

Suggested Template for CARPE Strategy Documents (SD)

Version 9_08

Purpose of Strategy Documents (SD):

A SD is a planning tool for elaborating a management plan. It clearly outlines the overall approach CARPE landscape partners take in order to achieve CARPE planning objectives for each landscape or macro zone and what specific activities they should be undertaking in order to complete landscape or macro zone management plans. These activities should be measurable and provide a means of verification, along with a timeline for their anticipated completion.

- These documents will assist CARPE landscape partners with work planning and budgeting.
- SD's are part of the grant agreement deliverables required by USAID from landscape implementing partners. Completion of a SD indicates that the land use planning process for a given zone has been "convened". SD's also serve as a monitoring tool for landscape partner performance within CARPE.

Purpose of USFS Strategy Document Template:

- This template from the US Forest Service describes what elements landscape partners should include in their SDs for landscapes and macro zones [Protected Areas (PA), Community Based Natural Resource Management (CBNRM) and Extractive Resource Zones (ERZ)] to meet CARPE requirements.
- This template is intended to inform implementing partners about the steps they should be planning for when working toward the creation of landscape and macro zone management plans, means of verification they will provide to USAID, demonstrating that they have completed these tasks, and what the timeline will be for completing the tasks. The USFS will also be providing a series of more detailed guides which will assist landscape partners in developing management plans for the entire landscape, as well as for PAs, CBNRMs and ERZs.

Introduction and Overarching Concepts

Purpose of planning: In the context of CARPE, land use management plans are the primary documents which will define how individual landscapes and macro zones will be managed to achieve the Strategic Objective of the CARPE program: *reducing the rate of forest degradation and loss of biodiversity through increased local, national, and regional natural resource management capacity*. Land use management plans, in general, are necessary for the effective management of a region targeted for conservation activities, and to the successful implementation of those activities.

Integrated landscape management planning: The CARPE landscapes were chosen and delineated because they represent areas of particular importance to forest and biodiversity conservation. These are areas which are somehow different from their surroundings, and will therefore be managed with an eye toward: 1) conserving the resources contained within them; 2) promoting sustainable use of resources by local communities; and 3) environmentally responsible extractive practices on the part of forestry and mining

concession holders within the landscapes. With these objectives in mind, CARPE aims to zone each landscape into macro zones including PA, CBNRM, and ERZ.

A key early step in land use planning is defining the vision and objectives for the landscape in question. Similarly, each PA, CBNRM and ERZ will require defined management objectives. The objectives of the three categories of zones of a CARPE landscape should be harmonized, and should not conflict, with the objectives of the overall landscape.

Zoning terminology: CARPE defines three types of zones to be delineated within the landscapes; PA, CBNRM, and ERZ. These are referred to as the landscape macro-zones. Each of these macro-zones will, in turn, also be zoned for differing uses and levels of resource protection. This is the micro-zoning process that will occur when creating the management plans for each individual macro-zone.

Management authority and the role of consensus building: The CARPE landscape partners do not, and will not, hold the power of a true management authority. This authority lies with the national government ministries of each country. However, government capacity and presence on these landscapes varies widely throughout the region. When the capacity and resources exist, landscape partners should work closely with the appropriate management authorities in creating management plans. In many cases, however, national government entities are entirely absent on the landscapes. Without true legal management authority, the only authority CARPE landscape partners have to create and implement management plans is that which they obtain through consensus, by working with local communities, logging or mining concession holders, and other stakeholders. This will need to be achieved over time by working closely with these groups, and clarifying, or in some cases providing, the incentives for each of them to accept restrictions on the use of the resources they would otherwise utilize without limitation.

The following template of a SD presents the steps that CARPE landscape partners should take towards the creation of landscape and macro zone management plans. The degree to which any of these steps has been completed already will vary from zone to zone, and should, of course, not be repeated if the activity has already been achieved.

Suggested Strategy Document Template

I. Identify and Define Roles of Planning Team

- a. Roles and responsibilities pertaining to planning process of landscape lead NGO staff clearly defined.
- b. Additional staff hired as needed, and/or any tasks contracted to partner organizations.
- c. Roles of non-lead NGOs and other collaborators including government partners clearly defined.

- II. Information/Data Gathering:** A baseline amount of data is needed on the following aspects of the Landscape or macro zone. However, moving forward with planning processes should not be indefinitely delayed by a lack of perfect information. Data gathering is an ongoing process and new information should feed back into the adaptive management aspect of the landscape plan. Partners should identify what data they have, what data needs to be collected and a strategy for collecting needed data.
- a. Physical
 - i. Boundaries of landscapes delineated.
 - ii. Identify topography, water courses, unique physical features
 - iii. Maps/satellite imagery compiled.
 - iv. Boundaries of existing legal extractive concessions mapped and their status noted.
 - v. Boundaries of existing protected areas mapped and their status noted.
 - b. Ecological
 - i. Identify landscape features in regards to:
 1. key wildlife resources
 2. wildlife migration corridors
 3. rare and under-represented plant communities
 4. other floral and faunal resources that are of key importance to the landscape and its population
 - c. Socio-economic
 - i. Identify villages, foot paths, transport routes, key economic centers within and around the landscape, agricultural activities, hunting/fishing areas, areas of subsistence level timber extraction.
 - ii. Identify all stakeholders (including pertinent populations outside the zone).
 - iii. Identify those resources and regions of zone utilized for subsistence purposes vs. larger commercial trade.
 - iv. Map location of stands of economically desirable timber species or mineral deposits not currently in any concessions.
 - d. Assess government management authority presence in the zone and capacity to play a role in planning process.

III. Creation of a Public Participation Strategy

- a. Identify those stakeholders that must be included in process; interested and affected publics.
- b. Prioritize which stakeholders should be engaged earliest; based on current activities that pose existing threats to key resources.
- c. Describe how to engage with different groups; local villagers, migrant populations, timber/mining interests, NGOs, etc.
 - i. Different ethnic groups may require different methods of involvement in planning processes.
 - ii. Identify willingness of various extractive concession holders to engage in landscape planning process.

- d. Create a process for conflict/dispute resolution between interests/stakeholders.

IV. Creation of Strategy for Formal Recognition of Plan

- a. Formulate strategy for having the plan formally recognized by the necessary authority.
 - i. Depending on the country, this strategy should decide who that authority needs to be. Landscapes generally have no legal standing among national governments; therefore approval of the Landscape plan need not necessarily be approved by a government ministry. However, PAs will need such formal recognition. CBNRM zones may not be a priority for a national government, in which case recognition would need to come from local or regional authorities. ERZ components should be developed with the concession holder and the affected communities and should have formal recognition by each.

V. Creation of Vision and Objectives for Landscapes and Macro Zones

- a. Stakeholder groups convened to describe their expectations, desired conditions, and purpose of the landscape or macro zone plan. [Note: CARPE landscapes are not necessarily a recognized or known entity to many stakeholders on a landscape, therefore the creation of objectives for the entire landscape may not concern all stakeholders. These groups, however, must be implicated in the creation of objectives for each macro zone.]
 - i. Objectives should reflect the desired conditions of the landscapes
- b. Agreements reached and objectives defined for the landscape.
- c. The landscape vision and objective creation should include a prioritization process which takes into account and targets the most pressing needs on the zone, taking into account the importance of such issues for long term conservation on the landscape and the time sensitivity of each.

VI. Identify Macro-Zones (for Landscape SDs) and Micro-Zones (for Macro Zone SDs) and their Associated Objectives and Guidelines

- a. Objectives defined to reflect desired conditions of each zone, guidelines created to address known threats.
- b. Identify differing rules in each zone for different habitat types, activities, and resources.
- c. Delineate micro-zones, within the macro zones zones, as needed to define locations where certain activities will be permitted or prohibited.
- d. Define additional resource use rules for each micro-zone.

VII. Elaboration of Implementation Plan for Landscape or Macro Zone

- a. Identification of activities for the zone that must occur in order to develop the management plan.

- b. Describe methods for these activities and resources needed to accomplish them.

VIII. Creation of Monitoring Plan for Landscape or Macro Zone

- a. Description of necessary activities and data collection, and who is responsible for them, needed to evaluate how well objectives are being met by plan.
 - i. Monitoring results are utilized to adapt management plan as needed.