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**CARPE Final Report: October 1, 2003 – September 30, 2006**

Project / Sub-Project No.	CONGO BASIN FOREST PARTNERSHIP
Agreement	Cooperative Agreement 623-A-00-03-00064-00 under leader with Associate Award LAG-A-00-99-00048-00
Sub-Project Title	Salonga-Lukenie-Sankuru Landscape
Reporting Period	1 October, 2003 – 30 September 2006
Date submitted	15 November 2006
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**1. INTRODUCTION**

**Landscape Lead Institution:** WWF-US  
**Landscape Partners:** Zoological Society of Milwaukee (ZSM)  
 Wildlife Conservation Society (WCS)

**Cost of the Agreement:**

Partner	USAID funds	Cost-share	Total
WWF	\$1,206,985.80	\$989,757.02	\$2,196,742.82
ZSM (sub-grantee of WWF)	\$138,262.00	\$290,254.53	\$428,516.53
<b>Totals</b>	<b>\$1,345,247.80</b>	<b>\$1,280,011.50</b>	<b>\$2,625,259.30</b>

**Three-year Benchmarks (objectives) and Summary of Achievements:**

Three-year target landscape values were modified as a part of the year 2 SAR to reflect revisions to CARPE’s PMP, resulting in improved links between indicators and both 3-year and annual benchmark values. For the SLS Landscape the following objectives guided activities:

- Indicator 1 (Landscape): 60% of LU Process Convened
- Indicator 2 (Protected Area): LUP Process Convened (Salonga National Park)

*Indicator 1: SLS Landscape*

SLS Landscape partners exceeded their target benchmark, **60% of LU Process Convened**, and reached the “**LUP Process Convened**” stage. The writing of the technical application for CARPE 2006-2011 necessitated the formulation of a “Landuse Planning Strategy Document” which equates to the “convened stage” of landscape planning. In addition, many elements of the strategy have been completed with noteworthy achievements including socioeconomic studies of

natural resource use, management and governance, the establishment of a GIS system housing information on land-use units and other important landscape features; and biological inventories.

*Indicator 2: Salonga National Park (Protected Area)*

Partners did not achieve the objective of “**LUP Process Convened**”. To reach this benchmark, SLS landscape partners were to work with ICCN and other park partners to draft a strategy document to guide the development of a management plan for Salonga National Park (SNP). In support of this activity, the US Department of Agriculture Forest Service (USFS), as a CARPE implementing partner, was to provide its expertise in defining the process for management planning. The mission of two USFS experts was originally planned for August 2006, but rescheduled on two occasions as a consequence of political unrest in the nation’s capital<sup>1</sup>. Important achievements in the context of Africa’s largest national park included biological inventories of 83% of the park; material and financial support to the park’s management authority, *Institut Congolais pour la Conservation de la Nature* (ICCN); and working with local stakeholder groups and government authorities to improve park protection.

## 2. MAJOR ACCOMPLISHMENTS AND RESULTS

**SO: Reduce the rate of forest degradation and loss of biodiversity through increased local, national and regional natural resource management capacity**

**Intermediate Result 1: Natural resources managed sustainably**

**Indicator 1.1: Number of landscapes and other focal areas covered by integrated land use plans**

Land-use planning at a landscape scale necessitates baseline information as well as an enabling environment (capacity, legislation) in support of the process. The SLS Landscape, until only 2 years ago, was a largely forgotten part of the country, characterized by increasing economic and social isolation. Even in the heydays of the colonial and post-independence periods, economic and development activity was limited and little information existed on the area’s biodiversity outside of geographically isolated studies in and around SNP. This absence of information dictated landscape partners’ first steps - the collection of baseline biological, socioeconomic and spatial information.

### **Spatial features of the SLS Landscape**

- A *vegetative analysis* has been completed for 56% of the landscape (excluding SNP and areas with poor quality imagery) and is being validated through ground-truthing.
- Twenty-two (22) distinct *land-use units* have been identified: 1 protected area (32% of landscape); 21 logging concessions (25.7%) awaiting the completion of the conversion process for validation; and no mining permits. In addition, 11 inactive commercial plantations were identified as part of spatial analysis and field studies.

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<sup>1</sup> The mission finally took place in October 2006.

- Two (2) potential *community-based natural resource management areas* (CBNRM) have been mapped based on criteria including the presence of key wildlife species, the importance of the natural resources to community livelihoods, the known presence or absence of a logging concession; opportunities for improved protection and management; and the perceived threat level to key resources.

#### **Identifying key wildlife populations and habitats**

- First-time *large mammal inventories*, outside of Salonga National Park, were completed in two zones, representing 9,460 km<sup>2</sup> of forest and swamp in the western reaches of the landscape. The results of these inventories will be used to identify areas of importance for high intensity surveys and to direct future collaboration with communities (CBNRM: first zone) and the private sector (ERZ: second zone) aimed at species conservation and ensuring habitat connectivity throughout the landscape.

#### **Developing an understanding of local resource use, governance and threats and opportunities**

- Through the combined efforts of WWF and WCS, *socioeconomic information* was collected in 128 landscape villages. Although methodologies differed, data collection focused on land and natural resource use and governance; and threats to biodiversity, local livelihoods and Salonga National Park. Socioeconomic studies confirmed information collected during anti-poaching work in SNP and biological inventories: commercial bushmeat trade is the greatest threat to landscape biodiversity and is also negatively impacting the resource base upon which local populations depend. However, traditional systems of resource governance still predominate throughout the landscape and represent an important opportunity to collaborate with communities in the context of both CBNRM zones and in their negotiations with the private sector (e.g. logging companies).
- A *census of human populations* residing in the critical area between the two blocks of SNP as well as the northern buffer of the park's southern block was conducted by WCS field teams. The census teams recorded 23,900 people, mainly Nkundo and Iyeki, living in the most heavily populated portion of the landscape.
- A second type of study, a *value chain market analysis*, was organized as a follow-up to socioeconomic studies that highlighted the collapse of the agricultural sector as the principal reason for an increasing reliance on hunting and, to a lesser degree, fishing for income-generation. The organization Pact completed the study in two sectors of the landscape, Lokolama (site of potential CBNRM zone) and the corridor between the two sectors of the park (site of PA and potential CBNRM zone), aimed at assessing the potential of linking agricultural and NTFP production to demand markets as a means of reducing threats to the resource base.

#### **Development of a strategy for land-use planning**

- As part of the writing of the technical application for the next phase of CARPE (2007-2011) a *strategy document for land-use planning* was completed. The document provides a summary of information already available or still required and defines a road map for landscape scale planning.

#### **Supporting communities**

- ZSM leveraged \$5,000 from U.S. Ambassador Self-Help Fund to implement an agricultural revitalization project for 6 villages along the Salonga River aimed at reducing hunting pressure in and around SNP.

- WWF through CARPE's Small Grant Program provided \$16,214 in funding to local NGOs in support of farming activities in the critical corridor area between the two blocks of SNP

Indicator 1.2:            **Number of different use zones within landscapes with sustainable management plans**

Protected Area: Salonga National Park

Salonga National Park is highly threatened by illegal activities, particularly poaching. The last 3-4 years of consistent donor investment have been crucial in developing a greater understanding of the conservation value of the park and threats to its biodiversity as well as in building ICCN and partner capacity to manage Africa's largest national park. The different achievements, discussed below, will guide the process of management plan development and/or be integral elements of the final plan.

**Capacity assessment**

- WWF completed an extensive *assessment of ICCN field capacity* in 2005. It revealed an almost non-operational guard force as a consequence of little training, equipment, infrastructure, and strategic planning and administrative competence. Concomitantly, ZSM conducted a vertical analysis of patrol capacity at one patrol post to identify constraints to effective patrolling.
- *Testing of 190 park guards* in May 2006 in preparation for technical and paramilitary training revealed that only one-quarter were literate, 60 were found to have the physical capacity to participate in paramilitary training, and of these 60, only 30 were deemed capable of learning the more technical elements of patrolling and surveillance.

**Capacity reinforcement**

- Support to ICCN's *anti-poaching activities* had a discernable impact on the number of poachers and contraband confiscated, and park guards have also reported increased wildlife numbers in areas of frequent patrolling. In the context of ZSM's focus area in the north block of SNP, the number of patrols increased from 3 days/guard/month to 11 days/guard/month in a six month period, with a geographic expansion from 45 km<sup>2</sup> to 115 km<sup>2</sup>. WWF has provided support to all six stations including the development of station-specific anti-poaching strategies bolstered by funds and material that resulted in longer patrols with increased geographic coverage and a corresponding increase in the number of contraband items seized. Also, the creation of motorized patrols at Mondjoku, Monkoto and Watsikengo Stations (including the construction of fuel depots) has led to vastly increased surveillance areas, improved supervision and communication, and better support to remote patrol posts.
- CARPE partners have played an instrumental role in the organization of SNP *park management* meetings, referred to as *Comite de Coordination de Site* (CoCoSi). Since August 2004, WWF, ZSM and WCS organized and participated in : 1) one preliminary partners' meeting in August 2004; 2) two CoCoSi meetings in November 2004 and 2005 where partners produced a combined annual work plan; and 3) three technical meetings described below.
  - The August 2005 technical meeting was the first time that all SNP partners were gathered together (the director of Lukuru Wildlife Research Project was in attendance). During the 3-day workshop participants discussed four subjects: biomonitoring, anti-

poaching strategies, boundary conflict resolution methodologies; and the future development of a SNP vision and strategy document for management plan creation.

- In February 2006, together with the conflict resolution specialist group, Search for Common Ground, WCS organized a workshop aimed at enumerating the steps for development and implementation of a conflict resolution strategy.
- ZSM took the leadership in organizing a meeting of technicians responsible for defining the elements of a biomonitoring program for SNP in May 2006.

- **Training** (a summary table is provide at the end of this section)

### **Biological Information**

- Surveys conducted in SNP by WCS have confirmed bonobo presence throughout much of the park, identifying four important areas: Lokofa (300 bonobo), Iyaelima (1,200), Lomela (numbers unknown), and Etate (thus far 250). Extrapolating from extensive surveys and intensive surveys of two blocks (Lokofa and Iyaelima), WCS has presented a preliminary estimate of a **bonobo population** of between 5,000 to 7,000 individuals residing in SNP.
- Former studies of bonobo distribution in the SNP by ZSM revealed that bonobo nesting has a strong association with forest type. Using these data, ZSM bonobo monitoring activities concentrated on creating an efficient bio-monitoring model for park managers. The model provides a means to stratify future surveys and allocate effort to probable nesting habitat, thereby reducing the need to traverse large areas of marginal habitat. Furthermore, it presents a method for making meaningful inter-site comparisons standardized according to amount of available nesting habitat.
- Taxonomic work by the American Museum of Natural History highlighted the richness of **freshwater fish** with an estimated 91 species representing 22 families collected from a limited number of sites on boundary rivers of SNP. At least one species is believed to represent a genus new to science.

### **Relations with local stakeholders and government authorities**

- WCS, in collaboration with ICCN, a *Comité de Concertation Local* (CCL), and an association of women who practice *écopage* (fishing by damming waterways) in proximity to contested boundaries, began the process of **park limit resolution**. Using the legal text creating and defining SNP, the partners identified rivers mentioned in the text, took waypoints and then mapped results. In the next stages, the results will be used to discuss and physically demarcate the boundaries, again involving relevant stakeholder groups.
- **Lobbying and information-sharing** activities have been initiated at all levels of the government and included: 1) an introduction to the CARPE program for provincial authorities in the Equateur Province in March 2006, organized by the DRC Focal Point; 2) a high level mission (governor and general from Equateur, ICCN/Kinshasa) aimed at conflict resolution in Monkoto in September 2006, financed by the Rapid Response Facility (RRF) with support from WWF and WCS; 3) an ICCN/ZSM meeting with the Lieutenant General d'Etat in 2005 to lobby support against poaching activities conducted by uniformed men in the SNP; 4) ad hoc meetings set by CARPE partners with governors from both Equateur and Bandundu; 5) meetings on two different occasions between DRC Vice-Presidents and WWF delegations to lobby for support for ICCN and SNP; and 6) semi-annual reports regarding poaching status and biomonitoring prepared by ZSM for the General of the 3<sup>rd</sup> Military Region in Mbandaka.
- WWF solicited the assistance of the WorldFish Center to conduct a study of the existing systems of **management of SNP's boundary rivers** and future possibilities of co-

management between communities and ICCN. The results will be used to guide the building of capacity and collaborative platforms in support of the recently determined free-fishing zones of the park (see above reference to results of RRF lobbying mission).

### Capacity Building in the Landscape including SNP

The following table presents a summary of formal and in situ capacity building initiatives during the 2003-2006 period. This does not include the administrative and financial training of CARPE partner staff members.

Subject	Zone	Organization	Numbers	
			Men	Women
GPS, data collection, reporting	SNP	ICCN (ZSM)	2	
Forest identification techniques	SNP	ICCN (ZSM)	3	
Biological inventory, navigation methods	SNP	ICCN (WCS)	4	
Biological inventory, navigation methods	SNP	Local (WCS)	11	1
Park administration, technical guidelines for anti-poaching planning & execution, monitoring tools	SNP	ICCN (WWF)	22	
Socioeconomic study methods	L/S	Kin/Mbka (WWF)	3	3
Socioeconomic study methods	L/S	Local (WWF)	9	2
Socioeconomic study methods	L/S	Local (WCS)	16	2
Biological inventory methods	L/S	Kin (WWF)	5	
Agricultural techniques (SGP)	L/S	Local (WWF)	22 (-)	4 (+)
Animal Husbandry techniques (SGP)	L/S	Local (WWF)	18	4
GIS training (Arcgis9)	L/S	Kin (WWF)	1	
<b>Totals</b>			<b>116</b>	<b>16</b>

### 3. SUCCESS STORY

The remote Salonga National Park (SNP) is the least known of DRC's World Heritage Sites, but that assertion may soon change. Largely ignored by the scientific and conservation community until recently, Salonga has long suffered from financial neglect and a weak technical capacity. The park was created in 1970 primarily to conserve the bonobo (*Pan paniscus*) and forest elephant (*Loxodonta africana cyclotis*) in representative habitat of the Cuvette Centrale. However, paradoxically, the extent that bonobos occurred in SNP was unknown. Some reports alleged that this great ape, endemic to DRC, did not occur in the park, yet scattered anecdotal reports later contradicted this claim. In contrast, well-equipped ivory hunters were already acquainted with SNP's once plentiful elephant herd. Large-scale poaching was rampant during the 1980's creating dangerous conditions for the impoverished guard force, local inhabitants, and field scientists. Threats from poachers combined with the park's remote location and periodic political unrest discouraged scientific investigation and likewise the investment of conservation dollars. In contrast to well-developed parks in the eastern DRC, the SNP deteriorated to unknown levels during the three decades after its creation.

For the bonobo, SNP poses as a pivotal element in the conservation of this highly endangered great ape. The park is potentially the largest expanse of protected bonobo habitat and the only

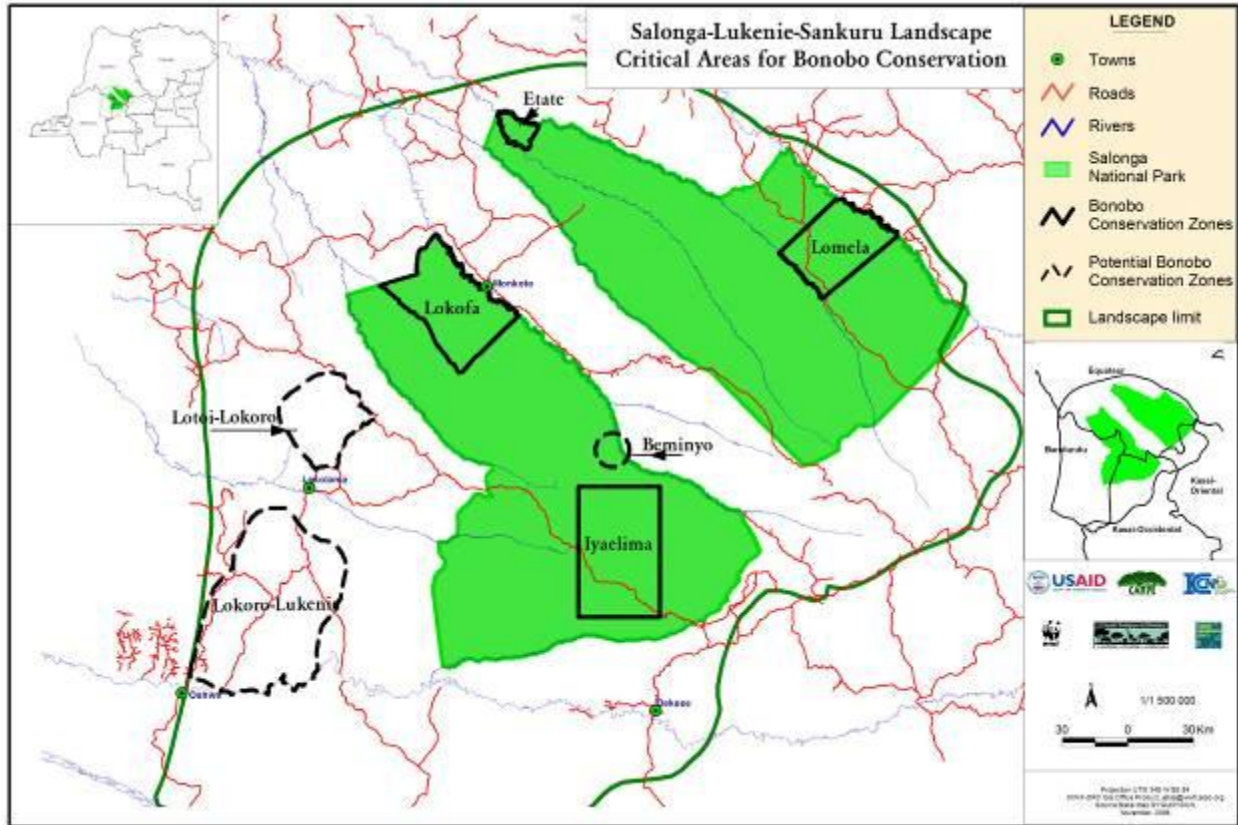
national park created to harbor this species. However, without detailed information on bonobo distribution and abundance within the park, the true conservation value of the park is unknown. Likewise, the elephants have all but disappeared in most of the Cuvette Centrale, and thus quantitative information about elephants surviving in SNP and surrounding lands is an essential part of conservation planning.

It is in this context that CARPE Salonga-Lukenie-Sankuru Landscape partners WCS, WWF, and ZSM, joined forces with national partners to acquire baseline data on these key species. Guiding their collaboration were pioneering studies prior to the startup of the CARPE program, including elephant surveys in the mid-1980s (WWF/WCS), the initiation of bonobo research by ZSM (1987) including surveys in 11 sites across the park, the establishment of bonobo research sites outside the park by the Max Planck Institute (2000), the Lukuru Wildlife Research Project (1992), and finally, in 2003, under the auspices of the CITES Monitoring the Illegal Killing of Elephants, park-wide surveys of elephants (and bonobos).

Challenged by extreme conditions and difficult logistics, CARPE partners first had to acquire additional baseline data on these key species, identify the threats to their survival, and finally evaluate the capacity of human resources needed to combat these threats. Combining previous inventories with partner resources and expertise, the advent of the CARPE program has resulted in detailed assessments of bonobo and elephant numbers. Through a series of inventories, WCS and ZSM have surveyed 83 % of the park, and WWF teams have covered 9% of the landscape, and trained 26 people in data collection and bio-monitoring techniques. In the park, five areas (see map) for bonobo conservation have been identified thus far while work is still underway to define and understand population limits. WCS surveys estimate that Salonga harbors an overall total of 5000-7000 individuals, thus marking the Salonga National Park as a key site for bonobo conservation. First time inventories outside the park in the western reaches of the landscape have documented bonobo occurrence in terra firma forest as well as elephants, often in association with swamp forests, reinforcing the need for a holistic approach to conservation taking into account both freshwater and terrestrial features of the landscape. Finally, WWF devoted resources to assessing ICCN capacity to protect the park, and based on the results and support by partners began to reinforce their surveillance capacity through training, strategic planning, and the provision of material and financial support.

These overall findings highlight the international importance of the SLS landscape to bonobo and forest elephant conservation. More importantly, these data provide the basis to construct sound management approaches involving capacity building of both federal park authorities and local communities to conserve the natural forest and water resources on which their lives depend. The threats, primarily poaching, that have long plagued this region, still exist, but the access routes and underlying catalysts for poaching are being identified. The successes of the last three years of the CARPE program in Salonga will be used to: 1) develop conservation strategies for the bonobo and elephant that will reduce poaching and help impacted animal populations to regenerate; 2) develop land-use plans that allow for habitat corridors across the landscape; 3) guide the establishment of community-managed areas and improved livelihoods through economic diversification; and 4) collaborate with logging companies to define micro-zones for species and habitat protection.

Thus, while little biological information was available when CARPE partners WCS, WWF, and ZSM, began activities in 2003, it is through their combined efforts that Africa’s largest tropical forest park and its surrounding lands has finally received international attention and the resources to assess a portion of its unique biological attributes and to take the first steps towards developing a functioning protected area within the context of prevalent social conditions.



#### 4. CONCLUSIONS

The SLS partners have made important and noteworthy advances in the collection of baseline information in a previously unknown portion of DRC’s vast and inaccessible Cuvette Central region. Socioeconomic studies, biological inventories and monitoring, and the collection of information on stakeholders, threats and opportunities have and will continue to guide conservation activities in Salonga NP and the landscape as well as land-use planning at both the macro and landscape scale. It merits mention that the activities and benchmarks were achieved in what may be the Congo Basin Forest Partnership’s most logistically challenging landscape, in a country still in transition after over a decade of internal conflict.

Baseline information has the potential to drive conservation activities not only of the SLS Consortium and CARPE but those of future partners such as logging companies and communities seeking to obtain legal control of their NRs.



Concurrent to the collection of baseline data and information, was exploring and building partner relations. This was not without its challenges and its successes. In the first phase partners' expertise was focused on socioeconomic studies, biological inventories and monitoring, protected area management, and some aspects of NRM. However, the ambition and scale of landscape activities necessitated the inclusion of partners and individuals with other skill sets: Search for Common Ground (conflict resolution); Pact (value chain analysis); AMNH (systematic studies of freshwater fish); WorldFish Center (fisheries use and management); and social and cultural anthropologists (socioeconomic studies). In hindsight, it would have been valuable to include certain groups, particularly organizations like Pact with expertise in community capacity building, into the SLS partnership earlier in the program. Problems and recommendations related to the actual "mechanics" of partnership are discussed in ensuing sections of this report.

As efforts focused primarily on the collection of fundamental information and data, the lack of a clear, national legal mandate for landscape activities did not impede SLS activities during this first phase. Management activities were only initiated in and around Salonga National Park where a national institution, ICCN, has a long-standing legal mandate as well as collaborative agreements with each of the three CARPE partners.

The program as promoted by CARPE, is a unique opportunity to develop and implement a vision of conservation including different land-use needs, taking into account the socioeconomic and socio-cultural needs of people. Success of conservation measures will hinge on addressing human needs, which may range from assuring that park guards are well trained and equipped, to working with local communities to guarantee their long-term and sustainable access to natural resources, to finding common ground in private-public sector partnerships in the context of logging concessions. At the same time, the more expansive vision will permit for land-use plans and management strategies to the benefit of wider ranging species, the full assemblage of landscape flora and fauna, and ecological processes.

## 5. LESSONS LEARNED

- The SLS Landscape would have benefited from bringing in a partner with community organization or communication skills at an earlier stage, if only to assist with diffusing information and sharing ideas on natural resource management, landscape planning, national legislation related to land and NRM, results of baseline studies, etc. When and where traditional and government authorities were included, it had a positive impact on the implementation of field activities. Building upon this collaboration and strengthening local partner capacity to participate will be the foundation of success for the next CARPE phase.
- The work planning and reporting matrix (semi-annually and annually) was useful as it summarized progress towards the achievements of benchmarks. Narratives and MOVs as support for the matrix provided clear insight into the progress made. Work planning and reporting matrices have been genuine assets for monitoring and evaluation of different activities as well a tool for integrating activities of different implementing partners.
- The land use planning process encourages public participation: a number of stakeholders have been identified and are or will be associated in the process of developing a viable land use plan for the landscape. The Small Grants Program was and will continue to be an

important means of supporting local community initiatives. However, NGOs in the SLS Landscape have limited or no experience in proposal writing, defining activities, or actually implementing and managing funded activities. Future SGP initiatives should not only disperse funds but build in a training component (with corresponding financial and technical resources) that first provides NGOs with the skills to seek and apply for funds (SGP or other), function as NGOs, and successfully define and implement projects.

- The large size of the SLS landscape covering four different provinces presents a challenging complex political and administrative setting to achieve the CARPE target of land use planning.
- Changes to reporting format and requirements have made it difficult to plan ahead thus hampering field activities and causing tension between the landscape lead and other partners because of delayed communication concerning reporting obligations.

## 6. RECOMMENDATIONS

### **Land-use Planning in DRC and under the CARPE program**

- Land use planning requires good and reliable information on the status of natural resources and the local communities which use them. Exploratory and inventory missions are an essential part of the land use planning process, and they should continue to be prioritized by CARPE in DRC where baseline information is still lacking or inadequate.
- Land use planning falls under government responsibilities in DRC. CARPE should formalize its relationship with government institutions to allow NGOs to have a broader mandate to work outside of protected areas and to ensure that results will be endorsed by these agencies. CARPE should also ensure that landscapes work together as one entity under the umbrella of the Country Team to secure national level support and participation, and the mandate to use landscapes as pilot sites for nationwide land-use planning.
- CARPE needs to work with partners to avoid the misconception that LUP is its principal goal. A greater emphasis should be placed on the strategic objective with LUP presented as one in a suite of tools for biodiversity conservation.

### **Monitoring**

- A weakness of the CARPE program is the inability to measure the quality and actual conservation impact of different interventions in SNP and, as we expand our scale, in the greater landscape. Indicators, as defined for the SOF, are important, but likely to highlight only longer term changes and trends. Mechanisms for monitoring conservation impact and adapting management accordingly to assure success should be built into the functioning of the Consortium for the next phase.
- In addition to providing more funds for the PA, more work must be done on the ground at more sites to address the basic needs of the park, to follow up on activities, and to evaluate the effectiveness of investments to date. This takes time, commitment, and a permanent presence. The current CARPE model is formula-oriented – intended for better developed PAs - prescribing activities which will become superficial if the foundation is weak.

### **CARPE Focal Point**

- With the commencement of the new phase, CARPE should moderate discussions on the roles and relationships between Focal Points and Landscape Leads. The FP should avoid making commitments on the behalf of landscapes without prior consultation; consult with

LLs about potentially conflicting or politicized dossiers before intervening (e.g. forest concessions conversion process); and coordinate all landscape-based activities through the Consortium. LLs need to better use the FP and Country Team as a means of lobbying for support of their conservation and LUP activities.

- CARPE should ensure that DRC landscapes join forces under the umbrella of the Country Team to secure national level support and participation for land-use planning.
- Given the disconnectedness of many landscapes (isolated communities, low level of administrative coherence), most interventions will have to be developed in small, local scale and evolve from the ground. CARPE and the Focal Point can enhance the impact of these results and their sustainability by encouraging diversity of approaches, ensuring these are well documented and communicated, promoting a process that brings together similar efforts, and by supporting landscape and national scale actions that protect and foster interventions.

### **Consortium Partnerships and Responsibilities**

- During CARPE 2003-2006, the role of the landscape leader was unclear for both the implementing partners and ICCN. In the upcoming phase, the roles of the landscape lead and other consortium partners should be made clear (reinforced and expanded upon as experience increases with project implementation) both within the consortium and with external partners.
- All consortium partners need to be fully engaged in landscape planning processes (although their actual activities may be limited in scope for financial and technical reasons).
- Exchange of information among partners should be enhanced at the landscape level, including existence and schedules of activities, reports, schedules for delivery of provisions to the landscape, trip schedules, and potential for collaboration. Establishment of an inter-partner list-serve or such a mechanism may alleviate this need, and the planned bi-annual newsletter, although targeting a different audience, will be an equally important communication tool.
- CARPE should encourage resource sharing among partners in order to minimize duplication of expenditures and to facilitate severely constrained logistics.
- There is a consensus among partners that meetings and seminars/workshops are consuming too much time and financial resources. In the next phase, when possible, the number of these meetings should be reduced and/or well planned in advance (allowing for consecutive meetings if necessary), in order to ensure that a greater portion of resources are allotted for field actions. At the same time, criteria should be established to evaluate which partners need to participate in the different meetings and workshops.
- One deterrent to the use of baseline information was partner unwillingness to share information and data for conservation. Not only is communication among partners important but they also need to commit to making information available in a timely fashion and in a format that can be synthesized and used by resource and macro-zone managers.

### **Financial and technical resources**

- CARPE could assist with establishing stronger USAID inter-mission links permitting landscapes to benefit from expertise and financial resources.
- Funding levels do not correspond to the scale of objectives and expectations.
- The Small Grant program has received a huge welcome from local populations, local associations and NGOs. This program, which is an effective tool for building local capacity,

should receive more funds in a more timely and transparent fashion in the next phase of CARPE.

- CARPE should establish criteria for allocating funds to landscapes and if necessary re-allocate the funds in the course of the current phase based on the performance/quality of work realized by the landscapes/segments.