenting

⁴ The Comité de Coordination de Site or Coordination Committee for the Site better known as CoCoSi is a coordination committee chaired by ICCN and includes all NGOs working in the landscape and selected community representatives. The Committee is continuously engaged in discussing and coordinating conservation efforts of the Virunga landscape. Institutions include ICCN HQ & Site, DFGF-I & E, FZS, IGCP, MGVP, WCS, WWF and ZSL.



the status of the forest and the environment over a period of time. The final products include (a) base maps and land cover change of the Virunga Massif, (b) base maps of PNVi, and (c) images of land cover/vegetation. As a result, information is now available on the status of forest cover and land use changes over time which can be used as a baseline for comparison in the future to track progress, achievements and impact of programs.

Population status of species: The Landscape team has also tracked the numbers and population changes of the key species in the landscape - these were selected as chimpanzee, elephants, gorillas and hippos. These species were selected because their presence or absence is indicative of the integrity of the ecosystem as well the success of various interventions in place, with the target of maintaining and/or increasing their populations in the landscape.

The population status and trends of the species is tracked using several tools including biodiversity surveys, censuses and the IGCP ranger based monitoring (RBM⁵).

	Base (Oct 2003)	2006
Chimpanzee	150	130
Elephants	376	348
Gorilla	400	400
Hippos	1,600	600

During the 2003 and 2004 censuses and surveys, there was a noted drop in chimpanzees, hippos and elephants. The population for chimpanzees and hippos has dropped further since then due to habitat loss and poaching. In the current year, results from the various surveys and activities show that the population of elephants has dropped slightly by 28 animals to 348⁶, while mountain and lowland gorillas have remained stable at approximately 400 as a result of coordinated and joint patrols, and enhanced support on monitoring and regional planning. The lowland gorillas in Tshiaburimu have actually increased by one! The maintenance of a stable population for the gorillas is a major accomplishment for the Virunga Landscape team.

Landscape Management Plan

At the Program level, a Transboundary Strategic Plan has been developed and forms the basis for conservation visioning in the Virunga landscape. Whereas there is general partner consensus on this plan, a landscape operational plan with budget and partner responsibilities is yet to be developed to help realize the broad and strategic objectives articulated in the Transboundary Plan. The development of a Landscape Operational Plan was slotted for the final year of CARPE II, but since the DRC has been undergoing the first constitutional referendum and country wide elections, a number of the planned activities were cancelled, many times at the last minute, due to insecurity or associated contextual challenges. Although the framework and structure of the LMP was in place and started on several occasions, this activity could not be accomplished. It is anticipated that this will be undertaken in the third phase of CARPE.

PA General Management Plan

⁵ RBM data is collected by rangers on patrol and entails observation and recording on GIS, of illegal activities, key species of fauna and flora and observations of habituated groups of gorillas.

⁶ Aerial census of large mammals in the Virunga National Park, D. Kujirakwinja, A. Plumptre, D. Moyer et N. Mushenzi, June 2006



At the use zone level, guidelines and the framework for a general management plan (GMP) for the PNVi was developed, using experiences from Rwanda and Tanzania. It is anticipated that the development of the GMP will be completed in the third phase of CARPE.

Community Based Natural Resource Management Plan

The second key accomplishment of the CARPE Virunga program was the development of a community based natural resource management (CBNRM) plan to provide a road map for integrating conservation in the community activities and supporting conservation enterprises. The Kinigi Community Based Natural Resource Management (CBNRM) Plan was completed and plans are in place to operationalize and implement the recommendations.

Conservation Enterprises

In CARPE II, the main approach used for improving community livelihoods was conservation enterprises. Under this approach, the capacity of the Program to make a significant and sustainable contribution to the improvement of income levels and thus livelihoods is based on the successful formation or transformation of local income generating activities.

At the close of Phase II of the CARPE Virunga program, thirteen enterprises had been established and/or supported, eight in Rwanda and five in DRC, with a total of 4,807 beneficiaries. Enterprises are at different stages of development and include an eco-lodge, apiculture, handicrafts, potato seed multiplication, mushroom growing, a tourism community walk and goat rearing. A total of US\$515,350 was invested in these community enterprises.

In the last three years, enterprises have received capacity building support for the development of business concepts and plans, creating linkages with private sector investors, organizational development and training, including legal incorporation and registration, product development and diversification, market linkages, business management and book keeping. The training also covered specialized topics such as bee keeping, mushroom growing, community tourism and handicrafts development. In addition, a study tour was undertaken across East Africa to expose the staff and community constituents on the experiences and lessons learnt by their counter parts. This has empowered CBOs with additional information and knowledge and improved their household earning potential. The number of trainees was 354 community members (62 female and 292 males).

To date, CARPE supported conservation enterprises in Virunga landscape have made a total of \$ 23,500 in revenue with a net profit of \$ 5,000. Another \$150,000 is expected as community revenue from the eco-lodge by end of the 2007. In addition, the enterprises have created a total of 276 jobs, bringing close to \$20,254 in salaries and wages to these communities.



3 Conclusions

3.1 Discussions on the partnership approach promoted by CARPE

AWF/IGCP, the prime contractor of CARPE II, was leading a coalition of two international NGOs and Government conservation agencies in a collaborative process for identifying landscape level conservation targets, threats and strategic interventions and using these decisions to drive project priorities for the Virunga Landscape. Despite the political instability, the Program remained on track and focused to implement planning, capacity building, law enforcement, development of sustainable livelihoods and regional monitoring activities.

To facilitate coordination, key program management structures including the Landscape Management Team (LMT) and the Sector Teams were initiated. The LMT was constituted to meet quarterly and was responsible for program direction and implementation. The Team was responsible for approving work-plans, reviewing monitoring and evaluation reports, mediating conflicts and providing project leadership. Six members served on the LMT - representatives from WCS, WWF-EARPO, AWF/IGCP, ICCN and ORTPN, with USAID invited as an observer.

At the site level, Sector Teams were expected to meet on a monthly basis to ensure that site specific performance monitoring and reporting was done effectively. The teams worked with a performance monitoring expert to report results to the LMT.

A calendar of events was designed to run on monthly, quarterly and half year basis and included a standardized USAID format for reporting and performance management. The effect of the streamlined coordination was improved project performance, improved efficiency in implementation work and cycle and therefore efficient decision making processes.

By and large, the LMT and sector teams meetings were very effective and served the partnership and coordination functions of the CARPE program well. It is hoped that they shall continue in subsequent phases. This can further be replicated by other conservation agencies and within other partnerships, e.g. CoCoSi.

3.2 Impacts on conservation from the Virunga Landscape program

The team believes that the Virunga Landscape has contributed to the achievement of CARPE strategic objective. The forest is on the recovery path thanks to the boundary demarcation, removal of illegal settlements and mapping and documentation in place, and a stabilization of the gorilla population. Law enforcement mechanisms have been institutionalized and are working, including patrols, regional initiatives and RBM monitoring.

With the RBM system and coordinated patrols, we believe that the CARPE Virunga program has contributed substantially (together with other factors) to the stable numbers of gorillas.

However, animals are still under threat from human activities such as poaching and other illegal activities. This means that greater effort, initiatives and innovative approaches are required to integrate communities in conservation efforts



and empower people to be the custodians of nature. This could be related to both attitudinal changes and/or the socio economic status and should be part of the approaches for next CARPE program.

Impact on Livelihoods

Most of the enterprises are young but improving and have generated significant enthusiasm at the local level. The communities are beginning to receive cash and other benefits from the sale of honey, mushroom seeds, seed potatoes, handicrafts, carvings as well as services of traditional healers. In DRC, one community that had lost all their livestock due to internal conflicts was given goats which have started to multiply. Bee-keeping and handicraft enterprises are beginning to produce export quality products. In addition, bee keepers are now able to make choices on better hives based on the need for quality and quantity of honey. An association is also in place to buy all the honey produced so that bee keepers avoid the stress and higher costs of marketing their honey individually. CARPE has also availed and in some cases leveraged funds from other sources to provide water and solar energy to target communities.

In the next phase of CARPE, institutional strengthening support and the establishment of strong market linkages will be an important factor to ensure the sustained success of these eco-friendly businesses.

3.3 Utility of the “landscape approach” promoted by the CBFP

The Landscape approach united partner agencies under one vision and approach for identifying targets and treats and working towards the accomplishment of the one ‘big goal’. This is important for transboundary parks, but also for the global conservation objective and should be promoted further.

3.4 Utility of the CARPE monitoring and work planning tools

A key strength in CARPE work planning and reporting is the development of standardized definitions, activity categories, tasks and templates. These allow for comparability across landscapes but also help in easing the planning and accountability burden to all coalition members within a landscape.

However, time is required for awareness creation and training of all members on the one standardized format to ensure that all players are adequately prepared and equipped. This calls for allocation of time and resources for this process.



4 *Lessons Learned*

Although the three year implementation period of the CARPE project is short, the following lessons will be useful for future planning, monitoring and implementation of conservation programs with communities in CARPE type of projects. The major lessons learnt include:

1. Mobilizing and training the target communities towards conservation of the Virungas as well introduction of tangible incentives helped CARPE to bring about a paradigm shift and transform the target communities from purely extractive users of resources within the park and protected areas to conservation partners.
2. Communities must be consulted and proactively engaged as custodians and partners during the entire project design, development, and planning and implementation cycle so as to incorporate their indigenous knowledge and insights into the project and increase their personal interest and investment in the efforts.
3. Ranger Based Monitoring (RBM) is an effective sustainable and reliable means of data collection and continuous feeding and updating of data bases. This has also brought about a more holistic approach to data collection for the Virungas.
4. From ORTPN's perspective, the greatest challenge to conservation is the pressure placed on PAs in the Virungas by the communities as they seek to meet their livelihood requirements and therefore result to extractive use of the natural resources in the PAs. CARPE Virunga has eased the implementation role of ORTPN especially because to a large extent the goals of CARPE are congruent with those of ORTPN.
5. Effective coordination of CARPE was achieved by allowing the national authorities, ORTPN and ICCN, in collaboration with AWF/IGCP to lead and play their roles as referees and points of reference. Trust among partners as well as good coordination by AWF, ICCN and ORTPN helped the members of coalition to concentrate on effective implementation of planned project activities.
6. Capacity of local CBOs enhances synergy and increases the prospects for success in business enterprises. This must be structured strongly in the Program and adequate time and resources need to be allocated.



5 Recommendations

5.1 Recommendations at Program/Landscape Level

One of the key threats to conservation has been human activities, based on the socio-economic status of the communities and their felt needs. The challenge for CARPE and other conservation programs is to identify and implement innovative approaches that can be scaled up to a wide cross section of the community. While enterprise is one such approach, others could include aspects of agro-forestry, bamboo plantations and alternative sources of fuel for cooking. For example, many countries have attempted, though unsuccessfully, to ban charcoal production and the transportation of charcoal, yet it remains the prime source of fuel for rural and peri urban populations. A study done in Goma shows that the demand for charcoal is on the increase with the main source as PNVi. The team believes that (1) the piloted greenbelt can be extended to a wider and new other areas, but must be based on trees that add value to the community for fuel wood, commercial value or bamboo; and (2) alternative methods of producing ‘charcoal’ including wood shavings, brickets, energy saving stoves, could be introduced. These alternate sources are already in use in many eco-lodges today.

These and other recommendations are included in the CBNRM plan, and it is strongly recommended that every effort is made to operationalize the plan in the next phase of programming.

Other Recommendations

1. Provide more training to communities in the management of both natural resources and business related resources.
2. Allow adequate time for planning and consultation with the national project partners, especially conservation authorities of the respective countries (ICCN and ORTPN) and allocate adequate resources to national authorities for effective coordination.
3. Most of the key documents of CARPE project are in English. They should be translated into French and made available to staff in both languages. This will help staff have a clear understanding of how their specific roles and responsibilities fit into the bigger picture as they implement the CARPE project.
4. Expand the options for business opportunities to include:
 - (a) High value trees such as: apples, avocados, pears and plums, and mulberry for silk-worm production.
 - (b) More agroforestry interventions especially for soil erosion control and livestock fodder technologies.
 - (c) Identifying and proliferating alternative measures/incentives/approaches for CBNRM.



Annexes

Annex I

An inventory of all non-expendable property equal to or great than \$5,000 unit value purchased with USAID funds

Annex II

A property disposal plan for these same equipments. Here you will make a recommendation to USAID on the ultimate disposition of these equipments for USAID approval. In general, the disposal plan should be consistent and in keeping with the original purposes of the Agreement. You can recommend that it be donated to other entities or retained by the receiving organization but the plan should justify and explain how the property will be used to attain CARPE objectives.

Annex III

Landscape and Zone polygons in ESRI shape files, per the attached guidance.