



**United Nations Development Programme**  
**Country: Burundi**



*Project Document*

**Project Title:** Enhancing efficiency of Burundi's protected areas system for biodiversity conservation through stakeholders' engagement

**UNDAF Outcome(s)/Indicator(s):** Communities, State institutions, and local civil society organizations are in charge of their socio-economic recovery needs and participate efficiently in the peace and democratic consolidation process.

**CP Outcome:** Capacities to protect and manage the environment, including adaptation to climate change, and preparedness to natural disasters response reinforced

**Expected project Outcomes:**  
1. Protected areas management system for biodiversity conservation enhanced through stakeholders' engagement and degraded ecosystems of the Kibira and Ruvubu parks rehabilitated.  
2. Institutional capacity for the participatory management of protected areas system in Burundi is built and reinforced.

**Expected Outputs:**  
1. Change in Rapid Assessment and prioritization of protected areas management (RAPPAM); 2. Change in revenues of local communities living around the 2 selected PAs; 3. Change in financial resources available for the PA system by year 4 of the project; 4. Forest cover in the two selected PAs; 5. Populations of chimpanzees; 6. Montane Mouse Shrew in Kibira NP and leopard in Ruvubu NP; 7. Laws and guidelines for a participatory management of the PA system; 8. Strategies and tools for information, communication, sensitizing and training; 9. Capacity assessment scorecard; 10. A strategy for self-financing & income generation of the PA system; 11. Improved financial sustainability for NSPA as measured by the FSS; 12. PA platform (national and communal frameworks) for coordination, participatory management and exchange of information on PA actions; 13. Number of INECN staff and partners trained in participatory PA management; 14. INECN infrastructures rehabilitated and equipments provided; 15. Limits of the Kibira and Ruvubu National Parks legally established; 16. Number of hectares under improved management effectiveness of PAs at project sites as measured by the METT Scorecard; 17. Number of community groups involved in participatory management of the 2 PAs; 18. Participatory management plans for Kibira and Ruvubu; 19. Existence of joint cross border biodiversity management in Ruvubu NP with Tanzania; 20. Existence of ecotourism business plan for the 2 PAs; 21. Monitoring programme to track changes in BD status, threats and effectiveness of PAs management.

**Executing/implementing Agency:** UNDP Direct Execution

**Responsible parties:** National Institute for Environment and Nature Conservation (INECN) under the overall responsibility of the Ministry in charge of Environment.

**Brief Description**

This project objective is to build capacity of the Burundi Protected Areas System (BPAS) to be able to perform its mandate of conserving biodiversity through engagement of stakeholders. This project will allow (a) first to lift the identified barriers that prevent an efficient management of the country's Protected Areas (PA), including the enhancement of the legal security of all PAs; (b) then to create synergies among various sectors around protection of nature and the environment in order to ensure a stable resources base to support the PA system self-funding, the national economy and thus sustain prosperity of the country along with its people; (c) to use two protected areas Kibira and Ruvubu to design, test and validate models of participatory management of PAs, that will be focused on partnerships (public & private sectors, local communities and donors); and (d) finally to promote regional integration through cross border conservation of biodiversity programmes between the neighboring countries (Rwanda, Tanzania, RDC) with Burundi.

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Total budget: USD 3,159,000  
**Allocated resources:**  
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- Government: USD 700,000  
- UNDP CO: USD 1,600,000  
- GEF: USD 859,090  
- Unfunded budget: \_\_\_\_\_  
- In-kind Contributions: \_\_\_\_\_



**Date**  
**Agreed by Government:** ..... *[Signature]* ..... *17/6/2011* .....  
*Director des Relations*  
**Agreed by UNDP / Executing Agency:** ..... *[Signature]* ..... *17/6/11* .....  
*P.O. UNDP - Country Director*

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## Acronyms

ABO	Association Burundaise pour la Protection des oiseaux
AFEB	Association des Femmes pour la protection de l'Environnement au Burundi
APR	Annual project review
ASBL	Association sans but lucratif
BOB	Bulletin Officiel du Burundi
BPAS	Burundi Protected Areas System
CBFP	Congo Basin Forest Partnership (fund)
CBO	Community Based Organisation
CDB	Convention on Biological Diversity
CCDC	Comité communal de Développement communal
COMIFAC	Commission des Forêts d'Afrique Centrale
CSLP	Cadre stratégique de lutte contre la pauvreté
CTA	Chief Technical Advisor or Conseiller Technique Principal
CTP	Conseiller Technique Principal or Chief Technical Advisor
CPAP	Country Program Annual Plan
DPAE	Direction Provinciale de l'Agriculture et de l'Élevage
DfID	British Cooperation Agency- Department for International Development
DEX	Direct Execution
FIDA	Fond international pour le Développement Agricole
GEF	Global Environnement Facility
GRN	Gestion des Ressources Naturelles
GTZ	German cooperation agency
HIMO	Haute intensité de main d'œuvre
IBN	Initiative du Bassin du Nil
INCN	Institut National pour la Conservation de la Nature
INECN	Institut national pour l'Environnement et la conservation de la Nature
IOV	Indicateur Objectivement Vérifiable
ISABU	Institut des Sciences Agronomiques du Burundi
IUCN	International Union for the Conservation of Nature
JICA	Japanese international Cooperation agency
LMU	Project Local Management Unit (based for Kibira at Rwegura; and for Ruvubu at Kigamba)
MINEEATU	Ministère de l'Eau, de l'Environnement, de l'Aménagement du Territoire et de l'Urbanisme
METT	Management Effectiveness Tracking Tool
MOU	Mémorandum of Understanding
NBI	Nile Basin Initiative
NBS	National Biodiversity Strategy
NFAP	National Forest Action Plan
NGO	Non governmental organization
NELSAP	Nile equatorial subsidiary action program
NSPA	National System of Protected Areas
NTEAP	Nile transboundary environmental action program
ODEB	Organisation pour la Défense de l'environnement
OMD	Objectif du millénaire pour le développement
ONT	Office National du Tourisme
ONAMOB	Office national du Mobile
ONATEL	Organisation nationale pour la télécommunication
ORTPN	Office rwandais du tourisme et des parcs nationaux
OTB	Office du thé du Burundi
PA	Protected area
PFCB	Partenariat pour les Forêts du Bassin du Congo
PIB	Produit intérieur brut ou GDP
PIF	Project implementation framework
PIR	Project implementation Review
PMU	Project management unit
PNK	Parc National de la Kibira

PNR	Parc National de la Ruvubu
PNUD	Programme des Nations Unies pour le Développement (UNDP)
PoWPA	CBD's Programme of Work for Protected Areas, that helped Burundi to draft in 2009 its new Bill for Conservation of Nature
PPG	Project preparation grant
PRASAB	Programme d'Appui aux services agricoles et la conservation/gestion des terres du Burundi
PSC	Project steering committee
REGIDESO	Régie de production et distribution de l'eau et de l'électricité
RAPAC	Central Africa Protected Areas Network
RAPPAM	Rapid Assessment and Prioritization of Protected Areas Management
REDD	Reducing Emissions from Deforestation and Forest Degradation
TDR	Terme de Référence
UCP	Unité de coordination du projet
UE	Union européenne
UICN	Union internationale pour la conservation de la Nature
UNDP	United Nation Development Program
UNDAF	United Nation Development Assessment Framework
UNOPS	United Nation Office for Project Service
USAID	United States Agency for International Development
SIDA	Swedish International Development Agency
SOGESTAL	Société de gestion des stations de lavage du café
SG/GEF	Small Grant/Global Environment Facility
SSC	Species Specialist Group
WCS	Wildlife Conservation Society

## SECTION I: Elaboration of the Narrative

### PART I: Situation Analysis

#### 1.1 Context and Global Significance of Burundi Biodiversity

##### 1.1.1 Environmental Context and situation of the country

1. Burundi straddles the Africa's continental divide between the Congo and the Nile Basins. It covers 27,834 Km<sup>2</sup> between the Democratic Congo along Lake Tanganyika and Rusizi River on the west, Rwanda in the North and Tanzania in the east and south. Ruvubu River crossing the country from South to North is the southernmost source of the Nile River. The climate is typically tropical, but the country comprises 5 climatic and vegetation zones as follows:

- (a) the western plains called Imbo, in the valley of Rusizi, which covers 7% of the national territory;
- (b) the escarpments of Mumirwa, which cover 10% of the national territory;
- (c) the peak of the Congo-Nile covering 15% of the national territory;
- (d) central plateau (52% of the country); and
- (e) the northeastern depressions of Bugesera and Kumosso, covering 16% of the national territory (see Map 1).

2. The western plain covers the provinces of Cibitoke, Bubanza, Bujumbura Rural and the Town of Bujumbura. Its altitude varies from 774 at the level of lake Tanganyika to 1000m in the uplands. The average temperature is higher than 23°C, average rainfall ranges between 800 and 1100 mm and the average slope is of 12%. This area lends itself to a range of crops and its population density varies from 100 to 350 inhabitants per km<sup>2</sup>. This plain is irrigable and partially floodable.

3. The western escarpments of Mumirwa cover the provinces of Cibitoke, Bubanza, Bujumbura Rural, Bururi and Makamba. Its altitude varies from 1000 to 1900 m; the relief is marked with steep slopes varying from 70% up to 100% at some places. Annual temperature and average rainfall respectively varies from 18 to 28°C and from 1100 to 1900mm. Soils are fertile, but subject to severe erosion with ravines and landslides. These are bare grounds because the natural forests have been cut down. Moreover there is illegal artisanal exploitation of gold in its northern section, especially in the Kibira National Park, which contributes to progressive land degradation. The density of the human population is very high, up to 300 inhabitants/km<sup>2</sup>, and the available arable land per household decreases year after year.

4. The Congo-Nile peak covers the provinces of Cibitoke, Kayanza, Muramvya and Bururi. It includes the natural areas of Mugamba and Bututsi. The altitude varies between 1700m and 2500m, and it decreases from north to the south. This zone is blessed with a cool mountain climate, which is characterized by temperatures that varies between 14° and 15°C. Precipitations oscillate between 1300 and 2000mm per year, and its relief is very marked in north by mountain peaks with steep slopes (higher than 50% on average) and in the south by highland plateaus. The Congo-Nile peak shelters the last natural protected forests of the Kibira National Park.

5. The central plateau spans over the provinces of Kayanza, Ngozi, Muyinga, Karusi and Gitega, Muramvya and Mwaro and covers the natural regions of Buyenzi, Kirimiro, Buyogoma and Bweru. The altitude of the central plateau varies from 1350m to more than 2000m. Average annual rainfall is about 1200 to 1500mm. The annual average temperatures vary from 17°C in the west to 20°C in the east. This zone is bathed by a very dense network of rivers that shape its landscape in a multitude of hills of varied sizes. These are often separated by vast flat-valley-bottoms of cultivated marsh lands. Soils' productivity is in constant degradation due to overexploitation, erosion and agricultural methods.

6. The northeastern depressions covers, in the north, the provinces of Kirundo and Muyinga; and in the east the provinces of Cankuzo, Ruyigi, Rutana and Makamba. Annual precipitations vary between 1100 and 1550 mm; and average annual temperature varies between 20 and 23°C. The North has hydrological small lakes that are in continuous degradation due to anthropic actions and frequent droughts.

### 1.1.2 The Burundi Protected Areas System (BPAS)

7. Burundi accounts 14 protected areas distributed in 4 categories from 2 national parks, 6 natural reserves, 2 monuments and 5 protected landscapes. There exist also 3 community and private protected areas in particular a sacred forest and two arboretums. The protected areas of Burundi expand over a surface of approximately 157.923 ha; that is, 5.6% of the total country land mass. The BPAS covers 31% over a total of 504.116 ha of the country's natural habitats. Apart from the three small private or community managed protected areas, all other protected areas are State properties, under the management authority of the National Institute for the Environment and Nature conservation (INECN), which is a para-statal institution under the direct supervision of the Ministry of the Environment.

#### 1.2.1 The National Park of Kibira.

8. The Kibira National Park, between 1.600 and 2.800m of altitude, consists of three separate and disconnected blocks of pristine mountain forests, which covers the northern part of the Congo-Nile crest in Burundi. The northern block connects the Kibira forest of Burundi to Nyungwe forest in Rwanda. This Park of more than 40.000ha is a little more than 80 kms long and 8 kms width.

9. The main vegetation assemblages in KNP are characterized by the following tree species:

- *Entandrophragma excelsum* & *Parinari excelsa* var. *holstii*.
- *Parinari excelsa* var. *holstii* & *Polyscias fulva*.
- *Polyscias fulva*, *Macaranga neomildbreadiana* & *Syzygium parvifolium*..
- *Hagenia abyssinica* (a secondary forest) & *Faurea saligna* (endemic of the Congo Nile crest).
- *Philippia benguellensis* & *Protea madiensis*.
- *Arundinaria alpina* with two facies: pure bamboos and (b) mixed groves of bamboos.

10. There is also a particular vegetation assemblage made up of high altitude marshes, bogs and peat lands, which are called thalweg.

11. As a whole, more than 644 flora species are known. From the faunistic point of view, the park counts approximately 98 species of mammals. The insectivorous ones, with 20 species, comprise endemic elements like *Myosorex blarina*, *Crocidura lasona*, *Crocidura niobe*, etc. Eight species of bats have so far been identified. Ten species of primates are known, of which the most frequently met is *Cercopithecus mitis dogetti*. The chimpanzee, *Pan troglodytes*, is frequently met in Kibira. The avifauna is very diversified with approximately 200 species of which the most remarkable are *Lophæthus occipitalis*, *Corythaecola cristata* and *Bycanistes sbeylindricus*. The reptiles of the park are not well known but the most often observed snakes are, in particular, *Atheris nitchei* and *Bitis gabonica*. For the other groups (amphibians and fishes), inventory studies are yet to be made.

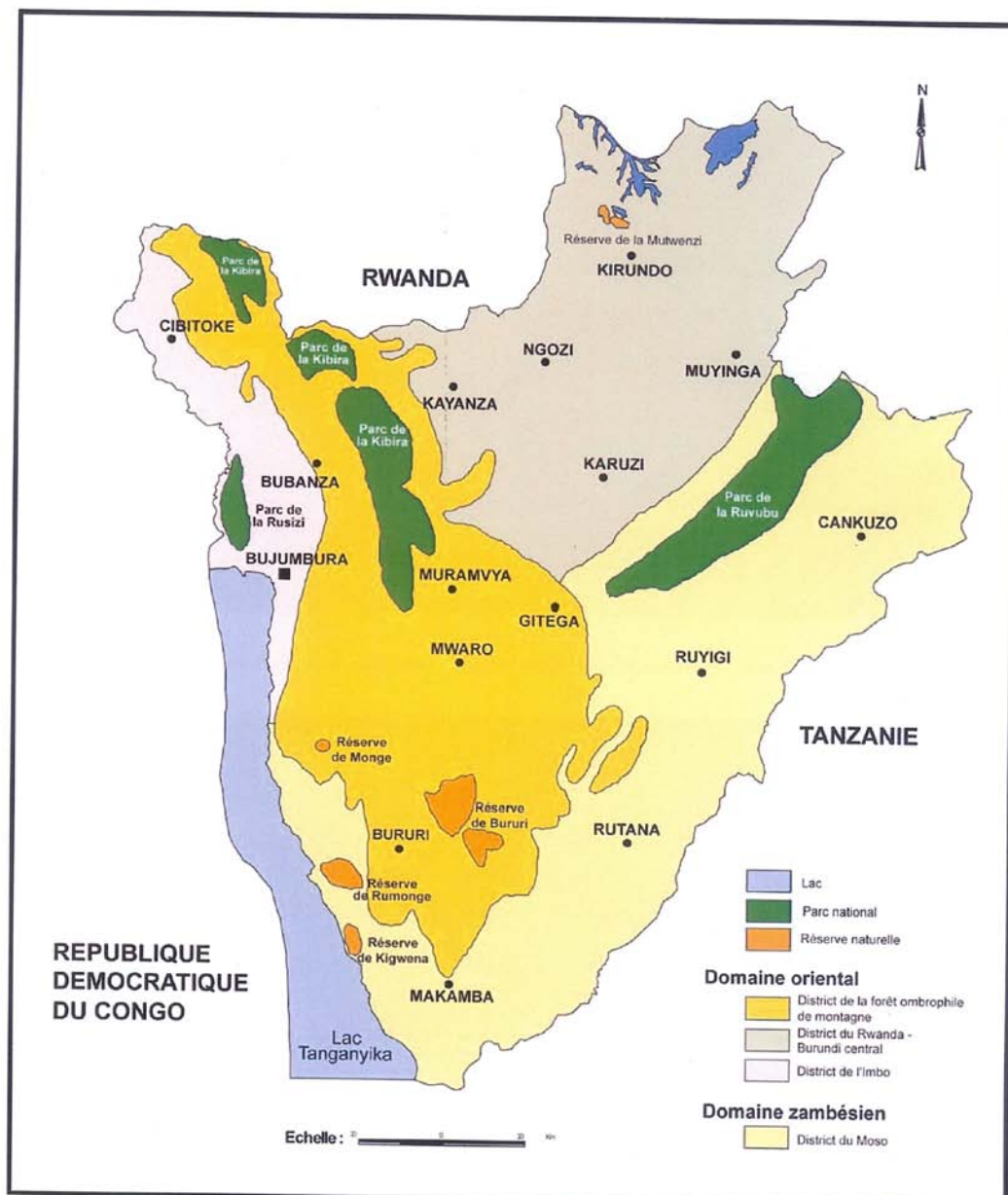
#### 1.2.2 Ruvubu National Park

12. Ruvubu National Park is located in the east of Burundi. It occupies a surface of approximately 50.900ha, with altitudes ranging between 1,350 and 1,836m. On its main axis, it is 62 km long, whose general direction is south-west to northeast. Its width varies between 5 km and 13 km near the Tanzanian border. For the vegetation, there are several varieties; namely, (a) woodland savannas with *Parinari curatellifolia*, (b) thicket and woodland savannas with *Parinari curatellifolia*, *Pericopsis angolensis* and *Hymenocardia acida*, (c) open grassland savannas, (d) forest galleries, and (e) marshes with the tall *Cyperus papyrus* and mixed with the shorter species of *Cyperaceae*. The vegetation is little studied, and only 300 species have so far been recorded.

13. The fauna of the Ruvubu National Park comprises 44 species of mammals that belong to 18 families of which the most important are *Bovidae* and *Viverridae*. The most frequent species are *Syncerus caffer*, *Kobus ellisiprymnus defassa*

and *Tragelaphus scriptus*. Among the predators, there are *Panthera pardus* (leopard) and *Canis aductus* (wilddog). Three species of primates are also found. One hundred and twenty one species of birds have been recorded in the park. There are several species of aquatic birds, and these are typical of the aquatic environments of eastern and southern Africa, with a species like *Ardeola rufiventer*. The fauna of savanna includes elements that characterize Zambezi biomes, such as *Souimangas amethyst*, *Monticola angolensis*, etc. There are forest birds, including mountain species, like *Trichastoma pyrropterum*. The vultures are now rare. The most observed reptile is the Nile crocodile, *Crocodilus niloticus*. More than 9 species of snakes have been recorded. Fourteen (14) fish species have been recorded, catfish (*Barbus*) are the most present. A recent inventory made on the amphibians indicates the presence of many frogs and toads such as *Ptychadena uzunguensis*, *Ptychadena loveridgei*, *Bufo maculatus*, etc.

**Map 1. Vegetation and Climatic Zones, Provinces Capitols and the Protected Areas of Burundi**





**Table 1. Protected Areas of Burundi following the proposed legislation**

Protected Areas Category	Number	Surface of the Protected Areas in Hectares	IUCN Category as proposed by the PoWPA project consultations	Management Authority
National Parks	2	-Kibira (40.000 ha) - Ruvubu (50 800 ha)	II	INECN
Natural Reserves	6	- Rusizi (5932 ha) - Bururi (3 300 ha) - Rumonge (60 ha) - Vyanda (4 500 ha) - Kigwena (500 ha) - Monge (5000 ha)	Ia	INECN
Natural Monuments	2	Karera Falls (142 ha) Nyakazu (600 ha)	III	INECN
Protected Landscapes	4	- Northern lakes Aquatic Landscape (30 000 ha) - Gisagara (6 126 ha) - Mabanda/Nyanza-Lake (1729 ha) - Mukungu Rukambasi (5000 ha) - Kinoso (480 ha)	V	INECN

### 1.2.3 Biodiversity of Global Significance, Ecosystems, Biomes, and their Coverage within PAs of Burundi

14. Burundi is endowed with biodiversity of global importance. Burundi spans over three biomes with an important ecological overlap in the Kibira highlands. The country comprises ecosystems and vegetation elements from: (a) the Congo basin; (b) Nile basin; (c) a forest ecotone at the Congo-Nile Basin crest; and (d) Zambezi elements of the dry Miombo forests. However, not much inventory of Burundi biodiversity of the country has been undertaken. Only a scanty information of flora biodiversity exists: there are 4 endemic plant species, 21 vulnerable species and 22 species in danger. The vertebrate fauna of Burundi lists 101 species threatened, including 45 species in danger and 56 vulnerable species. Ten species of mammals have disappeared, 50 species are threatened including 24 species in danger and 26 vulnerable species. For the birds, 27 species are threatened among them 13 species in danger and 14 vulnerable species. For the reptiles, 24 are threatened species including 8 species in danger and 16 vulnerable species. Lake Tanganyika harbors more than 345 fish species and accounts for more than 200 endemic species.

15. The Burundi protected areas (PA) system covers all ecosystems and natural habitats of the country, except the ecosystem of Lake Tanganyika, which counts among the top ten world's fish biodiversity with high rate of endemism. There are 3 inland protected areas along the edges of Lake Tanganyika; Rusizi, Rumonge and Kigwena. It would be interesting to support the extension of these 3 reserves in the shallow waters of the lake that are used as spawning grounds for many pelagic fish species.

16. Burundi protected areas system contains also all the last natural habitats of the country, and outside PA there is no more wildlife nor pristine vegetation, except in the Miombo forests that are located in the northeastern depressions of Bugesera and Kumosso. Here one should also support setting aside some small areas to be managed by local communities

17. Major weaknesses of the Burundi protected areas system are the lack of (a) buffer zones, because agricultural fields and human dwellings are located at the edge of the PAs; (b) ecological corridors, except the connection of the northern

sector of Kibira to Nyungwe in Rwanda. This is why within the framework of the cross border co-operation, it will be necessary to initiate a dialogue with Tanzania for the creation of such a corridor in the north of Ruvubu to connect itself to the more wildlife spectacular landscapes of this border country. Moreover all Burundi protected areas are still just on paper; and some, like Ruvubu, do not have any legal status, which legally exposes it to many pressures from local populations' encroachments, and from the exploration and exploitation by national and international private mining companies.

### 1.1.3 Policy Context

18. Burundi has been concerned with nature conservation ever since the colonial time. During that time, three forest reserves were created : Kibira, Bururi and Kigwena. Burundi consolidated and expressed its firm decision to protect and preserve nature by the creation of the National Institute for the Nature Conservation (INCN) in 1980. INCN was then running under the supervision of the Presidency of the Republic. The INCN became National Institute for the Environment and the Nature conservation (INECN) in 1989, at the time of the creation of the Ministry of Environment, to which INECN currently reports. It is only in 1980 that an Ordinance by the President of the Republic created national parks and natural reserves in Burundi. Today there are 14 protected areas covering up to 5.6% of the country land mass.

19. Recently Burundi adopted several political documents to ensure both protection of biodiversity and the welfare of the populations. These are: (a) the Sectoral Policy of the Ministry of the Environment; (b) the Document of Strategy to Reduce Poverty (DSRP), (c) the National Strategy and Action Plan for Biodiversity; and (d) the National strategy and Action Plan to Reinforce Capacities for biodiversity conservation and management.

20. The DSRP describes the strategy of the government to consolidate the necessary bond between the safeguard of the environment and the economic development of the country through the following strategic axes: (I) reinforcement of the institutional, technical and financial capacities; (II) the promotion of the national policy for natural stock management; (III) the promotion of sustainable use of the natural resources.

### 1.1.4. Legal context

21. By signing all major treaties and international conventions on the environment, especially the Convention on Biological Diversity, Burundi has freely accepted the obligations that these conventions require. Moreover, the Government of Burundi enacted the legal tools for the management of natural resources and the environment of which the most important are: (a) the constitution; (b) the 1980 Ordinance by which the Burundi Protected Areas System (BPAS) was created; (c) the 2000 Decree that provides limits of a National Park and 4 Natural Reserves; (d) the code of the environment; and (e) the forest code.

22. According to the Constitution of the Republic of Burundi, in its article 35, "the State ensures the good management and the rational exploitation of the natural resources of the country, while preserving the environment and the conservation of its resources for future generations."

23. The 1980 Ordinance creating the Burundi Protected Areas (BPAs): The protected areas in Burundi were established by the 1980 Ordinance n°1/6 of 3 March 1980. It determines the legal mode of the protected areas in particular with regard to the prohibition of transfer and concession of the perimeters reserved for the parks and natural reserves, the general measures of conservation of the flora and fauna, prohibition to install human populations in the vicinity (1000 m) of the national parks and integral natural reserves, the organization of the visits inside the protected areas, and the permissible modes of fishing wherein.

24. The Decree delineating of a National Park and 4 Natural reserves was enacted in 2000 to give full legal force to the Ordinance n°1/6 of March 3, 1980 by proposing delimitations for certain protected areas in order guarantee their protection. It fixes the mode of management of these protected areas by enacting provisions for hunting, fishing, wood-

cutting, bush fires wherein. The 2000 Decree n°100/007 of 25 January 2000, establishes, in its article 28, other categories of protected areas such as the protected landscapes, managed natural reserves, the natural monuments, the historical and touristic sites, the botanical and zoological gardens and the wetlands.

25. The Burundi Code of Environment was adopted by the law n°1/010 of June 30, 2000. Its objectives are to set up the fundamental rules for management of the environment and its protection against all forms of degradation. It also defines the procedures to be followed for the creation of the classified zones.

26. The Forest Code of Burundi was instituted by the law n°1/02 of 25 March 1985. The Forest Code fixes the rules governing the administration, installation, exploitation, monitoring and the police force of the forests. It gives several provisions for the conservation and sustainable use of the forest resources.

27. Elsewhere through the ongoing PoWPA project, the Government of Burundi approved in 2009 a bill to update protected areas governance and to involve all stakeholders in the management of the protected areas.

#### 1.1.5 Institutional context

28. The institutional framework describes the various institutions to be involved in the management of the protected areas comprising the INECN and its potential partners including the public institutions, the international and national non-governmental organizations, community based associations as well as the international and regional organizations.

##### I.1.5.1. National Institute for the Environment and Nature Conservation (INECN).

29. The INECN, a public corporation, is governed by the Decree n°100/188 dated 5 October 1989. It is placed under the supervision of the Ministry having the environment in its attributions. The main mission of the INECN is to ensure the protection of the environment and the conservation of nature.

30. For this purpose:

- it collects and interprets data related to control of the state of the environment provided by various organizations;
- it makes enforces the environmental standards to fight pollution of any kind by administrative and legal means;
- it creates, arranges and manages the national parks and natural reserves to ensure their sustainable use or conservation and the exploitation ecotourism;
- it undertakes and encourages research and accompanying measures for the maintenance of biological diversity;
- it takes care of the application of national and international conventions relating to the trade and exchange of specimen of fauna and flora;
- it contributes to the promotion of environmental education in collaboration with the concerned organizations.

31. The INECN comprises two directorates: (a) one for technical management in charge of the national parks, the reserves and natural monuments; and (b) the other one for the management of the environment in charge of the monitoring of the state of the environment, and it enforces the environmental standards in the country, while running environmental education and research.

32. In the field, INECN manages fourteen protected areas. These are listed in Table 1, and they are Kibira, Ruvubu, Rusizi, Bururi, Rumonge-Vyanda, Monge, Northern aquatic landscapes, Gisagara, Kigwena, Mukungu, Rukambasi, Mabanda and Nyanza-Lake.

33. INECN employs around 300 agents, including 55 at the Head office in Gitega; 63 in Kibira and 44 in Ruvubu. Each protected area is directed by a conservator in charge, seconded by chiefs of sectors, wherever the sectors exist, and

by the rangers and guards. The environmental police force, recently created by the Ministry of the Interior, is supposed to support the INECN guards, which are not armed and nor equipped to arrest the contraveners.

#### 1.1.5.2 Potential Partnerships in the Management of the Protected Areas.

##### A. Public institutions.

34. The key ministries which should collaborate narrowly with the INECN in the management of the protected areas are the Ministries of the Environment, Agriculture, Education, Energy and Mines; Interior, Public safety, EAC Affairs, Planning and Finances. Unfortunately only few coordinated actions between these ministries exist both at the central, provincial and communal levels concerning nature conservation. The Ministry of the Environment has the role of planning, coordination for environmental protection and safeguarding of ecological balance, conservation and improvement of the quality of the natural environment, for the development of economic resources and the improvement of the living and working conditions for Burundi people.

35. The Ministry of Education has also conservation responsibilities as it has to ensure environmental education in the country, and it supervises universities and research institutions that deal with natural resources conservation and sustainable use, including protected areas knowledge acquisition and management.

36. The Ministry for Energy and Mining activities have sensitive impacts on the conservation of nature in Burundi. Indeed, mining exploration and exploitation in the protected areas are impinging on the biological diversity of the ecosystems. Also Regideso, a para-statal for hydropower energy, runs a dam at Rwegura with 50 employees inside the Kibira National Park (Dam of Rwegura), which has an impact on the safeguarding of the water and biological resources of the PA.

37. The Ministry for the Interior manages the decentralized administration of the national territory with capacities to mobilize the population at the local level. It also lot State grounds (Land Code, 1986), it approves and coordinates the activities of NGOs across the country, and it represses the offences.

38. The Ministry for public safety is implied in the management of the protected areas through the police force of the environment. It is this police force that should help agents of INECN to monitor and enforce the law in the protected areas. However this police force is so far managed by the Ministry of Public Safety without engagement or coordination with the INECN or the Ministry of the Environment.

39. The Ministry for Planning and Finances ensures the planning, the mobilization of the Public financial resources, as well as the scheduling of national public expenditures. About all expenditures carried out in the management of the protected areas come from the public funds. However INECN and conservation of nature do not receive sufficient subsidies of the State per annum to achieve its missions.

##### B. Local communities

40. The local communities are the first which exert pressures on the resources of the protected areas to satisfy their multiple needs such as firewood, search for medicinal plants, forage, etc. Some members of the local communities are organized in guilds for authorized or illegal exploitation of biological resources from the protected areas. These include sawing, fishing, a way authorized or illicit like the sawyers, the fishermen, the hunters, the cutters of the trees of construction or has artisanal goal, the collectors of the animals for sale. The autochthones groups play a big role in the use of the natural resources of the protected areas especially the Kibira National Park. They are also used as intermediaries by traditional healers in the collection of plants and animals used in traditional medicine.

### C. International Non-Governmental organizations.

41. In Burundi, few International Governmental organizations intervene in the protected areas. Wildlife Conservation Society (WCS) signed in 2007 a memorandum of agreement with the INECN for its participation in the protection of the National park of Kibira within a framework of a cross border conservation effort between the Kibira National Park, Burundi and Nyungwe Forest, Rwanda. Also in 2007, the INECN signed a memorandum of understanding with the International Institute of Ecology and Physiology of Insects (ICIPE) to undertake research on the biodiversity of the protected areas. A memorandum of agreement has also signed between INECN and the IUCN (World Conservation Union) to implement 4 small projects funded by the Nile Basin Initiative (NBI).

### D. National and Community Associations

42. Currently Burundi counts a hundred national associations working for the safeguard of the protected areas. Their interventions concentrate in the support of the riparian communities of the protected areas around the small initiatives of post conflict community rising and development.

43. Among those NGO is the Burundian Association for Birds (ABO), which was created in 1999 with an aim to ensure the protection of the birds. ABO supports activities of sensitizing around the Kibira National Park, targeting the Environment Police, local administrations and park rangers. ABO initiated projects that support alternative income generating activities for riparian people.

44. Local Community associations (CBO - community based organizations) are the associations created by the populations themselves around the activities of exploitation of natural resources under possible framing of the persons in charge of the protected areas. Other Community associations profit from the framing of national associations (asbl), which use them like their antennas inside the country.

### E. International and regional organizations

45. In the management of the protected areas, Burundi is supported by international organizations mainly UNDP, FIDA, and Global Fund for Environment (GEF). The International Union for the Nature Conservation (IUCN) also supports national associations working around the protected areas.

46. Several regional initiatives are undertaken in Africa. Burundi is currently a member of the Commission of Central African Forests (COMIFAC), of the Nile Basin Initiative (NBI), and the East African Community (EAC). NBI developed several activities of conservation and framing of the communities in the protected areas and of creation of the arboretum of Butaganzwa. Burundi is also part of the Congo Basin, but did not yet benefit from the financial support of the Congo Basin Forests Partnership (PFBC) launched in 2002.

### F. Bilateral cooperation.

47. The INECN received a long time ago support from some bilateral partners. Let us quote in particular the German Technical collaboration which has, inter alia, financed the identification and the creation of a certain number of protected areas; Belgium through the Royal Institute of the Natural science of Brussels, which lodges the Web site as regards biodiversity of Burundi.

#### 1.1.6. Socio-economic context

48. Burundi is a developing country whose GDP is composed to 45% of agriculture, 20% of industry (agricultural and brewery) and 35% of the services. The economy is primarily rural with more than 90% of the population depending on

the agriculture, which contributes for more than 80% of export earnings, primarily from coffee and tea. The service sector consists primarily of public services, of which the increase in the welfare expenditures on health and education exerts a strong pressure on the budget of the State. The food crops are largely self-consumed by the households of the farmers and account for 80% of agriculture while livestock contributes only for 5% of the GDP.

49. Burundi is a country with a high population density, approximately 300 inhabitants per km square with 8.038.618 inhabitants out of 27.834 km<sup>2</sup>. The arable surface is reduced each year by the demographic pressure with an annual growth rate of 2.9%.

50. The country faces structural constraints on its economy. It has been impaired by 15 years of civil strife, which resulted in a weak financing of the agricultural sector, the base of the economy.

51. The two largest reserves of Ruvubu and Kibira were used as safe haven from the rebels, and the soldiers but also of the people who were fleeing the fighting bouts between the belligerents. The two protected areas (AP) of Kibira and Ruvubu extend on 8 provinces (Bubanza, Cibitoke, Kayanza, Muranvya for Kibira; and Cankuzo, Karuzi, Muyinga, Ruyigi for Ruvubu) out of 17 provinces of the country. Those 8 provinces harbor 42% of the Burundi population. These AP constitute the last resort for the live natural resources and the water storage for the country. Water from Kibira National Park is used for (a) the production of hydroelectricity at Rwegura in Kibira, for the stabilization of the essential climate needed for agricultural production and food safety, which is the underlying base for households income and the budget of the State.

52. The riparian populations of PA in the 8 provinces live primarily out of the agriculture which is strongly affected by the impoverishment of the soil due to a strong erosion and lack of fertilizers (organic manure and mineral). There is no fallow period to reconstitute the fertility of the soils, and more than 60% of the riparian populations live below the poverty threshold.

53. Following the demographic pressure, the arable lands are parceled out increasingly, and the national average of land available to every household is just 0.38 ha.

54. People here are traditionally dependent on the natural resources of the two protected areas. The natural ecosystems are regarded as an inexhaustible source for the satisfaction of their domestic needs, a source to complement income, etc.

55. In and around the Kibira live Batwa families, whose traditional way of living was based on hunting and gathering. Recently, sixty (60) houses were built along the Kibira forest to stabilize 60 households of Batwa, now learning agriculture of corn, maize, etc., as well as the breeding goats, porcine and poultry. They nevertheless keep activities in the Kibira forest such as hunting, bee-keeping, collection of wood for the craft industry, the collection of bamboos that they sell to rural and urban populations, etc.

56. For Kibira, the agriculture of subsistence is yielding place to an increasingly monetarized agriculture (potato, wheat, fruit trees, etc.); which use the litter coming from under wood and water from the brooks of the protected areas. For certain vulnerable categories, such as Batwa, prohibition to live in the forest and to enjoy its products can be perceived like an aggression, a strong attack to their human rights to carry out their ancestral lifestyle of nomadism.

## **1.2. Threats, root causes and impacts.**

57. In spite of the biological richness of the PA of Burundi, constraints and threats exist for the protected areas. It is in particular:

- Little experiment to engage the bordering populations and other recipients in the decisions making process during the identification of the areas to be protected, or the management of existing protected areas (AP).
- lack of the reinforcement of capacities for a rational management of the protected areas;

- the weakness of the financing intended for the protected areas;
- the insufficiency of knowledge in decision making in terms of management and creation of new areas to be protected.

58. The degradation of the biodiversity has negative repercussions on the life of the population and the reduction in the budget revenues of the State. In the forest zones and savannas, one notices that the farming clearing combined with irrational methods of exploitation of the resource ground leads to erosion, the pollution water with like consequence the loss of the fertility of the grounds and the reduction in stocks of fish on the level of the lakes. Moreover, the cut of the forests of mountains ended in the disturbance of the stability of the climate and the water which feeds inter alia the hydroelectric system of stopping.

59. The main threats on the PAs in Burundi are:

- Strong demographic pressure exerted by the bordering populations on the resources of the PA
- Farming clearings and overgrazing in and around the reserves;
- Anarchistic exploitation of the natural resources such as wood (firewood, charcoal), bamboos, etc within the PA;
- Artisanal exploitation of the mines in Kibira;
- Mining exploration in Ruvubu by the private sector with licenses delivered by the State (Ministry for the mines and energy);
- Encroachment of the bordering population in the PA for settlement and poaching;
- Agricultural exploitation in one portion of the reserve of Ruvubu by the ISABU, which is a public agency;
- Little collaboration between official institutions and other stakeholders in management and conservation of the biodiversity of the PA;
- An environmental police force not joined to INECN to be under the command of the managers of the PA;
- The insufficiency of the financial, human and material resources in most PAs and low capacities of INECN;
- Uncontrolled bush fires;
- Few or no partnerships from the private and public sectors along with local communities in PA management; and
- Lack of buffer zones along the often non-materialized limits.

60. The foundation of these threats are mainly (a) the increased poverty of the riparian populations and especially of the vulnerable ones like Batwa, who live by hunting and gathering from PA natural resources; (b) the animosity of the riparian people who consider PA as harmful because they do not have free access to the arable lands in these areas under conservation regime; (c) the loss of fertility of the lands in the vicinity of PAs. (d) Also there are gaps and non-enforcement of the law and against the contraveners, to ensure the conservation of the PA biodiversity. (E) In Burundi there is also an ambiguous land tenure system, which mixes the traditional and modern laws. This mode generates many conflicts and remains unfavorable to the engagement of the local communities and the private sector in the conservation of nature.

61. Lastly, the legal base for the creation and the management of the protected areas in Burundi stems from the 1980 Ordinance that created national parks and natural reserves. This law shows several gaps regarding the management of PAs and its governance framework. Indeed that ordinance does not envisage the implication of the local communities in the management of the protected areas; it does not give non-destructive access to the natural resources of the protected areas nor the sharing of benefits that result from their use; it does not envisage various categories of protected areas, such as private sector-managed PAs and community reserves.

### **1.3 Long-term solution and barriers to achieving the solution**

62. Thus, the long-term solution proposed is to strengthen the management of the network of PAs in Burundi by enhancing the institutional and individual capacities for PA management and improving the level of funding and self-

sustainment of PAs through the development partnerships between the PA authority and other stakeholders. The project strategy is based upon five axes; namely:

- ✓ To, first, lift the barriers that prevent an efficient management of the country's PA, following the logical framework, which is presented further below in this document, including the enhancement of the legal security of all PAs;
- ✓ to create synergies among various sectors around protection of nature and the environment in order to ensure a stable resources base to support the economy and sustain prosperity of the country, which is primarily agricultural and which depends on the stability of the climate, rain fed water system, and improved crop lands. Conservation of nature would play a central catalytic role boost the efforts of the State and those spearheaded by development partners of the country.
- ✓ to use two protected areas sites (Kibira and Ruvubu), to design, test and validate models of participatory management of PAs, that will be focused on partnerships (public & private sectors, local communities and donors) in order to ensure that nature conservation (a) sustains and pays for its own way, and (b) help to meet communities' need to raise above poverty threshold. This would be done by promoting alternative income generation activities to ensure financial sustainability of the Burundi PA system through payment of the services rendered by the ecosystems from their taxation and the generation of income from ecotourism;
- ✓ to extend the successful experiences of these models to all the system of PA in the country;
- ✓ to promote regional integration through cross border conservation of biodiversity programmes between the neighboring countries (Rwanda, Tanzania) with Burundi; and finally,

63. Below are discussed in tabular format the policy, capacity and governance barriers that need to be lifted during this project timeline of 4 years.

### 1.3.1 Policy Barriers

Policy Barriers	Explanation/root causes	Recommended actions
<p>The current law 1980 that created the protected areas does not allow the participation of the bordering communities. It results from this an unsuccessful use of interventionist methods in the management of the protected areas.</p> <p>Non internalization by INECN, in charge of managing the protected areas, of the new approach of governance of the protected areas that include participation and benefit sharing among stakeholders. Little application of the protection law and conservation measures</p>	<p>There is no law or framework of dialogue between the communities and the State to install legal, political, financial, institutional mechanisms for the best operation of the protected areas.</p> <p>The other existing laws (the forest code, the code of the environment and the land code) remain unclear on the governance framework of the protected areas.</p> <p>Lack of mechanisms recognized to imply the local communities in the exploitation of the living resources. System tolerating corruption and organizes environment and guards justified or not equipped to achieve the spot.</p>	<p>To install a formal mechanism of participation of the bordering communities and other recipients in management of the protected areas.</p> <p>To accelerate the adoption of the law revised on the nature conservation in Burundi by the Parliament.</p> <p>To form and equip guards and the police force with the environment in the prevention and the repression of the infringements on the protected areas.</p>
<p>The various laws do not recognize rights of uses to the bordering populations of protected areas including the most vulnerable especially the Batwa.</p>	<p>The ordinance of the creation of the protected areas does not envisage the participation of the communities</p> <p>The management of the protected areas is dominated by interventionist and non-participatory or persuasive methods.</p>	<p>To integrate in the law on the protected areas, currently under revision, the recognition of the rights of use to the populations living in the vicinity of the protected areas. To allow and set up some rights of uses of the forest to the vulnerable populations as Batwa whose mode of survival is dominated by the gathering and hunting.</p>
<p>State institutions function as in a</p>	<p>There is no formal mechanism to</p>	



vacuum, and environmental questions are not integrated into sectoral strategies and plans for development  The economic value of PA is neglected or unknown and untapped	integrate environment in sectoral plans and strategies  The economic value of PA and the payment of services from ecosystems are unknown	Start valuing PA and a develop a system of payment of services rendered by ecosystems
Equitable sharing and access to natural resources are not yet integrated into national policy and laws.	National laws do not have any provisions of access and equitable sharing of natural resources	Enact new laws with provisions of access and equitable sharing of natural resources
There is no harmonization of sectoral policies and strategies to support efficient management of PA	No framework for coordination	Advocate for the integration of environmental issues into national planning
There is insufficient budget allocated to conservation of nature  There is no sustainable finance made for the protected areas besides the national treasury	INECN is almost depended to the sole State budget	Devise a system of taxation and payment of services rendered by the ecosystems to support PAs  Create a special fund for nature conservation to receive the incomes generated from the taxation of the payment of services rendered by ecosystems
Only nascent and timid cross border concertation and cooperation for PA management exist	Since 2009 there is a transboundary management plan for Kibira and Nyungwe that now needs application.	Create consultation frameworks between Kibira and Nyungwe  Jointly update and apply management plan  Initiate a dialogue with the Tanzanian services of protection to create an ecological corridor for the benefit of Ruvubu wildlife
Protected areas are not taken into account in the formulation of strategies and development plans	No collaboration of different services of the State and no value for biodiversity conservation is perceived	Integrate protected areas in national and provincial planning  Use efficient management of PA to demonstrate the bad effects of loss of biodiversity on the national economy  Federate actions from PA and biodiversity conservation to sustain development and fight against poverty and bring about lasting social peace in Burundi
There is little research of biodiversity to support efficient management of PA  There is a lack of socio-economic information on the riparian communities  There is no adequate financial resources for PA management and support to local communities	Little understanding of the value of research to ensure conservation of biodiversity Little capacity of INECN to perform research and base management decisions on sound science  Little human resources are available for research in INECN	Persuade leaders of the importance of research and sound scientific knowledge in PA management  Foster collaboration between universities, research institutions and INECN

### 1.3.2 Capacity Barriers

Capacity Barriers	Explanation/root causes	Recommended actions
No available indicator data for baseline and monitoring	Lack of expertise for most PA staff	Train PA and INECN staff in PA management and planning  Start a bio-monitoring system to

		follow up indicators
Insufficient data to develop management plans for PA	Weak human resources capacities and lack of funds	Train the human resources and provide them with means of action
Lack of training for protected areas managers to perform their duties		Identify training needs and impart training for PA staff
Lack of capacities for the personnel to evaluate and follow threats to PA		Assess threats on PA and make a monitoring programme for indicators
Burundi protected areas generate little advantages and ecotourism is almost inexistent nowadays	Lack of know-how and the recent crisis	To put in place a policy for valuing natural resources
Insufficient knowledge of stocks and of alternative sources of income	Weak capacities for the creation of markets at local level	Identify mechanisms for economic promotion of PA resources
Insufficient knowledge of methodologies and techniques adapted to conservation and sustainable use of the biodiversity of PA	Lack of training opportunities	Acquire appropriate technologies such as improved stoves  Training in tools and methodology learning for appropriate technology around PA
No capacity to mobilize financial resources for PA	Lack of opportunities of financial mobilization and capacities to do so	Train INECEN staff on how to mobilize financial resources and write up proposals
Lack of programmes for sensitization, communication, education in the environmental sector  Little use of medias for communicating environmental messages	Insufficient financial means	Design environmental education programs  Run sensitization campaigns  Train journalists in passing out environmental messages  Use medias
No database for PA in Burundi on biodiversity or socio-economic subjects		Create database for PA in Burundi on biodiversity or socio-economic subjects
Lack of appropriate researchers on biodiversity		Foster collaboration between universities, research institutions and INECN

### 1.3.3 Governance barriers

<b>Governance Barriers</b>	<b>Explanation/root causes</b>	<b>Recommended actions</b>
Access and equitable sharing of benefits from conservation and sustainable use of biodiversity are not covered by the national laws	CDB provisions came later than the 1980 law setting aside PA	Draw laws for sustainable use by local communities of natural resources and access to PA
There is no or little participation of stakeholders in PA management	Weak capacities at INECN to involve local communities  No incentives for stakeholders involvement  No legal provisions for stakeholders involvement	Enact an appropriate law to allow community participation in PA management  Train INECN staff and stakeholders in participatory techniques for co-management of PA
No concertation or coordination framework exists to enlist stakeholders and partners in PA management	Bad governance of PA	Apply forthcoming law to arrange coordination and dialogue mechanisms among PA stakeholders
Little incentives measures in favor of riparian	Lack of financial resources for	Make a policy to incite local

populations around PA to support conservation of biodiversity	micro-projects	communities participation in PA management
Top down approaches by coercion for the management of PA do not favor dialogue and participation of all segments of stakeholders	No concertation platform and no conflict resolution mechanism	Put in place a concertation mechanism and a conflict resolution system among stakeholders

#### 1.4 Stakeholder analysis

64. The following table describes project stakeholders and their anticipated formal an informal involvement in project implementation.

Stakeholders and their involvement in the proposed project		
Stakeholder	Description	Involvement in proposed project
Police of the Environment	This police force of the environment was created in 2005 and belongs to the National police force.	There will be a detachment unit of the Police force of the Environment at INECN to reinforce the surveillance of the protected areas.
OTB	The office of tea of Burundi (OTB) cultivates tea in the country. This para-statal office has tea fields along Kibira with Teza, Rwegura and Buhoro.	The OTB will co-finance activities of maintenance of Kibira PA trails and tracks of access to the Teza sectors, Rwegura and Mabayi with Buhoro.  OTB should take part in the system of taxation and payment of the services rendered by the National park of Kibira for the electric dam that supplies energy.
REGIDESO	Regideso is a national company which produces and distributes drinking water and electricity. It has a stopping of reserve and a turbine in the Park of Kibira with Rwegura.	The REGIDESO should take part in the system of taxation and payment of the services rendered by the National park of Kibira for the electric dam that supplies energy.
ISABU	The ISABU has seed production centers of experimentation in and around the Kibira National Park at Mwokora.	The ISABU will have to pay the rent of the services rendered by Kibira PA.
The vegetable produce project	The vegetable produce project supports small farmers' associations around Kibira.	The vegetable produce project will enter in partnership with this PA project to support small farmers of vegetable produce around protected areas.
DPAE Muranvya, Kayanza, Bubanza, Cibitoke, Cankuzo, Ruyigi, Karuzi et Muyinga	The DPAE give advice to the PA riparian populations for better agricultural and animal production for food security in the country.	The DPAE will forge partnerships with the project team to follow riparian populations for better agricultural and animal production for food security in the country.
SOGESTAL Mumirwa et Kayanza	SOGETAL oversees coffee producers.	SOGETAL will enter into partnerships with the project team to follow the local communities in the development of alternative source of income.
Programme Transfrontalier Nyungwe-Kibira avec WCS.	This program deals with cross border management between the Forest of Nyungwe in Rwanda (ORTPN) and the Reserve of Kibira in Burundi (INECN).	It will intervene to reinforce the conservation of the National park of Kibira.
ABO	The ABO helps the bordering populations in the production fruit-bearing and forest around a., It carries out studies on the evolution of the Pa of Burundi. The ABO observes the migratory birds.	It will be part of the steering committee and will take part in the studies of inventory of the biodiversity and in guiding and organizing the bordering populations.
ODEB	The ODEB guides the bordering populations in the domestication of the medicinal plants around KNP.	The ODEB will enter in partnership with the PA project to ensure the financing of the micro-projects in favor of local populations that surrounds the PA.
FOREST-ECO	The FOREST-ECO guides the bordering populations that live at the edge of the PA of Burundi in the protection of the forest resources.	The FOREST-ECO will enter in partnership with the PA project sensitize the bordering populations of PAs on the ecological value of the forest, like stabilizing the climate for the benefit of the nation's economy and that of the households.
AFEB	The AFEB guides the populations of Bugarama for	The 1500 women affiliated to the AFEB will be

Stakeholders and their involvement in the proposed project		
Stakeholder	Description	Involvement in proposed project
	the protection of Kibira. It deals with the income-generating activities of the members of the association. It cultivates mushrooms, plant trees, and ensures agricultural and animal productions.	beneficiaries of the project by cultivating trees around Kibira to adapt to the effects of climate changes. AFEB will also be part of the steering committee of the project.
CFBF (Congo Basin Initiative)	The CBFIP is a fund to finance the activities of conservation of the forest in the Congo Basin.	The CBFIP will be requested by the PA project team to finance activities of protection in the west of Kibira in the catchment area of Congo.
NBI (Nile Basin Initiative)	An initiative which finances actions in favor of the populations of the Nile Basin and for the protection of natural resources.	NBI will be requested by the PA project team to finance activities of protection of Ruvubu protected area.
Administration and the local government officers	The administration and the local government officers frame the populations and guarantee the application of the laws for the protection of natural reserves.	The administration and the local government agencies will be recipients and partners of the project in the framing of the communities for the monitoring and the conservation of natural reserves.
The civil society and the private sector	The civil society is a partner who is not yet very active. There are hotel infrastructures that belong to the private sector around natural reserves.	The civil society is especially implied in the project for tourism and the hotel industry, which wants to promote hotel and tourist spaces within natural reserves.
UNDP-Burundi Country Office	An organization which integrates the environment as one of the axes of the UNDAF for 2010 to 2014. It has a community raising programme under its objective of protection and management of the environment and responses to the natural disasters, which caps this PA project of Burundi.	UNDP will finance and manage the project as DEX because Burundi is still a post-conflict country.
Lake Tanganyika Authority: funded by UNDP-UNOPS	It is a regional program of the protection of the biodiversity of the Lake Tanganyika	It supports conservation of the aquatic biodiversity of Lake Tanganyika in the Congo basin watershed.
GEF	The GEF ensures the financing of the environmental protection of the global importance.	The GEF will finance the PA project of Burundi under its biodiversity portfolio.
GEF Small Grant Programme	The programme of small grant of the GEF supports community organizations at the base for activities of sustainable management of the environment in Burundi.	The GEF small grant programme will maintain the strategic partnerships with the PA project of Burundi, and they will seek synergies together.
The Ministry for public safety	It caps and manages the Police of the environment.	The Ministry for public safety will ensure the detachment of the police force of the environment to INECN.
The Ministry of the Interior	With oversight of the provinces, communes, and local communities' administration.	The Ministry for the Interior will ensure the participation of the provincial, communal authorities in the project.
The Ministry of Finances	The Ministry of Finances ensures the financial policy of the country, the levy of taxes and country budget allocations.	The Ministry for Finances will ensure the leadership in the creation of a new special fund for nature conservation in Burundi, to ensure the payment of the services rendered by the ecosystems. That fund for nature conservation will be fed by a related taxation and fiscalization of companies such as Regideso and tea plantations (as collectors of the tax payment from their clients).
Ministry of Trade and the national office of tourism (ONT)	The national office of tourism has in charge the promotion of tourism in Burundi.	The national office of tourism will work in synergy with INECN to develop the national strategy of tourism in 2010. The national office of tourism along with this PA project will combine the efforts of mobilization of resources, and they will create synergies in the implementation of this Burundi PA project without any form of duplication of efforts.
The Ministry of Mining and Geology	The Ministry of Mining and Geology delivers permits for mining exploration across the country. It has done so in protected areas such as Ruvubu and Kibira (for artisanal mining). Also with the Ministry of the environment in Burundi, they made a joint ordinance to create a special fund to support nature conservation and the protected areas system.	The Ministry of Mining and Geology will show how to set up a new fund for conservation of nature. It will also help in the zoning of the mining activities inside and outside protected areas, so that an appropriate designation of Ruvubu as a protected area is done and legally secured. It will seat on the PSC.

<b>Stakeholders and their involvement in the proposed project</b>		
<b>Stakeholder</b>	<b>Description</b>	<b>Involvement in proposed project</b>
The Ministry of the Environment	The Ministry of the Environment ensures country environmental policy and oversees INECN work on protected areas.	<p>The Ministry of the Environment will oversee this project implementation and ensures national ownership and capacity building for the protected areas system.</p> <p>The Ministry of the Environment will show how to set up a new fund for conservation of nature with its joint experience with the Ministry of Mining. It will preside over the PA project steering committee. It will deliver the co-financing letters for this project, especially the government contribution.</p>

Stakeholder participation in project implementation

L = Lead organization, P = participating organization or stakeholder group

Stakeholders	Component I Outputs							Component IIa Kibira Outputs							Component IIb Ruvubu2 Outputs							Project Management		
	1.1	1.2	1.3	2.1	2.2	3.1	3.2	4.1	4.2	5.1	5.2	5.3	6.1	7.1	7.2	7.3	8.1	8.2	9.1	9.2	9.3		10.1	11.1
INECN-MIMEATEU	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L
Police of the Environment	P							P							P	P	P					P		P
ONT													P									P		
Ministry of Finances											L							L		L				
Ministry of Mining	P										P									P				
REGIDESO										P	P													
OTB								P		P	P													
ABO			P						P	P	P							P	P	P				
AFEB			P						P	P	P							P	P	P				
Provinces & Communes around PA	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
UNDP-Burundi	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L

## 1.5 Baseline analysis.

65. There exist a law dated 1980 providing for the management of PA, but it does give neither a legal statute to some protected areas nor their limits; this is the case for the Ruvubu PA. Mining explorations are ongoing in the two large concessions of Ruvubu PA without a prior consultation with the Ministry of the Environment and INECN. A paved road is due to be built to cross Ruvubu PA, and a railroad is to go along its western limits. An hydro-electric dam is functioning in Kibira National Park. There are also experimental fields of ISABU. OTB fields of tea surround the limits of Kibira. The 1980 law does not allow or forbid all those activities within PA. A new law is under discussion within the Parliament to provide for a more secure statute for PA and norms for participatory management. In sum the political and legal baseline for PA management and biodiversity conservation is confusion and uncertainty for the future of PA in the country. There is no concerted endeavor to change that way of business as usual.

66. There exists no framework for potential stakeholders to participate in the management of PA and for sharing benefits generated therein. Partners and stakeholders have limited capacities & knowledge of participatory management of PA. Moreover there are no strategies or tools for information, communication, sensitization education and hands-on training for INECN and stakeholders in PA co-management and participation. There is also no reference situation in the country for strategies and tools for sensitization or environmental communication.

67. Private companies are using PA natural resources without collaboration or compensation to INECN for biodiversity conservation or the payment of services rendered by the ecosystems. This is the example of Danny Land, which is prospecting in Ruvubu PA for nickel and gold, also Regideso is producing electricity in Kibira by the Rwegura dam. Moreover ISABU and OTB are cultivating within and at the edge of Kibira National Park.

68. Current situation is that the State is putting little money in the two largest protected areas of interest. For both Kibira and Ruvubu, the national treasury is giving annually US \$55,000 for their management, including salaries and running costs. The only PA generated income come from transactional fines for contraventions and encroachment in the PA. Ecotourism income is now very limited to about 20 alien tourists a day, because of the past 15 years of civil unrest in Burundi, and protected areas served as safe havens for rebels' headquarters. There are possibilities of unexploded mines in the two PA.

69. Human, material and financial capacities of INECN to run protected areas and to accomplish its mission with participatory management are very limited. There is insufficient & unqualified staff employed by the PA system, without adequate means to perform their duties. A recently created (2005) corps of the police of the environment is not trained to perform the duty to protect biodiversity and PA. Moreover command lines for that police are not in the hands of INECN or of the Ministry of the Environment. The police report for duties to the Ministry of public safety without concertation with INECN. Hence the members of this corps of police are moved near or away of PA without INECN consultation. While in 2009 there were more than 150 members of that police in the surrounding provinces of Kibira National Park, in 2010 only 20 of them remain there.

70. Capacities of riparian communities as well as those of the local administrations and NGO to participate in co-management of PA are inexistent. Moreover the private sector does not even think about participating in biodiversity conservation or the PA management. The local administrations do not include environmental concerns or PA issues in their sectoral plans for development of provinces, communes and villages or communities.

71. PA equipment and infrastructures have been destroyed by the warfare, or they are decaying and not maintained. Those infrastructures that still exist are not adapted to modern management of PA. Those PA infrastructures, which are still standing within PA such as Kibira, are occupied by armed groups that may also be posing mines.

72. Around Kibira and Ruvubu, the riparian populations live in extreme poverty. There is a huge pressure being exerted on the available arable lands that are diminishing and eroded progressively. There is no use of modern agriculture

techniques or fertilizers by the local communities. With the demographic increase, lots available for agriculture are being parceled among descendants of the riparian populations living at the edge of the PA without buffer zones. To meet their need for resources, riparian populations make encroachment on the PA by poaching, fishing, collecting plants for medicine and handicraft, extract of bedrocks and mineral such as gold, wolfram and coltan, the collection of bamboos, and cultivation and grazing cattle and smaller livestock inside the PA. Also there is an ongoing exploitation of litter from the PA to fertilize arable lands for the local populations.

73. Protected areas limits are generally known, but they are neither marked nor secure. Buffer zones are inexistent. There is neither sympathy to PA nor participation of the local community in their management.

74. Riparian households are very poor. There is no alternative to generate income around the PA, apart from rare experiences that local NGO started in the Nile Basin Initiative with 4 micro-realizations with IUCN livelihood project. There are forthcoming in 2010 micro-projects with the GEF Small Grant Programme for US \$300,000. Hence all local and riparian people are prone to meet their needs by collecting illegally resources from PA.

## **PART II: Strategy**

### **2.1 Conformity**

75. The project objectives, outcomes, and outputs are consistent with the goals of GEF Biodiversity Strategic Objective 1, entitled Catalyzing Sustainability of Protected Area Systems, and Strategic Program 3, entitled Strengthening Terrestrial Protected Area Networks.

76. The project will be funded through the GEF4 allocation to Burundi. It conforms to GEF Strategic Programme Component 3: Strengthening the policy, regulatory, institutional and sustainable financing framework for sustainable ecosystem management.

77. This project fits also in the CPAP of the UNDP country office as well as the UNDAF on the Community Rising. It also enters into the programme about “productive system by support to local entrepreneurship, food security for households, sustainable socio-economic re-integration for the segments of populations most affected by the past civil strife and crisis.” This project provides an opportunity to seek for a lasting solution to the land issues. Long term effects of this project are the adaptation to climate change and to get ready to a rapid response to natural disasters.

### **2.2 Rationale**

78. Burundi comprises globally important biodiversity within its 3 biomes. This biodiversity is at risk of loss or degradation from several past and current human activities. Biodiversity loss would bring about soil erosion that would mean diminution of agricultural productivity, which is the motor of the country’s economy, and that would exacerbate pauperization of the populations that surround the PA.

79. Unfortunately, Burundi protected area system, which could provide biodiversity a measure of protection, is non-functional because of policy, legal, capacity, and socio-economic barriers. If these barriers are lifted, reduced or removed, BPAS would become more functional, biodiversity protection would measurably improve, and global and national biodiversity conservation benefits would result. Indeed, biodiversity conservation would serve as a basis to stabilize climate, and the agricultural system of the country. It would also generate income and tangible benefits for the national economy. Hence biodiversity conservation would foster social stability and peace of mind for the inhabitants of Burundi, particularly of those living at the edge of the PA.



## 2.3 Goal, Objective, Components, Outcomes, and Activities

### **UNDP Burundi Programme fit : Post conflict community rising**

UNDAF effect : Local communities, administration and civil society support their own needs for socio-economic rising and contribute effectively to consolidate peace and democratic processes

Component of the Programme : Prevention of climate change and natural disaster

CPAP effect : « Strengthened capacities to protect and manage sustainably the environment and to be ready to respond rapidly to natural disasters »

**Project Goal:** Contribute to the protection and sustainable management of the environment and to be ready to respond rapidly to natural disasters.

**Project Objective :** To enhance efficiency of the protected areas system for biodiversity conservation in Burundi through stakeholders' engagement

### **Component I: Building institutional capacity for the participatory management of the protected areas system in Burundi**

**Outcome 1:** Planning boards for participatory planning and management are efficiently functioning

**Output 1.1** Laws and guidelines for a participatory management of the PA system are updated and efficiently applied

**Activity 1.1.1** Add in the new law of nature conservation some permissible user rights of selected natural resources for the vulnerable local communities around protected areas.

**Activity 1.1.2** Multiply/print examples of the new law and its text of application in French to all groups of stakeholders

**Activity 1.1.3** Vulgarize and disseminate the new law and its texts of application in French

**Activity 1.1.4** Translate the new law and its text of application in Kirundi to all groups of stakeholders

**Activity 1.1.5** Multiply/print examples of the new law and its text of application in Kirundi

**Activity 1.1.6** Vulgarize and disseminate the new law and its texts of application in Kirundi to all groups of stakeholders

**Output 1.2** Strategies and tools for information, communication, sensitizing and training are elaborated and utilized

**Activity 1.2.1** Formulate a strategy for information, communication, sensitizing and training and make a related tool kit

**Activity 1.2.2** Train journalists on how to pass on a message on the values of protected areas and nature conservation.

**Activity 1.2.3** Produce and multiply tools for information, communication, sensitizing and training of different groups of stakeholders (private sector, local communities, local NGOs)

**Activity 1.2.4** Vulgarize and disseminate the tools for information, communication, sensitizing and training of different groups of stakeholders (private sector, local communities, local NGOs)

**Activity 1.2.5** Use media (radio, television, newspapers) to inform and train the public on current issues of PA

**Outcome 2:** Stakeholders are engaged in the participatory management of PA

**Output 2.1** National and communal frameworks for coordination, participatory management and exchange of information on PA actions are drawn and functioning

**Activity 2.1.1** Take stock of current coordination, participatory management and exchange of information on PA system and propose a suitable strategy and a system adapted to the new law of nature conservation under examination in the Parliament

**Activity 2.1.2** Validate the strategy and a system of coordination of all partners and stakeholders (INECN, ministries & concerned provinces, communes, riparian communities and partners)

**Activity 2.1.3** Define, test, select and apply the best coordinating mechanism at all tiers (nation, provinces, communes & local communities around PA)

**Activity 2.1.4** Evaluate the functioning of the coordinating mechanism for participation in PA management for different tiers (nation, provinces, communes & local communities around PA), draw lessons learned and propose models replicable elsewhere.

**Output 2.2** A strategy for self-financing & alternative income generation of the PA system is developed and functioning (riparian community actions and taxation of services rendered by PA ecosystems)

**Activity 2.2.1** Define a strategy to generate alternative income for riparian communities to lessen the burden on PA resources and make cost effectiveness analyses for different alternative options along social-economic and ecological bearings.

**Activity 2.2.2** Test, select and apply different alternative options for their combined social-economic and ecological merits (as adapted and acceptable).

**Activity 2.2.3** Evaluate the applied options (for their combined social-economic and ecological merits) that were selected as appropriate and draw lessons learned to devise replicable models.

**Activity 2.2.4** Identify and perform analyses for different systems of taxation to pay for PA ecosystems services and propose means of their application through a special fund for nature conservation in Burundi

**Activity 2.2.5** Apply the taxation system to pay for services rendered by PA ecosystems.

**Activity 2.2.6** Evaluate the taxation system that was applied to pay for services rendered by PA ecosystems, draw learned lessons and develop replicable models.

### **Outcome 3: Capacities for management and administration of the PA system, including infrastructures, are reinforced**

**Output 3.1** Capacities of human resources for INECN and partners are enhanced

**Activity 3.1.1** Propose a more efficient institutional setting for INECN to be better prepared for shared management of its PA system following its new legal mandate of participatory management.

**Activity 3.1.2** Provide hands on training for protected areas managers to learn participatory management of PAs and send for technical training in Garoua (Cameroon) or Mweka (Tanzania) the INECN rangers and conservators.

**Activity 3.1.3** Provide hands on training for the members of the environment police to learn its mission in the PA system and how to perform surveillance with the help of local communities and PA rangers or conservators.

**Output 3.2** INECN infrastructures and equipments destined for coordination and PA management are refurbished and operational

**Activity 3.2.1** Identify the needs for refurbishment of buildings and equipment of INECN

**Activity 3.2.2** Make plans and cost estimates for refurbishment of buildings and equipment of INECN.

**Activity 3.2.3** Refurbish buildings and equipment of INECN.

### **Component II: Participatory management of protected areas**

**Outcome 4:** Threats from PA surrounding communities and other stakeholders on Kibira and Ruvubu National Parks are reduced

**Output 4.1** Limits of the 2 National Parks are known, materialized and secured

**Activity 4.1.1** Make maps showing limits and permissible user zoning in the 2 National Parks

**Activity 4.1.2** Establish limits on the grounds by wired concrete and live fences with the participation of local communities (High Intensity Manpower)

**Activity 4.1.3** Draw surveillance and tourist hiking trails as well as fire breaker belts in and around the protected area following its management plans

**Activity 4.1.4** Rehabilitate hiking trails and fire breaker belts

**Output 4.2** Community groups are involved in participatory management of the 2 NP

**Activity 4.2.1** Establish participatory committees for co-management of Kibira and Ruvubu

**Activity 4.2.2** Create communal and inter communal committees for their participation in the (co)management of Kibira and Ruvubu

**Activity 4.2.3** Impart training in protected area participatory management to the communal and inter communal committees

**Outcome 5:** Incomes for riparian households are increased, and those households take adaptation measures to climate change

**Output 5.1** Partnerships to support riparian communities are signed and functioning efficiently around Kibira and Ruvubu

**Activity 5.1.1** Sensitizing and training of different groups of stakeholders (private sector, local communities, local NGOs) on the socio-economic and ecological benefits of protected areas in conjunction with possible income generating alternatives

**Activity 5.1.2** Identify, test, and select valuable and acceptable economic alternatives/opportunities that can generate income for protected area management and for the local households around Kibira and Ruvubu

**Activity 5.1.3** Support acceptable and valuable economic alternatives/opportunities that can generate income for protected area management and for the local households around Kibira and Ruvubu using socio-economic and ecological standards

**Activity 5.1.4** Promote partnerships to support acceptable and valuable economic alternatives/opportunities that can generate income for protected area management and for the local households around Kibira and Ruvubu using socio-economic and ecological standards.

**Output 5.2** Mechanisms for alternative income generation and benefit sharing are developed and operational around Kibira and Ruvubu

**Activity 5.2.1** Define mechanisms for alternative income generation and benefit sharing for Kibira and Ruvubu resources that are socio-economically & ecologically acceptable and sustainable

**Activity 5.2.2** Test the mechanisms to generate alternative income for benefit sharing around Kibira and Ruvubu that are socio-economically & ecologically acceptable

**Activity 5.2.3** Adopt the best mechanisms to generate alternative income for benefit sharing around Kibira and Ruvubu that are socio-economically & ecologically acceptable

**Activity 5.2.4** Draw lessons learned and replicate the best mechanisms to generate alternative income for benefit sharing around protected areas using Kibira and Ruvubu models

**Output 5.3** Alternative economic production actions are operational and ensure adaptation to climate change for the riparian populations of Kibira and Ruvubu

**Activity 5.3.1** Define, test, select and apply alternative income generating actions that are compatible with Kibira and Ruvubu conservation of biodiversity

**Activity 5.3.2** Promote local community micro-projects compatible with conservation of biodiversity in the PA

**Activity 5.3.3** Promote reforestation by local households around Kibira and Ruvubu for their adaptation to risks of climate change

**Outcome 6:** The basis for the sustainable finance for the 2 National Parks are developed

**Output 6.1** Ecotourism is developed and generates alternative income for the protected area and the local communities around the 2 NP

**Activity 6.1.1** Develop a policy to regulate use of non-destructive resources of protected areas and promote ecotourism at the 2 NP

**Activity 6.1.2** Identify priority zones for ecotourism in the protected areas and their touristic carrying capacity

**Activity 6.1.3** Validate, limit and lease touristic spaces and hotel development around the protected areas

**Activity 6.1.4** Promote high altitude sport at Kibira by private operators and create a tourist network with Rwanda

**Activity 6.1.5** Provide tourist camping opportunities at Rwegura & Bugarama and promote linkage to a tourist network from the neighboring Rwanda; provide tourist camping opportunities around Ruvubu PA and promote linkage to a tourist network from the neighboring Tanzania

**Outcome 7:** Biodiversity of Kibira and Ruvubu is protected efficiently in a concerted manner

**Output 7.1** Mechanisms for cross border biodiversity management are developed and operational, including corridor(s) with Tanzania at Ruvubu

**Activity 7.1.1** Update and apply concerted management plans between Kibira and Nyungwe

**Activity 7.1.2** Create and support concertation frameworks between Rwanda and Burundi around Nyungwe and Kibira; create and reinforce concertation opportunities between Tanzania and Burundi to set aside an ecological corridor for Ruvubu in Tanzania

**Activity 7.1.3** Negotiate with Tanzania to set aside an ecological corridor in favor of Ruvubu in Burundi to be connected with the natural ecosystems harboring more wildlife in Tanzania

**Output 7.2** Management plans for Kibira NP are up-dated and applied; management plans for Ruvubu PA are developed and applied

**Activity 7.2.1** Update and apply management plan for Kibira; develop a management plan for Ruvubu PA

**Activity 7.2.2** Select and test the best mechanisms to promote economically protected areas resources that are socially and ecologically sound at Kibira and Ruvubu to develop a model

**Activity 7.2.3** Disseminate the best mechanisms to promote economically protected areas resources that are socially and ecologically sound using Kibira and Ruvubu models

**Output 7.3** Monitoring programme in place to track changes in biodiversity status, threats and effectiveness of management of all PAs, and especially KNP and RNP

**Activity 7.3.1** Create and equip a monitoring unit at Gitega and provide it with qualified staff capable to develop and monitor quality biodiversity indicators and network with the University of Burundi and other research centers in the sub-region

**Activity 7.3.2** Create at Kibira a national database on the biodiversity, economic and cultural values of protected areas and perform bio-monitoring

**Activity 7.3.3** Develop and implement a program of environmental education on biodiversity conservation.

## 2.4 Outputs and Activities

The following work breakdown structures present details of activities leading to outputs and outcomes:

### Work Breakdown Structure

<p><b>UNDP Programme : Post conflict community rising</b></p> <p>UNDAF effect (United Nations Development Assessment Framework): The systems of production and the local entrepreneurship are reinforced to ensure food security of the households, the sustainable socio-economic re-integration of the populations affected by the crisis, and to contribute to a sustainable solution for the land issue. Local communities, administration and civil society support their own needs for socio-economic rising and contribute effectively to consolidate peace and democratic processes</p> <p><b>Long term effects:</b> Mitigation of climate change effects and lowering the risks of natural catastrophes.</p> <p><b>Global Project Objective :</b> Contribute to the protection and sustainable management of the environment and respond to natural catastrophes</p> <p><b>Project Objective :</b> To enhance efficiency of the protected areas system for biodiversity conservation in Burundi through stakeholders' engagement</p>
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### Component I : Building institutional capacity for the participatory management of the protected areas system in Burundi (based in Gitega)

<b>Outcome 1:</b> Planning boards for participatory planning and management are efficiently functioning		<b>Outcome 2:</b> Stakeholders are engaged in the participatory management of PA		<b>Outcome 3:</b> Capacities for management and administration of the PA system, including infrastructures, are reinforced	
<b>Output 1.1</b> Laws and guidelines for a participatory management of the PA system are updated and efficiently applied.	<b>Output 1.2</b> Strategies and tools for information, communication, sensitizing and training are elaborated and utilized	<b>Output 2.1</b> National and communal frameworks for coordination, participatory management and exchange of information on PA actions are drawn and functioning	<b>Output 2.2</b> A strategy for self-financing & alternative income generation of the PA system is developed and functioning (riparian community actions and fiscalization or taxation of services rendered by PA ecosystems)	<b>Output 3.1</b> Capacities of human resources for INECN and partners are enhanced	<b>Output 3.2</b> INECN infrastructures and equipments destined for coordination and PA management are refurbished and operational
<b>Activity 1.1.1</b> Add in the new law of nature conservation some permissible user rights of selected natural resources for the vulnerable local communities around protected areas.	<b>Activity 1.2.1</b> Formulate a strategy for information, communication, sensitizing and training and make a related tool kit	<b>Activity 2.1.1</b> Take stock of current coordination, participatory management and exchange of information on PA system and propose a suitable strategy and a system adapted to the new law of nature conservation under examination in the Parliament	<b>Activity 2.2.1</b> Define a strategy to generate alternative income for riparian communities to lessen the burden on PA resources and make cost effectiveness analyses for different alternative options along social-economic and ecological bearings.	<b>Activity 3.1.1</b> Propose a more efficient institutional setting for INECN to be better prepared for shared management of its PA system following its new legal mandate of participatory management.	<b>Activity 3.2.1</b> Identify the needs for refurbishment of buildings and equipment of INECN
<b>Activity 1.1.2</b>	<b>Activity 1.2.2</b>	<b>Activity 2.1.2</b>	<b>Activity 2.2.2</b> Test	<b>Activity 3.1.2</b>	<b>Activity 3.2.2</b>

Multiply/print examples of the new law and its text of application in French to all groups of stakeholders	Train journalists on how to pass on a message on the values of protected areas and nature conservation.	Validate the strategy and a system of coordination of all partners and stakeholders (INECN, ministries & concerned provinces, communes, riparian communities and partners)	select and apply different alternative options for their combined social-economic and ecological merits (as adapted and acceptable).	Provide hands on training for protected areas managers on participatory management of PAS and send the INECN rangers and conservators in Garoua (Cameroon) or Mweka (Tanzania) for technical training	Make plans and cost estimates for refurbishment of buildings and equipment of INECN.
<b>Activity I.1.3</b> Vulgarize and disseminate the new law and its texts of application in French	<b>Activity 1.2.3</b> Produce and multiply tools for information, communication, sensitizing and training of different groups of stakeholders (private sector, local communities, local NGOs)	<b>Activity 2.1.3.</b> Define, test, select and apply the best coordinating mechanism at all tiers (nation, provinces, communes & local communities around PA)	<b>Activity 2.2.3.</b> Évalue the applied options (for their combined social-economic and ecological merits) that were selected as appropriate and draw lessons learned to devise replicable models.	<b>Activity 3.1.3</b> Provide hands on training for the members of the environment police to learn its mission in the PA system and how to perform surveillance with the help of local communities and PA rangers or conservators.	<b>Activity 3.2.3</b> Refurbish buildings and equipment of INECN.
<b>Activity I.1.4</b> Translate the new law and its text of application in Kirundi	<b>Activity 1.2.4</b> Vulgarize and disseminate the tools for information, communication, sensitizing and training of different groups of stakeholders (private sector, local communities, local NGOs)	<b>Activity 2.1.4.</b> Evaluate the functioning of the coordinating mechanism for participation in PA management for different tiers (nation, provinces, communes & local communities around PA), draw lessons learned and propose models that are replicable elsewhere.	<b>Activity 2.2.4</b> Identify and perform analyses for different systems of taxation to pay for PA ecosystems services and propose means of their application through a special fund for nature conservation in Burundi		
<b>Activity I.1.5</b> Multiply/print examples of the new law and its text of application in Kirundi and disseminate to all groups of stakeholders	<b>Activity 1.2.5</b> Use medias (radio, television, newspapers) to inform and train the public on current issues of PA				

<b>Component II : Participatory management of Kibira and Ruvubu National Parks</b>					
<b>Outcome 4:</b> Threats from PA surrounding communities and other stakeholders on Kibira and Ruvubu National Parks are reduced			<b>Outcome 5:</b> Incomes for riparian households are increased, and those households take measures for biodiversity conservation and adaptation to climate change.		
<b>Output 4.1</b> Limits of the 2 National Parks are known,	<b>Output 4.2</b> Community groups are involved	<b>Output 5.1</b> Partnerships to support riparian communities are signed and	<b>Output 5.2</b> Mechanisms for alternative income generation and	<b>Output 5.3</b> Alternative economic production actions are operational and ensure	

materialized and secured	participatory management of the 2 NP	functioning efficiently around Kibira and Ruvubu	benefit sharing are developed and operational around Kibira and Ruvubu	adaptation to climate change for the riparian populations of Kibira and Ruvubu
<b>Activity 4.1.1</b> Make maps showing limits and permissible user zoning in the Kibira and Ruvubu National Parks	<b>Activity 4.2.1</b> Establish participatory committees for co-management of the 2 NP	<b>Activity 5.1.1</b> Sensitizing and training of different groups of stakeholders (private sector, local communities, local NGOs) on the socio-economic and ecological benefits of protected areas in conjunction with possible income generating alternatives	<b>Activity 5.2.1</b> Define mechanisms for alternative income generation and benefit sharing for resources that are socio-economically & ecologically acceptable and sustainable in Kibira and Ruvubu NP	<b>Activity 5.3.1</b> Define, test, select and apply alternative income generating actions that are compatible with Kibira and Ruvubu conservation of biodiversity
<b>Activity 4.1.2</b> Establish limits on the grounds by wired concrete and live fences with the participation of local communities (High Intensity Manpower)	<b>Activity 4.2.2</b> Create communal and inter-communal committees for their participation in the (co)management	<b>Activity 5.1.2</b> Identify, test, and select valuable and acceptable economic alternatives/opportunities that can generate income for protected area management and for the local households around Kibira and Ruvubu	<b>Activity 5.2.2</b> Test the mechanisms to generate alternative income for benefit sharing around Kibira and Ruvubu that are socio-economically & ecologically acceptable	<b>Activity 5.3.2</b> Promote local community micro-projects compatible with conservation of biodiversity in the 2 PAs
<b>Activity 4.1.3</b> Draw surveillance and tourist hiking trails as well as fire breaker belts in and around the protected areas following their management plans	<b>Activity 4.2.3</b> Impart training in protected area participatory management to the communal & intercommuned committees	<b>Activity 5.1.3</b> Support acceptable and valuable economic alternatives/opportunities that can generate income for protected area management and for the local households around Kibira using socio-economic and ecological standards	<b>Activity 5.2.3</b> Adopt the best mechanisms to generate alternative income for benefit sharing around Kibira and Ruvubu that are socio-economically & ecologically acceptable	<b>Activity 5.3.3</b> Promote reforestation by local households around Kibira and Ruvubu for their adaptation to risks of climate change
<b>Activity 4.1.4</b> Rehabilitate hiking trails and fire breaker belts		<b>Activity 5.1.4</b> Promote partnerships to support acceptable and valuable economic alternatives/opportunities that can generate income for protected area management and for the local households around Kibira using socio-economic and ecological standards.	<b>Activity 5.2.4</b> Draw lessons learned and replicate the best mechanisms to generate alternative income for benefit sharing around protected areas using Kibira and Ruvubu models	
<b>Outcome 6 :</b> Basis for sustainable finance for Kibira and Ruvubu National Parks are developed	<b>Outcome 7 :</b> Biodiversity of Kibira and Ruvubu NP is protected efficiently in a concerted manner			
<b>Output 6.1</b> Ecotourism is developed and generate alternative income for the 2 protected areas and the local communities	<b>Output 7.1</b> Mechanisms for cross border biodiversity management are developed and operational, including corridor(s) with Tanzania at Ruvubu.	<b>Output 7.2.</b> Management plans for Kibira NP are up-dated and applied; management plans for Ruvubu PA are developed and applied	<b>Output 7.3</b> Monitoring programme in place to track changes in biodiversity status, threats and effectiveness of management of all PAs, and especially KNP and RNP	
<b>Activity 6.1.1</b> Develop a policy to regulate use of non-destructive resources of protected areas and promote ecotourism	<b>Activity 7.1.1</b> Update and apply concerted management plans between Kibira and Nyungwe	<b>Activity 7.2.1</b> Update and apply management plan for Kibira ; develop a management plan for Ruvubu PA	<b>Activity 7.3.1</b> Create and equip a national biodiversity monitoring unit at Gitega and provide it with qualified staff capable to develop and monitor quality biodiversity indicators and network with the University of Burundi and other research centers in the sub-region	
<b>Activity 6.1.2</b> Identify priority zones for ecotourism in the 2 protected areas and their touristic carrying capacity	<b>Activity 7.1.2</b> Create and support concertation frameworks between Rwanda and Burundi around Nyungwe and Kibira; create and reinforce concertation opportunities between Tanzania and Burundi to set aside an ecological corridor for Ruvubu in Tanzania	<b>Activity 7.2.2</b> Select and test the best mechanisms to promote economically protected areas resources that are socially and	<b>Activity 7.3.2</b> Create a national database on the biodiversity, economic and cultural values of the 2 selected protected areas and perform bio-monitoring	

		ecologically sounds at Kibira and Ruvubu to develop models	
<b>Activity 6.1.3</b> Validate, limit and lease touristic spaces and hotel development around the 2 protected areas	<b>Activity 7.1.3</b> Negotiate with Tanzania to set aside an ecological corridor in favor of Ruvubu in Burundi to be connected with the natural ecosystems harboring more wildlife in Tanzania	<b>Activity 7.2.3</b> Disseminate the best mechanisms to promote economically protected areas resources that are socially and ecologically sounds using Kibira and Ruvubu models	<b>Activity 7.3.3</b> Develop and implement a program of environmental education on biodiversity conservation
<b>Activity 6.1.4</b> Promote high altitude sport at Kibira by private operators and create a tourist network with Rwanda			
<b>Activity 6.1.5</b> Provide tourist camping opportunities at Rwegura & Bugarama and promote linkage to a tourist network from the neighboring Rwanda; provide tourist camping opportunities around Ruvubu PA and promote linkage to a tourist network from the neighboring Tanzania			

## 2.5 Indicators, Risks, and Assumptions

<b>This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:</b> Capacities to protect and manage the environment, including adaptation to climate change, and preparedness to respond to natural disasters are reinforced
<b>Country Programme Outcome Indicators:</b>
<b>Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one):</b>
<b>2. Catalyzing environmental finance</b>
<b>Applicable GEF Strategic Objective and Program: SO1-SP3</b>
<b>Applicable GEF Expected Outcomes: Biodiversity conserved and sustainably used in protected area systems</b>
<b>Applicable GEF Outcome Indicators: Protected area management effectiveness as measured by protected area scorecards that assess site management, financial sustainability, and capacity; Extent of habitat cover (hectares) by biome type maintained as measured by cover and fragmentation in protected area systems</b>

Project Strategy	Objectively Verifiable Indicators	Baseline	Targets End of project	Source of verification	Risks and Assumptions																		
<b>Project Objective<sup>1</sup> :</b> To enhance efficiency of the protected areas system for biodiversity conservation in Burundi through stakeholders' engagement (equivalent to output in ATLAS)	Change in RAPPAM assessment	<table border="1"> <tr> <td></td> <td>Kibira</td> <td>Ruvubu</td> </tr> <tr> <td></td> <td>NP</td> <td>NP</td> </tr> <tr> <td>y</td> <td>30</td> <td>24</td> </tr> <tr> <td>m/y</td> <td>12</td> <td>16</td> </tr> <tr> <td>m/n</td> <td>20</td> <td>16</td> </tr> <tr> <td>n</td> <td>87</td> <td>93</td> </tr> </table>		Kibira	Ruvubu		NP	NP	y	30	24	m/y	12	16	m/n	20	16	n	87	93	30% of RAPPAM questions (45 of 149) improve by at least one increment; At least 50 increment improvements overall;	Results of mid-term and final RAPPAM re-analysis	Lack of interest of involvement by some PA stakeholders and local organizations
		Kibira	Ruvubu																				
		NP	NP																				
y	30	24																					
m/y	12	16																					
m/n	20	16																					
n	87	93																					
Change in revenues of local communities living around the 2 selected PAs	Encroachment of PA resources by local communities are very high to unsustainable levels	At least 50 households' income is augmented by 30% in year 4	Monitoring and evaluation component for livelihood targets	The priority in the country is not passing the new PA law for clarifying its statutes or the involvement of stakeholders but the incoming elections in 2010																			
Change in financial resources available for the PA system by year 4 of the project	Only US \$30,000 is allocated per year to each one of the two PA (Ruvubu and Kibira) for their management by the Government	New stream of Financial resources reach at least US \$200,000 per year for both Kibira and Ruvubu NP by year 4 of the project	Financial reports of Ministry of the Environment, and INECN																				

<sup>1</sup> Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR



	<p>Forest cover in the 2 selected PAs</p> <p>Populations of chimpanzees (<i>Pan troglodytes</i>), Montane Mouse Shrew (<i>Myosorex blarina</i>) in Kibira NP and leopard (<i>Panthera pardus</i>) in Ruvubu NP</p>	<p>Baseline data not available</p> <p>A baseline on the population of these species will be established at project start and a monitoring system put in place</p>	<p>No change in forest cover (baseline to be measured in year 1)</p> <p>At least, no change in population size</p>	<p>Monitoring reports from analysis of Landsat images</p> <p>Reports, Surveys, photos and presence of large herds</p>	
<p><b>Outcome 1<sup>2</sup>:</b> Building institutional capacity for the participatory management of the protected areas system in Burundi (equivalent to activity in ATLAS)</p>	<p>Laws and guidelines for a participatory management of the PA system</p> <p>Strategies and tools for information, communication, sensitizing and training</p> <p>Capacity Assessment Scorecard</p>	<p>The current law 1980 that created the protected areas does not allow the participation of the local communities in PA management or recognize their users' rights.</p> <p>There is no strategy or tool developed at this time</p> <p><u>Policy Formulation</u> Systemic 3/out of 6 Institutional 2/out of 3</p> <p><u>Implementation</u> Systemic 5/out of 9 Institutional 10/out of 27 Individual 3/out of 12</p> <p><u>Engagement and consensus</u></p>	<p>New texts are enacted in the Bulletin of Burundi (BOB) to secure PA limits and statutes, and define local communities' rights in PA management</p> <p>Strategies and tools for information, communication, sensitizing and training are elaborated and utilized</p> <p><u>Policy Formulation</u> 5/out of 6 3/out of 3</p> <p><u>Implementation</u> 6/out of 9 10/out of 27 5/out of 12</p> <p><u>Eng and consensus</u></p>	<p>BOB</p> <p>Reports</p> <p>Capacity Assessment Scorecard</p>	<p>No stakeholders buy in for participatory management</p> <p>Risks of unexploded mines in PA</p>

<sup>2</sup> All outcomes monitored annually in the APR/PIR. It is highly recommended not to have more than 4 outcomes.

		<p>Systemic 3/out of 6 Institutional 3/out of 6 Individual 2/out of 3</p> <p><u>Info and knowledge</u> Systemic 1/out of 3 Institutional 1/out of 3 Individual 2/out of 3</p> <p><u>Monitoring</u> Systemic 4/out of 6 Institutional 4/out of 6 Individual 0/out of 3</p>	<p>3/out of 6 4/out of 6 3/out of 3</p> <p><u>Info and knowledge</u> 2/out of 3 2/out of 3 3/out of 3</p> <p><u>Monitoring</u> 3/out of 6 5/out of 6 1/out of 3</p>		
	<p>A strategy for self-financing &amp; alternative income generation of the PA system</p> <p>Improved financial sustainability for NSPA, as measured by the Financial Sustainability Scorecard (Annex C)</p>	<p>There is also no strategy for PA financing</p> <p>Legal and regulatory framework 19.2% - 15 out of 78 Business planning 8.2% - 5 out of 61 Tools for revenue generation 8.8% - 5 out of 57 Total 12.7% - 25 out of 196</p>	<p>A strategy for self-financing &amp; alternative income generation of the PA system is developed by year 3</p> <p>32% - 25 out of 78 21.3% - 13 out of 61 17.5% - 10 out of 57 24.5% - 48 out of 196</p>	<p>Strategy document</p> <p>Financial Sustainability scorecard</p>	
	<p>PA platform (National and communal frameworks for coordination, participatory management and exchange of information on PA actions)</p>	<p>There is no framework for potential stakeholders to participate in the management of PA and for sharing benefits generated therein.</p>	<p>A PA platform is established and functional by year 2</p>	<p>Communal development plans</p>	
	<p>Number of INECN staff and partners trained in participatory PA management</p> <p>INECN infrastructures and equipments</p>	<p>Partners and stakeholders have limited capacities &amp; knowledge of participatory management of PA.</p> <p>Human, material and financial capacities of INECN to run protected areas and to accomplish its mission with participatory management are very limited.</p>	<p>At least 50 staff for INECN and partners are trained by year 4</p> <p>INECN infrastructures and equipments destined for coordination and PA management are refurbished and operational by end of year 2</p>	<p>Training Reports</p>	

<b>Outcome 2:</b> Participatory management of Kibira and Ruvubu National Parks ( <b>equivalent to activity in ATLAS</b> )	Limits of the Kibira and Ruvubu National Parks  Management Effectiveness of PAs at project sites as measured by the METT Scorecard (Annex E)  Number of PA hectares (ha) within KNP and RNP under improved management effectiveness	Limits of the 2 NP are not completely materialized nor secured  Kibira NP – 41.6% Ruvubu NP – 34.3%  Baseline to be established at project start	Limits of the Kibira and Ruvubu National Parks are known, materialized and secured by year 3 of the project  Kibira NP – >55% Ruvubu NP – >50%  30% increase	Decree  Application of METT in line with monitoring and evaluation component of the project  METT	Resistance of riparian communities for buying in participatory management
	Numbers of community groups involved in participatory management of the 2 PAs  Existence of cross border biodiversity management in Ruvubu NP, with Tanzania  Participatory management plans for Kibira and Ruvubu NP  Existence of ecotourism business plan	No local community group for PA management is currently existing  There is currently no collaboration between the 2 countries for the management of the Ruvubu  There is a management plan for Kibira NP  No organized, profitable ecotourism exists based on the rich fauna of Kibira and Ruvubu NP	At least 8 community groups are involved in participatory management of the 2 PAs by year 4  Cross border biodiversity management is operational by year 3  Participatory management plans are updated (Kibira NP) or developed (Ruvubu NP) and applied by year 2  By year 3 of project, a business plan for fauna-oriented ecotourism exists in both NP	Partnership signatures  Protocol signed by both countries to facilitate transboundary conservation action  Management plans  A business plan document for fauna-focused ecotourism	

	Change in revenues of local communities living around the 2 selected PAs	There is no alternative to generate income around the PA, apart from rare experiences that local NGO started in the Nile Basin Initiative with 4 micro-realizations with IUCN livelihood project.	At least 50 households' income is augmented by 30% in year 4	Monitoring and evaluation component for livelihood targets	
	Change in financial resources available for the PA system by year 4 of the project	Only US \$30,000 are allocated per year to each one of the two PA (Ruvubu and Kibira) for their management by the Government. Ecotourism income is very limited.	New stream of Financial resources reaches at least US \$200,000 per year for both Kibira and Ruvubu NP by year 4 of the project	Partnership agreements with REGIDESO, DANYLAND; National budget; Ecotourism taxes	
	Monitoring programme to track changes in BD status, threats and effectiveness of PA management	There is no monitoring programme	Monitoring programme in place to track changes in biodiversity status, threats and effectiveness of management of the 2 PA	Report	

## 2.6 Risk Mitigation Strategies

Risk	Risk rating	Risk mitigation strategy
1. Non interest of involvement by some PA stakeholders and local organizations	Medium	The project will support riparian population schemes of income generation to attract their sympathy and involvement in PA management
2. The poverty of riparian communities may constitute a barrier to implement successfully the project	High	The project will sensitize local communities on sustainable development needs to persuade them that poverty can only be conquered with a sustainable resource base. The project will also identify and operate micro-projects that involve and benefit the riparian communities.
3. Conflict of interest between local communities and the users dependent on PA resources such as the Batwa who collect bamboos to sell for a living	Medium	Participatory approaches and conflict resolution schemes will be put in place through the dialogue and participation committees
4. Insufficient financial resources from the government to support PA management and the involvement of all stakeholders	Medium	Alternative sources of income for PA management will be sought in the project especially the payment of services rendered by them to ensure financial sustainability of their management
5. Little impact of the project during and after its implementation	Low	Monitoring and evaluation of the impact of the project will have to be ongoing to correct errors on time
6. Environmental impact of extraneous sources such as roads and tracks of trains in the PAs	Low	The project will rather use the opportunities offered by a road across Ruvubu and the railroad on its western limits to improve access and ecotourism. Also an ecological and social impact statement and mitigation will be made for each case.
7. Instability of PA personnel, especially of the corps of the police of the environment, and of the coordination of the stakeholders' involvement.	Medium	The project will endeavor to put the environmental police under INECN responsibilities. Also mandates of different partners such as the Ministry of Mining in PA will have to be clarified along with the statutes of Ruvubu PA
8. The priority in the country is not passing the new PA law for clarifying its statutes or the involvement of stakeholders but the incoming elections in 2010	High	Make a political plea (advocacy) to pass the new bill of conservation in the Parliament by 2011.

## 2.7 Incremental reasoning and expected global, national, and local benefits

80. If participatory management of PA along with income generating activities for riparian communities are not introduced, current threats to PA and their biodiversity will keep growing. Biodiversity would progressively continue to vanish with the complete loss of natural habitats in the country. There would be no more medicinal plants that are unique in this country. There would be tougher erosions of the soils as they would be exposed and their fertility would progressively be lost. Rainfalls will diminish along with water levels that will bring about tough droughts and the climate would be unstable. Soils productivity will diminish, and loss of agricultural employments as well as the largest source of income for the country, which is agriculture, would be eroded. Social fabric and peace would be shaken up. The country would fall back into chaos and anarchy in the long run.

81. On the contrary, by applying this project strategy to build capacity for a participatory management of PA, in conjunction with a programme of post conflict community rising, and the creation of synergies among all economic sectors of the country, there would be generation of global advantages for biodiversity conservation and the national and local economies as follows:

- For the biodiversity of global importance, it would be preserved in the PA, that are the last places where natural habitats are remaining in the country. The vegetation and fauna of 3 biomes (Congo, Nile and Zambezi) would persist in the country and would ensure biological diversity conservation. Also Lake Tanganyika would maintain its high endemic biodiversity, and its fish stocks productivity would be enhanced.
- At the national level, the climate would be stabilized with a stable rainfall pattern. Agriculture would be more productive than now as soils would be used in a sustainable manner without erosion and loss of fertility. The national economy would be improved and sustained in the short and long run. Eight out of 17 provinces of the country would benefit from a multiplier effect and synergies would be created in the long run among sectors of life. Social peace would reign and poverty would be abated. Ecotourism would be more flourishing than today.

- At the local level, PA riparian communities would pass from a phase of post conflict community rising into a sustainable development phase. The Batwa, hunters and gatherers, whose culture and livelihood depends on the existence of the forest, would continue their traditional lifestyle without fear. They would be less vulnerable, and they would have access to forest products such as honey, medicinal plants and those destined to art craft.

## **2.8 Sustainability**

### **2.8.1 Biological sustainability**

82. This project takes a landscape scale approach at all demonstration sites in developing management plans. This will improve the ecological functioning of Burundi Protected Areas System (BPAS), and therefore its biological sustainability. Other outcomes seek to improve BPAS effectiveness as a mechanism of biodiversity protection.

### **2.8.2 Economic and social sustainability**

83. The UNDP-GEF project on protected areas seeks economic sustainability through outcomes focused on improving the context for Burundi investment in BPAS, developing mechanisms for long-term financing, and promoting economically viable ecotourism. The project will achieve social sustainability through public environmental sensitization campaigns. It will also enable a policy-mandated mechanism to involve stakeholders in planning decisions and management implementation.

### **2.8.3 Institutional sustainability**

84. By rationalizing environmental policy and laws, the project will strengthen INECN and other stakeholder institutions to be involved in NBPAS and biodiversity management. By developing long-term funding mechanisms and sources, the project will bring about ease of the most difficult challenges to institutional sustainability and stability. Training outcomes will develop institutional sustainability by building staff competence and professional qualifications in PA management.

## **2.9 Replicability**

85. The project will disseminate its results within and beyond the 8 provinces' intervention zone through a number of existing information sharing networks and forums. In addition, the project will participate as appropriate in UNDP/GEF sponsored networks, organized for senior staff working on projects that share common characteristics. UNDP/GEF will establish a number of networks, such as taxation and payment of ecosystem services, eco-tourism, co-management, etc, that will largely function on the basis of an electronic platform.

86. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identifying, analyzing, and communicating lessons learned will occur annually using the UNDP-GEF format and venues with the help of its regional advisors in Dakar.

87. Components I and Component II will improve the general context of biodiversity conservation and BPAS management and are, therefore, inherently replicable to all Burundi biodiversity and other BPAS units. The training and experience of preparing management plans is replicable to other 12 BPAS units; and the experience in establishing an ecological corridor to connect Ruvubu to Tanzanian's large herds of wildlife can be replicated in the region. The business plan of Outputs 6.1 and 10.1 may be replicated as a model to analyze the economic viability of ecotourism elsewhere in Burundi.

## 2.10 Country Ownership, Eligibility, and Commitment

### 2.10.1 Country Eligibility

88. Burundi ratified the United Nations Convention on Biological Diversity in 1994. It is fully eligible for technical assistance from UNDP.

### 2.10.2 Country Commitment

89. Burundi has demonstrated a level of attention to protecting species and ecosystem biodiversity through: 1) its Constitution which calls for nature conservation; 2) national legislation including Forestry Code; the Bill on Nature Conservation in discussion in Parliament, Environment Law; 3) signing global environmental treaties including Framework Convention on Climate Change and Kyoto Protocol, Convention on Biological Diversity, Vienna Convention to Protect the Ozone Layer and Montreal Protocol, and Convention to Combat Desertification; 4) signing regional environmental agreements including COMIFAC and CBFP or the Nile Basin Initiative (NBI); 5) creating BPAS which covers more than 5% of national territory. Also participatory management of protected areas is a new challenge that Burundi is willing to meet to ensure local people and communities' engagement in the conservation of biodiversity for several reasons including the agricultural stability by rendering services against soil erosion, stabilizing rainfall, combat climate change, etc. Burundi is also a member of COMIFAC. The objectives of the COMIFAC Plan de Convergence overlaps extensively with the project's Outcomes and Outputs. The project, therefore will be a significant contribution not only to Burundi, but also to the Congo Basin regional forest conservation goals represented by the Plan de Convergence.

## PART III: Management and Implementation

### 3.1 Management Structure

90. The project implementation structure for general project management will include the following organizations and structures for management, oversight and co-ordination:

1. **UNDP/EEG's Regional Coordination Unit for West & Central Africa**, through its Regional Technical Advisor for Biodiversity in Central Africa, will be responsible for ensuring that the UNDP project 4233 adheres to the principles of incrementality while achieving global environmental benefits. The Regional Technical Advisor will provide guidance to the UNDP Country Office and project staff concerning UNDP's responsibilities as the GEF Implementing Agency and GEF norms and policies. The Regional Technical Advisor will provide periodical reports on project progress to the GEF Secretariat and GEF Council. The Regional Technical Advisor will also play a key role in facilitating access to resources and expertise located in UNDP's regional and international headquarters to support the project and its objectives.
2. **UNDP Burundi Country Office (UNDP-BDI)** will fulfill the duties and responsibilities both of a UNDP fund executing Agency and of a GEF Implementing Agency. It will be responsible for project staff and financial oversight, and ensure that GEF project funds are spent as intended. It will work with a project team led by a CTA to ensure proper financial reporting of expenditures and disbursement of project funds related to work plans approved by the PSC.

UNDP-Burundi will ensure that project activities are executed according to plan and that the project delivers outputs supporting its objectives. It will arrange and undertake periodic monitoring missions, including visits to project sites, and participate in the meetings of the PSC. UNDP-Burundi will help organize and participate in project planning efforts, including the Project Inception Workshop. UNDP-Burundi will appoint a Project Representative tasked to participate in the PSC, to maintain regular communications with the CTA, to remain well informed of project's progress, and to contribute strategically to this project that will constitute a base strategy to scope an environmental programme within the country office to fit into CPAP and UNDAF. UNDP-Burundi is particularly well positioned to coordinate a synergistic interaction between this project and other projects UNDP supports in Burundi, including tourism, sustainable land management, Lake Tanganyika, PoWPA projects, etc.

UNDP-Country Office will use UNDP Direct Execution Modality (DEX) as Burundi is just emerging for a long civil strife. It will use the services of an internationally recruited CTA, international consultants specialists of which some profiles are not available locally, and a national support team (of 2 NOA and NOB Experts based in Gitega) to execute the project in accordance with this UNDP-GEF Project Document as approved and under the guidance of the PSC. The project team will develop and submit to UNDP RR for signature sub-agreements with other implementing or participating partners that will specify deliverables contributing to project outcomes and appropriate budgets. These contracts will be the principal mechanism through which the CTA will coordinate and organize project implementation.

3. A **Project Steering Committee (PSC)** will ensure project strategy is accomplished as planned. PSC membership will include the Minister of the Environment, the National Project Director (INECN Director General), the Project CTA, and representatives of UNDP-CO, the representative of the key ministries such as Planning and Finances, Mining, Interior, Representatives for provincial and communal authorities, a representative of local NGOs, and of local communities around Kibira and Ruvubu. The PSC will review annual work plans, budgets, and financial and technical reports. The PSC will meet twice a year. The Minister of the Environment will chair the meetings and the Project CTA will serve as Secretary, arranging the meetings, circulating documentation for review, taking minutes and prepare reports from the meetings.
4. A **project team led by a CTA**, whose responsibilities will include:
  - a. Participate in PSC meetings as its records keeper;
  - b. Develop, sign, and oversee the implementation of sub-agreements with participating organizations;
  - c. Provide project administration, accounting, and day-to-day coordination and logistics support;
  - d. Ensure and coordinate stakeholder involvement in the project implementation;
  - e. Facilitate and monitor procurement of equipment and other physical inputs as required for the success of the project;
  - f. Maintain regular communications with UNDP-CO and UNDP-GEF RCU and the Government of Burundi through INECN and the Ministry of the Environment;
  - g. Prepare and provide project technical reports in a format and a schedule agreed on with UNDP;
  - h. Prepare and provide project financial reports in a format and a schedule agreed on with UNDP;
  - i. Prepare and provide project monitoring and evaluation in a format and a schedule agreed on with UNDP.

### 3.2 Staffing

91. Project Management Unit (PMU): Project administration and coordination will be carried out by a CTA under the overall guidance of the PSC, UNDP, the Ministry of the Environment, including INECN. The PMU will include:
  - a. **An internationally recruited CTA**, leader of the PMU, who will be based in Gitega in the INECN office. The CTA will be responsible for maintaining the project focused on implementing its strategy and objectives in coordination with the PSC, and will supervise the project staff.
  - b. **Project Financial Assistants** will also be recruited by UNDP, and will be responsible for overall financial management, administrative work, reporting and transparency of project operations.
  - c. **National experts:** the expert in charge of **Kibira Park**, residing in Bujumbura, will be responsible for the implementation of project activities to be carried out in the Kibira National Park and its surroundings. He/she will work closely with the Kibira Conservator, guardians, and environmental police forces affected there. **The Expert in charge of Ruvubu Park** will reside in Gitega and will be responsible for the implementation of project activities to be carried out in the Ruvubu National Park and its surroundings. He/she will work closely with the Ruvubu Park Conservator, guardians, and environmental police forces affected there.
  - d. **Drivers** will be responsible of vehicles safe driving, ensure of good maintenance and repairs, and keep vehicles clean.

### 3.3 Consultancies

92. The project will hire services of national and international specialists as consultants:

Position Titles	Estimated person weeks (for GEF finance)	US \$/ person week	Tasks to be performed
<b>For technical assistance</b>			
Local consultants			



Position Titles	Estimated person weeks (for GEF finance)	US \$/ person week	Tasks to be performed
Legal Expert(s)	7	1,000	<p><b>Output 1.1</b></p> <ul style="list-style-type: none"> <li>- Add in the new law of nature conservation some permissible user rights of selected natural resources for the vulnerable local communities around protected areas;</li> <li>- Translate the new law and its text of application in Kirundi to all groups of stakeholders;</li> </ul> <p><b>Output 3.1</b></p> <ul style="list-style-type: none"> <li>- Provide hands-on training for the members of the environment police to learn their mission in the PA system and how to perform surveillance with the help of local communities and PA rangers or conservators.</li> </ul>
Institutional capacity Specialist	4	1,000	<p><b>Output 1.2</b></p> <ul style="list-style-type: none"> <li>- Identify and assess capacity needs of stakeholders for their participation in planning, management and monitoring of PA</li> </ul>
Communication Specialist	4	1,000	<p><b>Output 1.3</b></p> <ul style="list-style-type: none"> <li>- Formulate a strategy for information, communication, sensitizing and training and make a related tool kit</li> </ul>
National Socio-economist(s)	14	1,000	<p><b>Output 2.2</b></p> <ul style="list-style-type: none"> <li>- Define a strategy to generate alternative income for riparian communities to lessen the burden on PA resources and make cost effectiveness analyses for different alternative options along social-economic and ecological bearings;</li> <li>- Evaluate the applied options (for their combined social-economic and ecological merits) that were selected as appropriate and draw lessons learned to devise replicable models;</li> </ul> <p><b>Output 5.1</b></p> <ul style="list-style-type: none"> <li>- Organize sensitizing and training of different groups of stakeholders (private sector, local communities, local NGOs) on the socio-economic and ecological benefits of protected areas in conjunction with possible income generating alternatives;</li> </ul> <p><b>Output 5.3</b></p> <ul style="list-style-type: none"> <li>- Define, test, select and apply alternative income generating actions that are compatible with Kibira and Ruvubu conservation of biodiversity.</li> </ul>
National Protected areas Specialist	6	1,000	<p><b>Output 1.2</b></p> <ul style="list-style-type: none"> <li>- Organize trainings, and workshops for stakeholders' efficient participation in planning, management and monitoring of PA following the identified needs;</li> </ul> <p><b>Output 5.2</b></p> <ul style="list-style-type: none"> <li>- Impart training in protected area participatory management to the communal and inter-communal committees around Ruvubu and Kibira.</li> </ul>
National monitoring expert	12	1,000	<p><b>Output 7.4</b></p> <ul style="list-style-type: none"> <li>- Work closely with the international monitoring expert to design of a National Ecological Monitoring programme, including the selection of appropriate indicators;</li> <li>- Training of project staff and INECN on ecological monitoring.</li> </ul>
<b>International Consultants</b>			
Environmental economist	5	3,000	<p><b>Output 2.2</b></p> <ul style="list-style-type: none"> <li>- Identify and perform analyses for different systems of taxation to pay for PA ecosystems services and propose means of their application through a special fund for nature conservation in Burundi;</li> </ul>
Protected Areas specialist	8	3,000	<p><b>Output 7.2</b></p> <ul style="list-style-type: none"> <li>- Update and develop management plans, including detailed zoning where required</li> </ul>
Ecotourism Expert	6	3,000	<p><b>Output 6.2</b></p> <ul style="list-style-type: none"> <li>- Develop ecotourism business plans for the 2 NP, including seeking tourist camping opportunities at Rwegura &amp; Bugarama and promote linkage to a tourist network from the neighboring Rwanda and tourist camping opportunities around Ruvubu PA, and promoting linkage to a tourist network from the neighboring Tanzania.</li> </ul>
Evaluation Expert (2x)	16	2,500	<ul style="list-style-type: none"> <li>- Undertake mid-term and final project evaluations</li> </ul>

Position Titles	Estimated person weeks (for GEF finance)	US \$/ person week	Tasks to be performed
Monitoring expert	8	3,000	<b>Output 7.3</b> - Design of a National Ecological Monitoring programme, including the selection of appropriate indicators and a specific monitoring programme for Kibira and Ruvubu.

### 3.4 Infrastructure Support

93. INECN will provide infrastructure support as appropriate as part of in-kind match. This will include the office facilities. The project will provide communications (internet access and telephone). Project budget includes four project vehicles, two for vehicles for Gitega office, 1 for Kibira team and the other one for Ruvubu project team. At Ruvubu, in Kigamba, the project will build an office for operations near the protected areas. At Gitega and Rwegura the project will refurbish the existing INECN buildings, in which the project will be given office space.

### 3.5 Financial Management

94. The project will employ a project administrative and financial assistant to provide overall financial management, reporting, and transparency under the guidance of the CTA following UNDP DEX disbursement modalities and Atlas reporting. The administrative and financial assistant will provide quarterly and annual financial reports to CTA and UNDP-Country Office as well as to the INECN Director General, serving as the National Director of the Project.

## PART IV: Monitoring and Evaluation Plan

### 4.1 Monitoring

95. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and UNDP-Burundi with support from UNDP-GEF Regional Coordination Unit for West & Central Africa. The Logical Framework Matrix in Annex provides performance and impact indicators for project implementation along with their corresponding means of verification. RAPPAM, METT, Financial Scorecard and Capacity Assessment Scorecard will be tools to monitor progress.

96. The M&E plan includes an inception report, project implementation reviews, quarterly and annual review reports, a mid-term evaluation and a final evaluation. The following sections outline the principle components of the Monitoring and Evaluation Plan and indicative estimates for Monitoring and Evaluation costs. Project's Monitoring and Evaluation Plan will be presented and finalized in the Project's Inception Report following a collective fine-tuning of indicators, means of verification, and the full definition of project staff Monitoring and Evaluation responsibilities.

#### 4.1.1 Inception Workshop

97. An Inception Workshop will be conducted with the participation of the PSC, CTA (project team), UNDP-Burundi, the Regional Technical Advisor from the UNDP/GEF Regional Coordination Unit for West & Central Africa, as well as appropriate representation from UNDP-GEF New York.

98. A fundamental objective of this Inception Workshop will be to assist the project team to understand and take ownership of project's goals and objectives. This will include reviewing and developing additional detail for logframe indicators, means of verification, and assumptions, and finalizing the Annual Work Plan (AWP).

99. Additionally, the Inception Workshop will: (i) introduce project staff to UNDP-GEF staff which will support Project during its implementation; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and UNDP/GEF Regional Coordination Unit for West & Central Africa staff vis à vis the Project team; (iii) provide

a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Review Report (ARR), as well as mid-term and final evaluations. Equally, the Inception Workshop will provide an opportunity to inform the Project team on UNDP project related budgetary planning, budget reviews, and mandatory budget rephrasing.

100. The Inception Workshop will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within Project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff and decision-making structures will be discussed again, as needed, in order to clarify for all, each party's responsibilities during Project's implementation phase.

#### 4.1.2. Monitoring responsibilities and events

101. A detailed schedule of project review meetings will be developed by Project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Tripartite Reviews, PSC meetings, and (ii) project related Monitoring and Evaluation activities. Day-to-day monitoring of implementation progress will be the responsibility of the PM based on Project's Annual Work Plan and its indicators. The PM will inform the UNDP-Burundi of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion. The PM will fine-tune the progress and performance/impact indicators of Project working with the full project team at the Inception Workshop with support from UNDP-Burundi and the UNDP-GEF Regional Coordination Unit for West & Central Africa. Specific targets for first year implementation progress indicators, together with their means of verification, will be developed at the Inception Workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. Targets and indicators for subsequent years will be defined annually as part of the internal evaluation and planning processes undertaken by the Project team.

102. Measurement of impact indicators related to global biodiversity benefits will occur according to the schedules defined in the Inception Workshop, using RAPPAM and METT scores. These measurements will be undertaken through subcontracts or retainers with relevant institutions. Periodic monitoring of implementation progress will be undertaken by the UNDP-EG through quarterly meetings with the PSC and the project team, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to Project in a timely fashion to ensure smooth implementation of project activities.

103. Annual Monitoring will occur through the Tripartite Review (TPR). This is the highest policy-level meeting of the parties directly involved in the implementation of a project. Project will be subject to TPR at least once every year. The first such meeting will be held within the first twelve months of the start of full implementation. The EO will prepare an Annual Project Report (APR) and submit it to UNDP-EG and the UNDP/GEF Regional Coordination Unit for West & Central Africa at least two weeks prior to the TPR for review and comments. The APR will be one of the basic documents for TPR discussions. The CTA will present the APR to the TPR, highlighting policy issues and recommendations for the decision of TPR participants. The CTA also informs the participants of any agreement reached by stakeholders during the APR preparation on how to resolve operational issues. Separate reviews of each project component may also be conducted if necessary.

104. The TPR has the authority to suspend disbursement if project performance benchmarks are not met. Benchmarks will be developed at the Inception Workshop, based on delivery rates, and qualitative assessments of achievements of outputs.

105. The terminal TPR is held in the last month of project operations. The CTA and project team are responsible for preparing the Terminal Report and submitting it to UNDP-Burundi and the UNDP/GEF Regional Coordination Unit for

West & Central Africa. It shall be prepared in draft at least two months in advance of the terminal TPR in order to allow review, and will serve as the basis for discussions in the TPR. The terminal meeting considers the implementation of Project as a whole, paying particular attention to whether Project has achieved its stated objectives and contributed to the broader environmental objective. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation of formulation.

106. UNDP-Burundi and UNDP/GEF Regional Coordination Unit for West & Central Africa will conduct yearly visits to project sites based on an agreed upon schedule to be detailed in the Project Inception Report/Annual Work Plan to assess first hand project progress. Any other member of the Project Board can also accompany. A Field Visit Report/BTOR will be prepared by the CO and UNDP-GEF- RCU and circulated no less than one month after the visit to the Project team, all Project Board members, and UNDP-GEF.

## **4.2 Reporting**

107. The Project Manager; the Chief Technical Advisor (CTA), in conjunction with the UNDP team will be responsible for the preparation and submission of the following reports that are part of the monitoring process. The first six reports are mandatory and strictly related to monitoring, while the last two have a broader function and the frequency and nature is project specific to be defined throughout implementation.

### **4.2.1 Inception Report**

108. An Inception Report will be prepared immediately following the Inception Workshop. It will include a detailed first year AWP divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of Project . This AWP will include the dates of specific field visits, support missions from UNDP-Burundi or the UNDP/GEF Regional Coordination Unit for West & Central Africa or consultants, as well as time-frames for meetings of project's decision making structures (PSC and PMU). The Report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the AWP, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 month time-frame. The Inception Report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation. When finalized, the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the Inception Report, the UNDP-Burundi and UNDP/GEF Regional Coordination Unit for West & Central Africa will review the document.

### **4.2.2 Annual Project Reports (APR)**

109. The APR is a UNDP requirement and part of UNDP-Burundi central oversight, monitoring, and project management. It is a self -assessment report by project management unit to the CO and provides input to the CO reporting process and the ROAR, as well as forming a key input to the TPR. An APR will be prepared on an annual basis prior to the TPR to reflect progress achieved in meeting Project's AWP and assess performance of Project in contributing to intended outcomes through outputs and partnership work.

110. The APR will include the following:

- a. An analysis of project performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome
- b. The constraints experienced in the progress towards results and the reasons for these
- c. The three (at most) major constraints to achievement of results
- d. Lessons learned
- e. Clear recommendations for future orientation in addressing key problems in lack of progress.

#### 4.2.3 Project Implementation Review (PIR)

111. The PIR is an annual monitoring process mandated by the GEF. It is an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from ongoing projects. Once Project has been under implementation for a year, UNDP-EG and the Project team will complete the PIR and discuss it with the UNDP/GEF Regional Coordination Unit for West & Central Africa. A final submission of the PIR to UNDP/GEF Headquarters is required by the first week of September.

#### 4.2.4 Quarterly Progress Reports (QPRs)

112. The PM will prepare and provide to UNDP-Burundi and the UNDP/GEF Regional Coordination Unit for West & Central Africa QPRs outlining main updates in project progress.

#### 4.2.5 UNDP ATLAS Monitoring Reports

113. A Combined Delivery Report (CDR) summarizing all project expenditures, is mandatory and will be issued quarterly. The CTA will send it to the PSC for review and the UNDP-Burundi will certify it. The PM will have the responsibility to maintain and prepare the following logs: (i) The Issues Log to capture and track the status of all project issues throughout the implementation of the Project; (ii) the Risk Log to capture potential risks to the Project and associated measures to manage risks; and (iii) the Lessons Learned Log to capture insights and lessons based on good and bad experiences and behaviors.

#### 4.2.6 Periodic Thematic Reports

114. As and when called for by UNDP, UNDP-GEF or the Implementing Partner, the Project team will prepare specific Thematic Reports, focusing on specific issues or areas of activity. The request for a Thematic Report will be provided to the Project team in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learnt exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered. UNDP is requested to minimize its requests for Thematic Reports, and when such are necessary will allow reasonable timeframes for their preparation by the project team.

#### 4.2.7 Project Terminal Report

115. During the last three months of project, its team will prepare the Project Terminal Report (PTR). This comprehensive report will summarize all activities, achievements and outputs of the project, lessons learnt, objectives met or not, structures and systems implemented, etc. and will be the definitive statement of Project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of project's activities.

#### 4.2.8 Technical Reports

116. Technical Reports are detailed documents covering specific areas of analysis or scientific specializations within the overall project. As part of the Inception Report, the Project team will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of Project, and tentative due dates. Where necessary this Reports List will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive, specialized analyses of clearly defined areas of research within the framework of project and its sites. These technical reports will represent, as appropriate, project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels.

#### 4.2.9 Project Publications

117. Project Publications will form a key method of crystallizing and disseminating the results and achievements of the project. These publications may be scientific or informational texts on the activities and achievements of project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of these Reports, or may be summaries or compilations of a series of Technical Reports and other research. the Project team will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

### 4.3 Independent Evaluation

#### 4.3.1 Mid-Term Evaluation

118. Project will be subject to at least two independent external evaluations as follows: An independent Mid-Term Evaluation will be undertaken at exactly the mid-point of Project lifetime. The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency, and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of Project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to Project document. The Terms of Reference for this Mid-term evaluation will be prepared by the CTA and the UNDP-Burundi.

#### 4.3.2 Final Evaluation

119. An independent Final Evaluation will take place three months prior to the terminal TPR meeting, and will focus on the same issues as the mid-term evaluation. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities. The Terms of Reference for this evaluation will be prepared by the UNDP-Burundi based on guidance from the UNDP-GEF Regional Coordination Unit for West & Central Africa.

### 4.4 Learning and Knowledge Sharing

120. Results from the project will be disseminated within and beyond project intervention zone through a number of existing information sharing networks and forums. In addition, the project will participate, as relevant and appropriate, in UNDP/GEF sponsored networks, organized for Senior Personnel working on projects that share common characteristics. UNDP/GEF Regional Unit has established an electronic platform for sharing lessons among project coordinators. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identify and analyzing lessons learned is an on- going process, and the need to communicate such lessons as one of Project's central contributions is a requirement to be delivered not less frequently than once every 12 months. UNDP/GEF shall provide a format and assist the Project team in categorizing, documenting and reporting on lessons learned.

### 4.5 Audit Clause

121. The PMU will provide the Resident Representative with certified periodic financial statements. A bi- annual audit relating to the status of UNDP (including GEF) funds use according to the established procedures set out in the Programming and Finance manuals will be organized. The Audit will be conducted according to UNDP audit policies, rules and regulations. For greater transparency, UNDP may decide to use the services of independent auditors.

**Table 18. Indicative Monitoring, and Evaluation Work plan and Budget**

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team Staff time</i>	Time frame
Inception Workshop	<ul style="list-style-type: none"> <li>▪ PSC</li> <li>▪ INECN</li> <li>▪ PMU</li> <li>▪ Implementing NGOs</li> <li>▪ UNDP-BDI</li> <li>▪ Other partners (Ministries, OTB...)</li> </ul>	\$5,000	Within first two months of project start up
Inception Report	<ul style="list-style-type: none"> <li>▪ INECN</li> <li>▪ UNDP-BDI</li> <li>▪ PMU</li> </ul>	None	Immediately following IW
Measurable means of verification for the attainable of project results indicators	<ul style="list-style-type: none"> <li>▪ PSC and UM will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members</li> </ul>	To be finalized in Inception Phase and Workshop \$5,000	Start, mid and end of project
Measurement means of Verification for Project Progress and Performance (measured on an annual basis)	<ul style="list-style-type: none"> <li>▪ Oversight by Project GEF Technical Advisor and CTA</li> </ul>	To be determined as part of the AWP preparation. \$9,000	Annually prior to APR/PIR and to the definition of AWP
APR and PIR	<ul style="list-style-type: none"> <li>▪ PMU</li> <li>▪ NGOs</li> <li>▪ UNDP-BDI</li> </ul>	None	Annually
TPR and TPR report	<ul style="list-style-type: none"> <li>▪ PSC</li> <li>▪ PMU</li> <li>▪ NGO</li> <li>▪ UNDP-BDI</li> <li>▪</li> </ul>	None	Every year, upon receipt of APR
Steering Committee Meetings	<ul style="list-style-type: none"> <li>▪ PMU</li> <li>▪ PSC</li> <li>▪ UNDP-BDI</li> </ul>	None	Following Project IW and subsequently at least once a year
Periodic status reports	<ul style="list-style-type: none"> <li>▪ PMU</li> <li>▪ NGOs</li> </ul>	\$5,000	To be determined by Project team and UNDP-BDI
Technical reports	<ul style="list-style-type: none"> <li>▪ PMU</li> </ul>	\$15,000	To be determined by Project Team and UNDP-BDI
Mid-term External Evaluation	<ul style="list-style-type: none"> <li>▪ PMU</li> <li>▪ NGOs</li> <li>▪ UNDP-BDI</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	\$30,000	At the mid-point of project implementation.
Final External Evaluation	<ul style="list-style-type: none"> <li>▪ PMU</li> <li>▪ NGOs</li> <li>▪ UNDP-BDI</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	\$50,000	At the end of project implementation
Terminal Report	<ul style="list-style-type: none"> <li>▪ PMU</li> <li>▪ NGOs</li> <li>▪ UNDP-BDI</li> <li>▪ External Consultant</li> </ul>	None	At least one month before the end of Project 4185
Lessons learned	<ul style="list-style-type: none"> <li>▪ PMU</li> <li>▪ NGOs</li> </ul>	(average 3,000 per year) \$9,000	Yearly
Audit	<ul style="list-style-type: none"> <li>▪ PMU</li> <li>▪ NGOs</li> <li>▪ UNDP-BDI</li> </ul>	(average 1,200 per year) \$3,600	Yearly
Visits to field sites (UNDP staff travel costs to be charged to IA fees)	<ul style="list-style-type: none"> <li>▪ UNDP-BDI</li> </ul>	(average 3,000 per year) \$9,000	Yearly
<b>TOTAL INDICATIVE COST</b> <i>Excluding project team staff time and UNDP staff and travel expenses</i>		<b>\$ 161,600</b>	

## **PART V: Legal Context**

122. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Burundi and the United Nations Development Programme, signed by the parties on 20 November 1975. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

123. The UNDP Resident Representative in Burundi is authorized to make the following types of revisions to this Project Document, provided that such changes are made after written notification to all signatories to the Project Document of any proposed change, written agreement from all signatories to the Project Document of any proposed change, and after written approval of the modified Project Document by the UNDP-GEF Unit:

- Revision of, or addition to, any of the annexes to the Project Document;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- Inclusion of additional annexes and attachments only as set out here in this Project Document.

124. Policy and procedures of UNDP as established by the UN system will be applied for technical and administrative staff recruitment that the project management need. Salaries will follow UNDP procedures.

## **SECTION II: STRATEGIC RESULTS FRAMEWORK AND GEF INCREMENT**

### **PART I: Incremental Cost Analysis**

#### **1.1 Baseline**

125. The management effectiveness of the Burundi PA system is very low, and most PAs can be considered as ‘Paper Parks’ characterized by high levels of encroachment, poaching, hunting and unregulated extraction of non-timber forest products. The institutional capacities in Burundi for PA management are very weak. For example INECN has insufficient staff and insufficient skills for implementing modern conservation approaches, skills for scientific surveys on wildlife, insufficient communication skills and equipment. None of the PAs has an operational management plan and existing staff are not motivated to perform well due to these constraints and poor remuneration. Furthermore, INECN employs a centralized (state-centre) management approach that is regarded by PA-adjacent stakeholders as remote, heavy-handed, inflexible and exclusive. As such, these stakeholders do not have incentives to use resources in a manner that promotes conservation. Furthermore, this approach is expensive to administer, but since the country does not have the financial wherewithal or institutional capacity for intensive site action, PA management is largely ineffective.

126. If participatory management of PA along with income generating activities for riparian communities are not introduced, current threats to PA and their biodiversity will keep growing. Biodiversity would progressively continue to vanish with the complete loss of natural habitats in the country. There would be no more medicinal plants that are unique in this country. There would be tougher erosions of the soils as they would be exposed and their fertility would progressively be lost. Rainfalls will diminish along with water levels that will bring about tough droughts and the climate would be unstable. Soils productivity will diminish, and loss of agricultural employments as well as the largest source of income for the country, which is agriculture, would be eroded.

#### **1.2 Alternative**

127. Under the GEF alternative, the capacity of INECN to manage PAs will be strengthened with skills, knowledge, systems and processes for effective planning, monitoring and management of the Burundi PA estate. Structures, processes and regulations for engaging private sector and local communities in PA management will be developed for enhancing collaborative PA management as well as providing additional income streams. Demonstration of the new



management paradigm will be undertaken at KNP and RNP resulting in reduced threats to biodiversity and enhanced contribution to livelihoods of surrounding communities. Overall, management effectiveness of PAs in Burundi will improve with subsequent reduction in the rates of biodiversity loss.

### **1.3 Summary of Costs**

128. The total cost of the project, including co-funding and GEF funds, amounts to US \$3,159,090. Of this total, co-funding constitutes 73%. GEF financing comprises the remaining 27% of the total, or US \$859,090. The incremental cost matrix in the Project Document provides a summary breakdown of baseline costs and co-funded and GEF-funded alternative costs.

## PART II: Incremental Cost Matrix

Benefits and Costs	Baseline (US\$)	Alternative (US\$)	Increment (US\$)
Global benefits	<ul style="list-style-type: none"> <li>- The 14 PAs in Burundi are essentially 'Paper Parks', with increasing loss of their biodiversity and failure to deliver other ecosystem services.</li> <li>- The government allocates very few resources to manage the PA system.</li> </ul>	<ul style="list-style-type: none"> <li>- 2 principal National Parks are effectively managed, ensuring a maintenance of the globally significant diversity of species and ecosystems;</li> <li>- Improved capacity of INECN to manage PAs, with skills, knowledge, systems and processes for effective planning, monitoring and management of the Burundi PA estate.</li> </ul>	<ul style="list-style-type: none"> <li>-Maintenance of vegetation and fauna of 3 biomes (Congo, Nile and Zambezi) in the country, ensuring biological diversity conservation.</li> <li>-Lake Tanganyika would maintain its high endemic biodiversity, and its fish stocks productivity would be enhanced.</li> </ul>
National benefits	The approach used by INECN in managing PAs is exclusive and hence the engagement of stakeholders is almost inexistent.	Structures, processes and regulations for engaging local communities and private sector in PA management will be developed for enhancing collaborative PA management as well as providing additional income streams.	<ul style="list-style-type: none"> <li>-Climate stabilization, with a stable rainfall pattern.</li> <li>-Increase in agricultural productivity, as soils would be used in a sustainable manner without erosion and loss of fertility.</li> <li>-Improvement of the national economy, with the development of ecotourism.</li> </ul>
Local benefits	The unplanned exploitation is leading to a rapid exhaustion of resources, which may prompt the government either to degazette some of the PAs for human settlement and agriculture as it already happened to a portion of Rusizi Nature Reserve.	Demonstration of the new management paradigm at KNP and RNP, resulting in reduced threats to biodiversity and enhanced contribution to livelihoods of surrounding communities.	Improved livelihood for PA riparian communities
<b>Component 1 :</b> Capacity for INECN management of BPAs improved	<b>US \$ 322,000</b> Estimated costs for the Government of Burundi on INECN staff salaries and training, as well as premises, vehicles, equipment, their maintenance and running costs for the 4 years of the project	Gov Burundi: US \$ 322,000 GEF: US \$253,090 UNDP-Burundi: US \$355,000	GEF: US \$253,090 UNDP-BDI: US \$355,000
	<b>Sub-total baseline: US \$ 322,000</b>	<b>Sub-total alternative: US \$930,090</b>	<b>Sub-total increment: 608,090</b>
<b>Component 2:</b> Kibira & Ruvubu (Sustainable and participatory PA management approaches demonstrated at these two sites)	<b>US \$ 280,000</b> Estimated current expenditures on field conservation and management over 4 years, including infrastructure maintenance and rehabilitation (55,000 per year)	Gov Burundi: US \$280,000 GEF: US \$521,000 UNDP-Burundi: US \$934,000	GEF: US \$521,000 UNDP-BDI: US\$934,000
	<b>Sub-total baseline: US \$ 280,000</b>	<b>Sub-total alternative: US \$1,735,000</b>	<b>Sub-total increment: 1,455,000</b>
<b>Project Management</b>	N/A	Gov Burundi: US \$98,000 GEF: US \$ 85,000 UNDP-BDI: US \$311,000	Gov Burundi: US \$98,000 GEF: US \$85,000 UNDP-BDI: US 311,000
		<b>Sub-total alternative: US \$494,000</b>	<b>Sub-total increment: 494,000</b>
<b>TOTAL</b>	<b>TOTAL BASELINE: \$602,000</b>	<b>TOTAL ALTERNATIVE: 3,159,090</b>	<b>TOTAL INCREMENT: 2,557,090</b>

**SECTION III: PROJECT BUDGET**

**PART I: Budget Tables**

**1.1 Total Budget and Workplan**

<b>Award ID:</b>	00060803										
<b>Award Title:</b>	IMPROVING EFFECTIVENESS OF PROTECTED AREAS TO CONSERVE BIODIVERSITY IN BURUNDI										
<b>Business Unit</b>	BDI10										
<b>Project ID:</b>	00076705										
<b>Project Title:</b>	IMPROVING EFFECTIVENESS OF PROTECTED AREAS TO CONSERVE BIODIVERSITY IN BURUNDI										
<b>Executing Agency: Gov. Partner Organization</b>	UNDP INECN-Ministry of Environment										
<b>GEF Outcome/Atlas Activity</b>	<b>SoF</b>	<b>Atlas Budget Account Code</b>	<b>Input</b>	<b>Amount (USD) Year 1 (2011)</b>	<b>Amount (USD) Year 2 (2012)</b>	<b>Amount (USD) Year 3 (2013)</b>	<b>Amount (USD) Year 4 (2014)</b>		<b>Total (USD)</b>	<b>Budget Notes</b>	
<b>OUTCOME 1:</b> Building institutional capacity for the participatory management of the protected areas system in Burundi	GEF	71200	International Consultants	12,000		12,000			24,000	1	
	GEF	71300	Local Consultants	8,000	8,000	0			16,000	2	
	GEF	71400	Contractual individuals Services -	21,000	21,000	21,000	21,000		84,000	3	
	UNDP-BDI	71400	Contractual individuals Services -	45,000	45,000	45,000	45,000		180,000	3	
	UNDP-BDI	72100	Contractual companies Services -	80,000	5,000	30,000	15,000		175,000	4	
	GEF	72100	Contractual companies Services -	46,000					46,000	4	
	GEF	71600	Travel	15,500	15,500	8,000	8,000		47,000	5	
	GEF	72200	Equipment & Furniture	5,000	5,000	2,000	2,000		14,000	6	
	GEF	72800	Information Technology Equipment	10,000	5,000	4,000			19,000	7	
	GEF	74500	Miscellaneous Expenses	840	750	750	750		3,090		
			<b>Total Outcome 1 (GEF)</b>	<b>118,340</b>	<b>55,250</b>	<b>47,750</b>	<b>31,750</b>		<b>253,090</b>		

			<b>Total Outcome 1 (UNDP-BDI)</b>	<b>125,000</b>	<b>95,000</b>	<b>75,000</b>	<b>60,000</b>	<b>355,000</b>	
			<b>TOTAL OUTCOME 1</b>	<b>243,340</b>	<b>150,250</b>	<b>122,750</b>	<b>91,750</b>	<b>608,090</b>	
<b>OUTCOME 2:</b> Participatory management of protected areas in Kibira and Ruvubu National Parks	GEF	71200	International Consultants	18,000	9,000	6,000		33,000	<b>8</b>
	UNDP-BDI	71200	International Consultants	33,000	33,000	6,000	3,000	75,000	<b>8</b>
	GEF	71300	Local Consultants	12,000	12,000	8,000		32,000	<b>9</b>
	UNDP-BDI	71300	Local Consultants	8,000	8,000	8,000		24,000	<b>9</b>
	GEF	71400	Contractual Services - individuals	50,000	50,000	50,000	50,000	200,000	<b>10</b>
	UNDP-BDI	71400	Contractual Services - individuals	75,000	75,000	75,000	75,000	300,000	<b>10</b>
	GEF	72100	Contractual Services - companies	45,000	37,000	19,000		101,000	<b>11</b>
	UNDP-BDI	72100	Contractual Services - companies	78,000	78,000	64,000	30,000	250,000	<b>11</b>
	UNDP-BDI	72600	Grants		35,000	35,000	30,000	100,000	<b>12</b>
	GEF	71600	Travel	20,000	20,000	20,000	20,000	80,000	<b>13</b>
	UNDP-BDI	72200	Equipment & Furniture	100,000				100,000	<b>14</b>
	GEF	72200	Equipment & Furniture	20,000	10,000	10,000		40,000	<b>14</b>
	UNDP-BDI	72400	Communic & Audio Visual Equip	20,000	20,000	5,000	5,000	50,000	<b>15</b>
	GEF	72500	Supplies	2,000	2,000	1,000	1,000	6,000	
	GEF	72800	Information Technology Equipment	15,000	7,500			22,500	<b>16</b>
	UNDP-BDI	73400	Rental & Maint of Other Equip	5,000	10,000	10,000	10,000	35,000	<b>17</b>
	GEF	74500	Miscellaneous Expenses	2,000	1,500	1,500	1,500	6,500	
				<b>Total Outcome 2 (GEF)</b>	<b>184,000</b>	<b>149,000</b>	<b>115,500</b>	<b>72,500</b>	<b>521,000</b>
			<b>Total Outcome 2 (UNDP-BDI)</b>	<b>319,000</b>	<b>259,000</b>	<b>203,000</b>	<b>153,000</b>	<b>934,000</b>	
			<b>TOTAL OUTCOME 2</b>	<b>503,000</b>	<b>408,000</b>	<b>318,500</b>	<b>225,500</b>	<b>1,455,000</b>	

			<b>TOTAL OUTCOMES 1-2</b>	<b>746,340</b>	<b>558,250</b>	<b>441,250</b>	<b>317,250</b>		<b>2,063,090</b>		
<b>PROJECT MANAGEMENT</b>	UNDP-BDI	71200	International Consultants		20,000		20,000		40,000	<b>18</b>	
	GEF	71200	Local Consultants	4,000					4,000	<b>19</b>	
	UNDP-BDI	71200	Local Consultants		8,000		8,000		16,000	<b>19</b>	
	GEF	71400	Contractual Services individuals -	14,000	14,000	14,000	14,000		56,000	<b>20</b>	
	UNDP-BDI	71400	Contractual Services individuals -	35,000	35,000	35,000	35,000		140,000	<b>20</b>	
	GEF	71600	Travel	10,000	5,000	5,000			20,000	<b>21</b>	
	UNDP-BDI	71600	Travel	2,500	2,500	2,500	2,500		10,000	<b>21</b>	
	UNDP-BDI	72200	Equipment & Furniture	57,000	5,000	2,000	2,000		66,000	<b>22</b>	
	UNDP-BDI	72400	Communic & Audio Visual Equip	1,0000					1,0000	<b>23</b>	
	UNDP-BDI	72500	Supplies	2,000	2,000	2,000	2,000		8,000	<b>24</b>	
	UNDP-BDI	72800	Information Technology Equipment	10,000	5,000	2,000	1,000		18,000	<b>25</b>	
	GEF	74200	Audio Visual & Print Prod Costs			2,500	2,500		5,000	<b>26</b>	
	UNDP-BDI	74500	Miscellaneous Expenses	750	750	750	750		3,000		
				<b>Project Management GEF</b>	<b>28,000</b>	<b>19,000</b>	<b>21,500</b>	<b>16,500</b>		<b>85,000</b>	
				<b>Project Management UNDP</b>	<b>117,250</b>	<b>78,250</b>	<b>44,250</b>	<b>71,250</b>		<b>311,000</b>	
			<b>Total Project Management</b>	<b>145,250</b>	<b>97,250</b>	<b>65,750</b>	<b>87,750</b>		<b>396,000</b>		
			<b>TOTAL (GEF)</b>	<b>330,340</b>	<b>223,250</b>	<b>184,750</b>	<b>120,750</b>		<b>859,090</b>		
			<b>TOTAL (UNDP)</b>	<b>561,250</b>	<b>432,250</b>	<b>322,250</b>	<b>284,250</b>		<b>1,600,000</b>		
			<b>TOTAL (GEF + UNDP)</b>	<b>891,590</b>	<b>655,500</b>	<b>507,000</b>	<b>405,000</b>		<b>2,459,090</b>		

## 1.2 Co-financing

**Table 21: Co-financing summary**

### TOTAL BUDGET SUMMARY

Responsible Implementing Agent	Party/	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)
GEF		330,340	223,250	184,750	120,750	<b>859,090</b>
UNDP-CO (Cash)		561,250	432,250	322,250	284,250	<b>1,600,000</b>
Government of BDI-in kind		200,000	200,000	150,000	150,000	<b>700,000</b>
<b>GRAND TOTAL</b>		<b>1,091,590</b>	<b>855,500</b>	<b>657,000</b>	<b>555,000</b>	<b>3,159,090</b>

## Part II: Budget Notes

### Outcome 1: Building institutional capacity for the participatory management of the protected areas system in Burundi. (\$608,090):

1. **International technical assistance** (\$24,000, consisting of 8 consultant work/weeks).
  - To identify and perform analyses for different systems of taxation to pay for PA ecosystems services and propose means of their application through a special fund for nature conservation in Burundi (Output 2.2)
  
2. **Local consultancies** (\$40,000, totaling 40 work/weeks of short-term consultant support):
  - Add in the new law of nature conservation some permissible user rights of selected natural resources for the vulnerable local communities around protected areas; translate the new law and its text of application in Kirundi to all groups of stakeholders; (Output 1.1, 8 p/w)
  - Organize trainings, and workshops for stakeholders' efficient participation in planning, management and monitoring of PA following the identified needs (Output 1.2, 6 p/w)
  - Identification and assessment of capacity needs of stakeholders for their participation in planning, management and monitoring of PA (Output 1.2, 4p/w)
  - Development of a communication strategy (Output 1.3, 4 p/w)
  - Define a strategy to generate alternative income for riparian communities to lessen the burden on PA resources and make cost effectiveness analyses for different alternative options along social-economic and ecological bearings (Output 2.2, 7 p/w);
  - Evaluate the applied options (for their combined social-economic and ecological merits) that were selected as appropriate and draw lessons learned to devise replicable models (Output 2.2, 7 p/w);
  - Provide hands-on training for the members of the environment police to learn their mission in the PA system and how to perform surveillance with the help of local communities and PA rangers or conservators (Output 3.1, 4 p/w).
  
3. **Contractual services - individuals:** \$232,000 has been budgeted for staff contracted time, to be allocated as follows:
  - Chief Technical Advisor
  - Administrative and Finance Assistant/Atlas Access-follow up at CO level
  - Administrative Assistant (Secretary)
  - Drivers
  
4. **Contractual services – companies:** \$221,000 has been budgeted for contractual services.
  - Workshops and stakeholder meetings (Outputs 1.1, 1.2 and 1.3 \$50,000)
  - Rehabilitation of INECN premises (Output 3.2 \$100,000)
  - Training of PA management stakeholders (Output 2.3 \$66,000)

5. **Travel:** \$27,000 has been budgeted for economy class travel and DSA under this outcome by national and international consultants to undertake the required reviews, stakeholder consultations, capacity assessments, training material development and actual training, workshops and evaluations.
6. **Equipment & Furniture:** \$14,000 has been budgeted for basic equipment of the INECN premises.
7. **Information Technology Equipment:** \$15,000 has been budgeted for the acquisition of computer hardwares (desktops, laptops), softwares (including GIS softwares), and other computer supplies for INECN.

**Outcome 2: Participatory management of protected areas in Kibira and Ruvubu National Parks (\$1,455,000):**

8. **International technical assistance outputs** (\$108,000 consisting of 36 consultant weeks):
  - Develop ecotourism business plans for the 2 NP, including seeking tourist camping opportunities at Rwegura & Bugarama and promote linkage to a tourist network from the neighboring Rwanda and tourist camping opportunities around Ruvubu PA, and promoting linkage to a tourist network from the neighboring Tanzania (Output 6.2, 20 p/w)
  - Update and develop management plans, including detailed zoning where required; design program to build local capacity for natural resource management (Output 7.2, 8 p/w)
  - Design of a National Ecological Monitoring programme, including the selection of appropriate indicators (Output 7.4, 8 p/w)
9. **Local consultancy outputs** (\$36,000, consisting of 36 weeks of short-term consultant support):
  - Organize sensitizing and training of different groups of stakeholders (private sector, local communities, local NGOs) on the socio-economic and ecological benefits of protected areas in conjunction with possible income generating alternatives (Output 5.1, 7 p/w)
  - Define and select alternative income generating actions that are compatible with Kibira and Ruvubu conservation of biodiversity (Output 5.3, 7 p/w)
  - Impart training in protected area participatory management to the communal and inter-communal committees around Ruvubu and Kibira (Output 5.2, 6 p/w)
  - Work closely with the international monitoring expert to design of a National Ecological Monitoring programme, including the selection of appropriate indicators; training of project staff and INECN on ecological monitoring (Output 7.4; 16 p/w).
10. **Contractual services - individuals:** \$500,000 has been budgeted for staff contracted time, to be allocated as follows:
  - Chief Technical Advisor
  - National experts
  - Drivers
11. **Contractual services – companies:** \$351,000 has been budgeted for contractual services, to be allocated as follows:
  - Subcontract with IGEBU (mapping, fences, fire breakers);
  - Rehabilitation and construction of the 2 NP infrastructures, including gates, passes, offices;
  - Workshops for training committees;
  - Management plan update and application;
  - Development & implementation of environmental education;
  - Biodiversity & Socio Economic inventory and monitoring;

12. **Grants:** \$100,000 has been budgeted for the development and implementation of innovative income generating activities, including a micro-grants scheme (Outputs 5.2, 5.3)
13. **Travel:** \$60,000 has been budgeted for travel under this outcome by national and international consultants to undertake the required studies, stakeholder consultations, capacity assessments, workshops and field-based work. This includes vehicle travel.
14. **Equipment:** \$140,000 has been budgeted for field/office equipment, including 1 vehicle for each PA.
15. **Communication Equipment:** \$50,000 has been budgeted for the acquisition of communication equipment for each site (internet access, telephone, GPS, talkie walkie etc.)
16. **Computer Equipment:** \$22,500 has been budgeted for the acquisition of computer hardwares, softwares and other supplies, for the 2 sites.
17. **Rental & Maintenance of Equipment:** \$25,000 has been budgeted for vehicle and premises maintenance.

**Project Management Unit (\$396,000):**

18. **International Consultants:** (\$40,000)
  - Evaluations (mid-term and final)
19. **National Consultants:** (\$20,000)
  - Audit
  - Evaluations (mid-term and final)
20. **Contractual services - individuals:** \$242,000 has been budgeted for staff contracted time, to be allocated as follows:
  - Chief Technical Advisor
  - Administrative and Finance Assistant
  - Drivers
21. **Travel:** A total of \$30,000 has been budgeted for travel by staff of the PMU for effective project coordination between the PMU and the different field sites, and to facilitate movements in Bujumbura and Gitega. This includes costs related to staff study tour.
22. **Equipment and Furniture:** A total of \$50,000 has been budgeted for office equipment and furniture for the PMU operational, stationery, and office equipment.
23. **Communication and Audiovisual Equipment:** \$10,000 has been budgeted for communication materials and telephone.
24. **Supplies:** \$8,000 has been budgeted for office supplies.
25. **Information Technology Equipment:** \$18,000 has been budgeted for the acquisition of 3 computers, 2 printers, 1 fax, software and other computer supplies.
26. **Audiovisual & Printing prod costs:** \$5,000 has been budgeted for printing and publication costs.

**SECTION IV: ADDITIONAL INFORMATION**

**PART I: Letters of cofinancing**

*[Refer to separate file for the letters]*



**Table 23. Overview of the Project's co-financing letters**

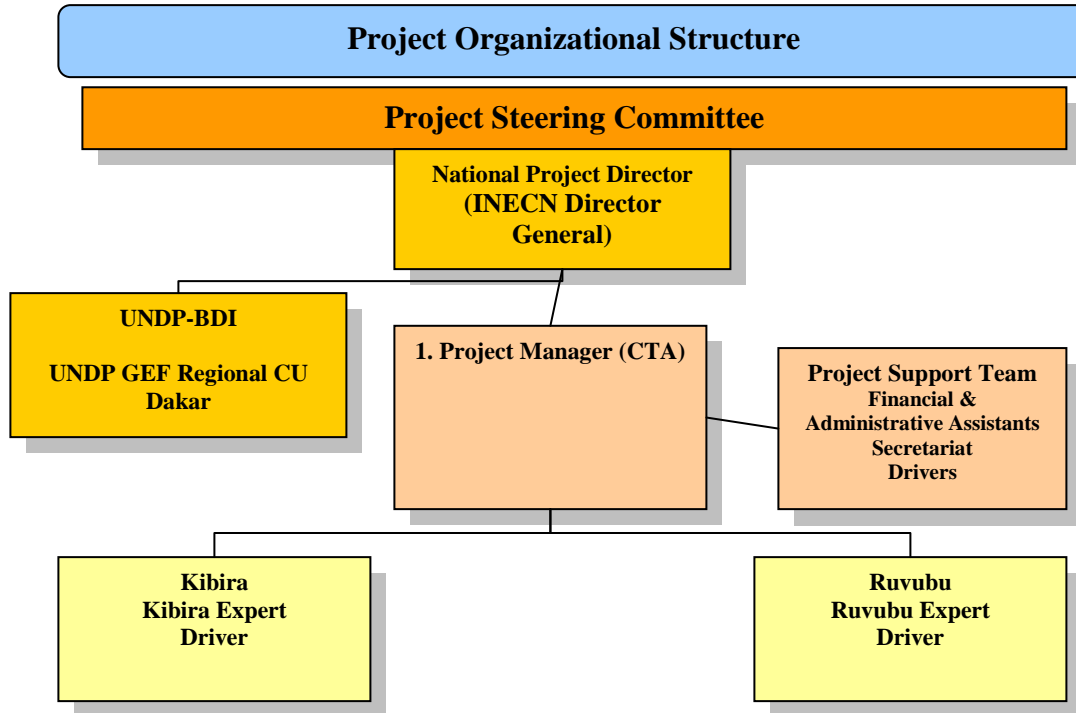
<i>Name of Co-financier</i>	<i>Date</i>	<i>Page in the separate file</i>	<i>Language **</i>	<i>Amounts mentioned in letters</i>	<i>Amounts considered as project financing (in USD)</i>
Ministry of the Environment	April 1 <sup>st</sup> 2010	2	French	700,000 USD	700,000
UNDP Resident Representative in Burundi / UNDP core funds (*)	April 14 <sup>th</sup> 2010	4	French	1,600,000 USD	1,600,000
<b>Total</b>				<b>2,300,000 USD</b>	<b>2,300,000</b>

Notes:

\* This is an in-cash contribution to be managed by UNDP in connection with the project under the same budgetary award.

\*\* Letters that are not in English are accompanied by translations.

**PART II: Organizational structure of the Project**



## PART IV: Terms of References for key project staff

Position Titles	Tasks to be performed
<p><u>Project Staff</u></p> <p>Project CTA</p>	<ul style="list-style-type: none"> <li>• Supervise and coordinate the project to ensure its results are in accordance with the Project Document and the rules and procedures established in the UNDP Programming Manual for DEX</li> <li>• Assume primary responsibility for strategic project management - both organizational and substantive matters – budgeting, planning and general monitoring of project;</li> <li>• Maintain regular contact with UNDP-CO on project implementation issues;</li> <li>• Liaise with the INECN Director General and the Minister of the Environment and the Government of Burundi;</li> <li>• Ensure Government of Burundi co-financing contributions are provided within the agreed terms;</li> <li>• Prepare and manage inter-ministerial project agreements;</li> <li>• Ensure adequate information flow, discussions and feedback among the various stakeholders of Project;</li> <li>• Assume overall responsibility for supporting PSC effectiveness;</li> <li>• Ensure adherence to Project’s work plan, prepare revisions of the work plan, if required;</li> <li>• Assume overall responsibility for ensuring that GEF quarterly project progress reports are prepared, as well as any other reports requested by UNDP or the Ministry of the Environment;</li> <li>• Work with the National Experts at Kibira and Ruvubu and UNDP to prepare terms of reference for national and international consultants;</li> <li>• Supervise the PMU especially the Kibira Expert and Ruvubu Expert in implementing the project activities;</li> <li>• Monitor the expenditures, commitments and balance of funds under Project budget lines, and draft project budget revisions;</li> <li>• Undertake any other actions related to Project as requested by UNDP or the National Project Director (INECN).</li> </ul>
<p>Administrative and Financial Assistants (G6)</p>	<ul style="list-style-type: none"> <li>• Under supervision of the CTA, the Administrative and Financial Assistant is responsible for all aspects of project financial management</li> <li>• Provide general, day-to-day administrative support to ensure the smooth running of Project management unit;</li> <li>• Provide support to project international and national consultants;</li> <li>• Support the implementation of activities and sub-contracts with partners</li> <li>• During the visits of foreign experts, bear the responsibility for their visa support, transportation, hotel accommodation etc;</li> <li>• Maintain Project’s disbursement ledger and journal;</li> <li>• Organize control of budget expenditures by preparing payment documents, and compiling financial reports;</li> <li>• Assume overall responsibility for meeting financial delivery targets set out in the agreed annual work plans, reporting on project funds and related record keeping;</li> <li>• Ensure project financial transparency following DEX modalities</li> <li>• Enter and update Atlas information;</li> <li>• Supervise the project communication network (V-SAT with UNDP Country Office and Kibira as well as Ruvubu)</li> </ul>
<p>National Experts</p>	<ul style="list-style-type: none"> <li>• Work with the CTA, the National Director and UNDP to prepare terms of reference for national consultants and subcontractors implementing activities in and around Kibira;</li> <li>• Assume overall responsibility for implementation of Kibira project activities;</li> <li>• Supervise the implementation activities as specified in the terms of reference of partnerships for Kibira;</li> <li>• Work with the M&amp;E consultant to collect, organize, and analyze M&amp;E indicator measures for project activities in Kibira;</li> <li>• Provide national and international consultants logistic and other support to ensure their technical assistance to Kibira implementation activities;</li> <li>• Work with and supervise Kibira partners to prepare required technical and financial reports conforming to the schedule and format required in their agreement and terms of reference;</li> <li>• Regularly and as requested provide the CTA and Administrative Assistant updates on the status of project implementation activities in and around Kibira;</li> </ul>

Position Titles	Tasks to be performed
	<ul style="list-style-type: none"> <li>• Work with the international and local consultants to prepare any necessary actions or documents needed for project implementation with partners and local communities;</li> <li>• Work with the international and local PA planning consultants, and Kibira partners to update and implement management plans for Kibira National Park and cross border relations with Nyungwe forest in Rwanda.</li> </ul>
Administrative Assistants G5	<p>Under supervision of the CTA and the Administrative and Financial Assistant, the Secretary is responsible for:</p> <ul style="list-style-type: none"> <li>• Keep files with project documents, expert reports;</li> <li>• Control the usage of non expendable equipment (record keeping, drawing up regular inventories);</li> <li>• Keep regular contact with UNDP-Country Office to inform them as appropriate in conjunction with the CTA about Project 4233 details and changes;</li> <li>• Assume overall responsibility for the proper handling of logistics related to project workshops and events;</li> <li>• Arrange duty travel;</li> <li>• Act on telephone inquiries, fax, post and e-mail transmissions, and co-ordinate appointments;</li> </ul>
Drivers (3)	<ul style="list-style-type: none"> <li>- Safe driving of vehicles</li> <li>- Ensure proper use and maintenance of vehicles</li> <li>- Keep vehicles clean</li> </ul>

## PART V: Stakeholder Involvement Plan

### V.1. Stakeholder identification

The following table describes project stakeholders and their formal and informal involvement in project implementation:

Stakeholders and their involvement in the proposed project		
Stakeholder	Description	Involvement in proposed project
Police of the Environment	This police force of the environment was created in of 2005 and it belongs to the National police force.	There will be a detachment of a unit of the Police force of the Environment at the INECN to reinforce the surveillance of the protected areas.
OTB	The office of tea of Burundi (OTB) cultivates tea in the country. This para-statal office has tea fields along Kibira with Teza, Rwegura and Buhoro.	The OTB will co-finance activities of maintenance of Kibira PA trails and tracks of access to the Teza sectors, Rwegura and Mabayi with Buhoro.  OTB should take part in the system of taxation and payment of the services rendered by the National park of Kibira for the electric dam that supplies energy.
REGIDESO	Regideso is a national company which produces and distributes drinking water and electricity. It has a stopping of reserve and a turbine in the Park of Kibira with Rwegura.	The REGIDESO should take part in the system of taxation and payment of the services rendered by the National park of Kibira for the electric dam that supplies energy.
ISABU	The ISABU has seed production centers of experimentation in and around the Kibira National Park at Mwokora.	The ISABU will have to pay the rent of the services rendered by Kibira PA.
The vegetable produce project	The vegetable produce project supports small farmers' associations around Kibira.	The vegetable produce project will enter in partnership with this PA project to support small farmers of vegetable produce around protected areas.
DPAE Muranvya, Kayanza, Bubanza, Cibitoke, Cankuzo, Ruyigi, Karuzi et Muyinga	The DPAE give advice to the PA riparian populations for better agricultural and animal production for food security in the country.	The DPAE will forge partnerships with the project team to follow riparian populations for better agricultural and animal production for food security in the country.
SOGESTAL Mumirwa et Kayanza	SOGETAL oversees coffee producers.	SOGETAL will enter into partnerships with the project team to follow the local communities in the development of alternative source of income.
Programme Transfrontalier Nyungwe-Kibira avec WCS.	This program deals with cross border management between the Forest of Nyungwe in Rwanda (ORTPN) and the Reserve of Kibira in Burundi (INECN).	It will intervene to reinforce the conservation of the National park of Kibira.
ABO	The ABO helps the bordering populations in the production fruit-bearing and forest around a., It carries out studies on the evolution of the Pa of Burundi. The ABO observes the migratory birds.	It will be part of the steering committee and will take part in the studies of inventory of the biodiversity and in the framing of the bordering populations.
ODEB	The ODEB frames the bordering populations in the domestication of the medicinal plants around KNP.	The ODEB will enter in partnership with the PA project to ensure the financing of the micro-projects in favor of local populations that surrounds the PA.
FOREST-ECO	The FOREST-ECO frames the bordering populations that live at the edge of the PA of Burundi in the protection of the forest resources.	The FOREST-ECO will enter in partnership with the PA project sensitize the bordering populations of PAs on the ecological value of the forest, like stabilizing the climate for the benefit of the nation's economy and that of the households.
AFEB	The AFEB frames the populations of Bugarama for the protection of Kibira. It deals with the income-generating activities of the members of the association. It cultivates mushrooms, plant trees, and ensures agricultural and animal productions.	The 1500 women affiliated to the AFEB will be beneficiaries of the project by cultivating trees around Kibira to adapt to the effects of climate changes. AFEB will also be part of the steering committee of the project.
CFBF (Congo Basin Initiative)	The CBFIP is a fund to finance the activities of conservation of the forest in the Congo Basin.	The CBFIP will be requested by the PA project team to finance activities of protection in the west of Kibira in the catchment area of Congo.
NBI (Nile Basin Initiative)	An initiative which finances actions in favor of the populations of the Nile Basin and for the	NBI will be requested by the PA project team to finance activities of protection of Ruvubu protected

Stakeholders and their involvement in the proposed project		
Stakeholder	Description	Involvement in proposed project
	protection of natural resources.	area.
Administration and the local government officers	The administration and the local government officers frame the populations and guarantee the application of the laws for the protection of natural reserves.	The administration and the local government agencies will be recipients and partners of the project in the framing of the communities for the monitoring and the conservation of natural reserves.
The civil society and the private sector	The civil society is a partner who is not yet very active. There are hotel infrastructures that belong to the private sector around natural reserves.	The civil society is especially implied in the project for tourism and the hotel industry, which wants to promote hotel and tourist spaces within natural reserves.
UNDP-Burundi Country Office	The Organization integrates environment as one of its' strategic areas in the UNDAF & CP 2010-2014, within the community recovery programme, particularly under its objective of protection and management of the environment and responses to natural disasters, which caps this PA project of Burundi.	The project will be managed under the UNDP direct execution modality.
Lake Tanganyika Authority: funded by PNUD-UNOPS	It is a regional program of the protection of the biodiversity of the Lake Tanganyika	It supports conservation of the aquatic biodiversity of Lake Tanganyika in the Congo basin watershed.
GEF	The GEF ensures the financing of the environmental protection of the global importance.	The GEF will finance the PA project of Burundi under its biodiversity portfolio.
UNDP/GEF Small Grant Programme	The Small Grant Programme supports community based organizations for activities of sustainable management of the environment in Burundi.	The Small Grant Programme will maintain the strategic partnerships with the PA project of Burundi, and they will seek synergies together.
The Ministry for public safety	It caps and manages the Police of the environment.	The Ministry for public safety will ensure the detachment of the police force of the environment to INECN.
The Ministry of the Interior	With oversight of the provinces, communes, and local communities' administration.	The Ministry for the Interior will ensure the participation of the provincial, communal authorities in the project.
The Ministry of Finances	The Ministry of Finances ensures the financial policy of the country, the levy of taxes and country budget allocations.	The Ministry for Finances will ensure the leadership in the creation of a new special fund for nature conservation in Burundi, to ensure the payment of the services rendered by the ecosystems. That fund for nature conservation will be fed by a related taxation and fiscalization of companies such as Regideso and tea plantations (as collectors of the tax payment from their clients).
Ministry of Trade and the national office of tourism (ONT)	The national office of tourism has in charge the promotion of tourism in Burundi.	The national office of tourism will work in synergy with INECN to develop the national strategy of tourism in 2010. The national office of tourism (and its UNDP funded project on tourism) along with this PA project will combine the efforts of mobilization of the resources, and they will create synergies in the implementation of this PA project of Burundi without any form of duplication of the efforts.
The Ministry of Mining and Geology	The Ministry of Mining and Geology delivers permits for mining exploration across the country. It has done so in protected areas such as Ruvubu and Kibira (for artisanal mining). Also with the Ministry of the environment in Burundi, they made a joint ordinance to create a special fund to support nature conservation and the protected areas system.	The Ministry of Mining and Geology will show how to set up a new fund for conservation of nature. It will also help in the zoning of the mining activities inside and outside protected areas, so that an appropriate designation of Ruvubu as a protected areas is done and legally secure. It will seat on the PSC.
The Ministry of Water, Environment, Territorry planning and Urbanism	The Ministry of Environment ensures country environmental policy and oversees INECN work on protected areas.	The Ministry of the Environment will oversee this project implementation and ensures national ownership and capacity building for the protected areas system. The Ministry of the Environment will show how to set up a new fund for conservation of nature with its joint experience with the Ministry of Mining. It will preside over the PA project steering committee. It will deliver

Stakeholders and their involvement in the proposed project		
Stakeholder	Description	Involvement in proposed project
		the co-financing letters for this project, especially the government contribution.

## V.2 Stakeholder consultation during project preparation (PPG)

Three workshops and one technical meeting were held between 20 February and 10 March 2010 successively in Kibira, Ruvubu, Gitega and Bujumbura. For Kibira and Ruvubu the workshop was to identify stakeholders and make a problem and solution trees. In Gitega the workshop was designed to use Kibira and Ruvubu information to develop the full blown Logical Frame work of the project.

Below are the lists of participants in Project Design meetings.

## List of participants to 3 project formulation workshops and to the Steering Committee Meeting

### 1. KIBIRA PARK WORKSHOP

N°	NOM ET PRENOM	INSTITUTION REPRESENTEE	FONCTION	PROVENANCE
1	NKURUNZIZA Egide	DPAE BUBANZA	Chef de Service Génie Rural	BUBANZA
2	NTIBAMFASHE Gilbert	POLICE DE L'ENVIRONNEMENT	Chef de Service Environnement	NGOZI
3	NZOHABONAYO Boniface	COMMUNE BUKINANYANA	Conseiller Technique de l'ADMICOM	CIBITOKÉ
4	NDARIHONYORE Pascal	ASSOCIATION DES AGRICULTEURS	Représentant Légal	BUKINANYANA
5	BAYISABE Martin	DPAE CIBITOKÉ	Forestier Communal	MABAYI
6	NTIBASHIRA Azarie	INECN	Chef de Secteur Mabayi	CIBITOKÉ/MABAYI
7	MINANI Pontien	OTB	Chef de Service	TEZA/KAYANZA
8	BARAYANDEMA J.Baptiste	INECN	Chef de Secteur MUSIGATI	BUBANZA
9	HATEGEKIMANA J.M.V	COMMUNE MABAYI	ADMICOM	MABAYI
10	NDUWIMANA Marie	ASSOCIATION DES AGRICULTEURS	Représentant Légal	MURAMVYA
11	MIBURO Evariste	RIVERAINS DU PARCS	Représentant des Batwa	MURUTA/KAYANZA
12	NTAHINTIRIJE Julienne	LLS KAYANZA	Enseignante	KAYANZA
13	NTAWIHA Généviève	COMMUNE MURUTA	ADMICOM	MURUTA/KAYANZA
14	NTAKIRUTIMANA Victor	COMMUNE KABARORE	ADMICOM	KABARORE
15	HABIYAMBERE Déo	COMMUNE MATONGO	ADMICOM	MATONGO
16	HATUNGIMANA Jonathan	INECN	Chef de Parc KIBIRA	KAYANZA
17	NSAGUYE Isidore	INECN	Chef de Secteur RWEGURA	KAYANZA
18	BANTEGEYAHAGA Ezechiel	INECN	Chef de Secteur TEZA	MURAMVYA
19	MUGISHAWIMANA Jean	INECN	Directeur Technique	GITEGA
20	NDAGIJIMANA Dieudonné	INECN	Directeur de l'Environnement	GITEGA

### 2. RUVUBU PARK WORKSHOP

N°	NOM ET PRENOM	INSTITUTION REPRESENTEE	FONCTION	PROVENANCE
1	NIGENDAKO Diomède	COMMUNE KIGAMBA	ADMICOM	KIGAMBA
2	MANIRAKIZA Désiré	POLICE NATIONALE	O.P.J.	KIGAMBA
3	SEKIZAMBA Silas	DPAE	Technicien Vétérinaire	CANKUZO
4	NTIBANKUNDA Sylvère	ASSOCIATION AGRICULTEUR	CULTIVATEUR	KIGAMBA
5	KAZUNGU Louis	ASSOCIATION DES DEMOBILISES	CULTIVATEUR	KIGAMBA
6	MBONABUCA Pie	CRS/BURUNDI	Promoteur de Santé et Nutrition	RUSAGARA
7	SINZINKAYO Candide	MINEDUC	Professeur au L.C.	KIGAMBA
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		TUGARUKIRINZUKI		
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## Section VI. Annexes

### Annex 1. RAPPAM Analysis of Burundi Protected Areas System

			Kibira				Ruvubu			
			y	m/y	m/n	n	y	m/y	m/n	n
1	PROTECTED AREA SYSTEM-LEVEL DESIGN	The PA system adequately represents the full diversity of ecosystems within the region.	X				X			
		The PA system adequately protects against the extinction or extirpation of any species.				X				X
		Sites of high conservation value for key species are systematically protected.				X				X
		The PA system maintains natural processes at a landscape level.			X				X	
		The PA system includes the protection of transition areas between ecosystems.				X				X
		The PA system includes the full range of successional diversity.			X				X	
		Sites of high biodiversity are systematically protected.				X				X
		Sites of high endemism are systematically protected.				X				X
2	PROTECTED AREA POLICIES	The layout and configuration of the PA system optimizes the conservation of biodiversity.			X				X	
		National PA policies clearly articulate a vision, goals, and objectives for the PA system.				X				X
		The area of land protected is adequate to maintain natural processes at a landscape level.			X				X	
		There is a demonstrated commitment to protecting a viable and representative PA network.			X				X	
		There is a comprehensive inventory of the biological diversity throughout the region.				X				X
		There is an assessment of the historical range of variability of ecosystem types in the region.				X				X
		There are restoration targets for under-represented and/or greatly diminished ecosystems.				X				X
		There is ongoing research on critical PA-related issues.				X				X
		The PA system is periodically reviewed for gaps and weaknesses (e.g. gap analyses).				X				X
		There is an effective training and capacity-building programme for PA staff.				X				X
3	POLICY ENVIRONMENT	PA management, including management effectiveness, is routinely evaluated.				X				X
		PA-related laws complement PA objectives and promote management effectiveness.		X				X		
		There is sufficient commitment and funding to effectively administer the PA system.				X				X
		Environmental protection goals are incorporated into all aspects of policy development.				X				X
		There is a high degree of communication between natural resource departments.				X				X
		There is effective enforcement of PA-related laws and ordinances at all levels.				X				X
		National policies promote widespread environmental education at all levels.				X				X
		National policies promote sustainable land management.				X				X
		National policies promote an array of land conservation mechanisms.	X				X			
		There is adequate environmental training for governmental employees at all levels.				X				X
PRESSURES AND THREATS										
PRESSURES AND THREATS										
3	BIOLOGICAL IMPORTANCE	National policies foster dialogue and participation with civic and environmental NGOs.			X				X	
		The PA contains a relatively high number of rare, threatened, or endangered species.	X				X			
		The PA has relatively high levels of biodiversity.	X				X			
		The PA has a relatively high degree of endemism.	X				X			
		The PA provides a critical landscape function.		X				X		
		The PA contains the full range of plant and animal diversity.		X				X		

		The PA significantly contributes to the representativeness of the PA system.	X				X			
		The PA sustains minimum viable populations of key species.	X				X			
		The structural diversity of the PA is consistent with historic norms.		X				X		
		The PA includes ecosystems whose historic range has been greatly diminished.	X				X			
		The PA maintains the full range of natural processes and disturbance regimes.				X				X
4	SOCIO-ECONOMIC IMPORTANCE	The PA is an important source of employment for local communities.			X			X		
		Local communities depend upon the PA resources for their subsistence.		X						X
		The PA provides community development opportunities through sustainable resource use.			X				X	
		The PA has religious or spiritual significance.	X					X		
		The PA has unusual features of aesthetic importance.	X				X			
		The PA contains plant species of high social, cultural, or economic importance.	X					X		
		The PA contains animal species of high social, cultural, or economic importance.	X				X			
		The PA has a high recreational value.	X				X			
		The PA contributes significant ecosystem services and benefits to communities.	X				X			
		The PA has a high educational and/or scientific value.	X				X			
5	VULNERABILITY	Illegal activities within the PA are difficult to monitor.	X				X			
		Law enforcement is low in the region.	X				X			
		Bribery and corruption is common throughout the region.	X				X			
		The area is experiencing civil unrest and/or political instability.			X			X		
		Cultural practices, beliefs, and traditional uses conflict with the PA objectives.		X				X		
		The market value of the PA resources is high.	X				X	X		
		The area is easily accessible for illegal activities.	X				X			
		There is a strong demand for vulnerable PA resources.		X				X		
		The PA manager is under pressure to unduly exploit the PA resources.	X				X			
		Recruitment and retention of employees is difficult				X				X
6	OBJECTIVES	PA objectives provide for the protection and maintenance of biodiversity.	X				X			
		Specific biodiversity-related objectives are clearly stated in the management plan.			X					X
		Management policies and plans are consistent with the PA objectives.				X				X
		PA employees and administrators understand the PA objectives and policies.	X				X			
		Local communities support the overall objectives of the PA.				X				X
7	LEGAL SECURITY	The PA has long-term legally binding protection.	X							X
		There are no unsettled disputes regarding land tenure or use rights.			X				X	
		Boundary demarcation is adequate to meet the PA objectives.			X				X	
		Staff and financial resources are adequate to conduct critical law enforcement activities.				X				X
		Conflicts with the local community are resolved fairly and effectively.				X				X
8	SITE DESIGN AND PLANNING	The siting of the PA is consistent with the PA objectives.	X							X
		The layout and configuration of the PA optimizes the conservation of biodiversity.		X				X		
		The PA zoning system is adequate to achieve the PA objectives.				X				X
		The land use in the surrounding area enables effective PA management.				X				X
		The PA is linked to another area of conserved or protected land.	X							X
9	STAFFING	The level of staffing is sufficient to effectively manage the area.				X				X
		Staff members have adequate skills to conduct critical management activities.				X				X
		Training and development opportunities are appropriate to the needs of the staff.				X				X
		Staff performance and progress on targets are periodically reviewed.				X				X

		Staff employment conditions are sufficient to retain high-quality staff				X				X
10	COMMUNICATION AND INFORMATION	There are adequate means of communication between field and office staff.			X				X	
		Existing ecological and socio-economic data are adequate for management planning.				X				X
		There are adequate means of collecting new data.				X				X
		There are adequate systems for processing and analysing data.				X				X
		There is effective communication with local communities				X				X
11	INFRASTRUCTURE	Transportation infrastructure is adequate to perform critical management activities.				X				X
		Field equipment is adequate to perform critical management activities.				X				X
		Staff facilities are adequate to perform critical management activities.				X				X
		Maintenance and care of equipment is adequate to ensure long-term use.				X				X
		Visitor facilities are appropriate to the level of visitor us				X				X
12	FINANCES	Funding in the past 5 years has been adequate to conduct critical management activities.				X				X
		Funding for the next 5 years is adequate to conduct critical management activities.				X				X
		Financial management practices enable efficient and effective PA management.				X				X
		The allocation of expenditures is appropriate to PA priorities and objectives.				X				X
		The long-term financial outlook for the PA is stable				X				X
13	MANAGEMENT PLANNING	There is a comprehensive, relatively recent written management plan.	X							X
		There is a comprehensive inventory of natural and cultural resources.				X				X
		There is an analysis of, and strategy for addressing, PA threats and pressures.				X				X
		A detailed work plan identifies specific targets for achieving management objectives.				X				X
		The results of research and monitoring are routinely incorporated into planning				X				X
14	MANAGEMENT DECISION MAKING	There is clear internal organization.		X				X		
		Management decision making is transparent.		X				X		
		PA staff regularly collaborate with partners, local communities, and other organizations.		X					X	
		Local communities participate in decisions that affect them.				X				X
		There is effective communication between all levels of PA staff and administration			X					
15	RESEARCH, EVALUATION, AND MONITORING	The impact of legal and illegal uses of the PA are accurately monitored and recorded.				X				X
		Research on key ecological issues is consistent with the needs of the PA.				X				X
		Research on key social issues is consistent with the needs of the PA.				X				X
		PA staff members have regular access to recent scientific research and advice.				X				X
		Critical research and monitoring needs are identified and prioritized				X				X
16	OUTPUTS	In the last 2 years, the following outputs have been consistent with the threats and pressures, PA objectives, and annual workplan:								
		Threat prevention, detection and law enforcement.				X				X
		Site restoration and mitigation efforts.				X				X
		Wildlife or habitat management.				X				X
		Community outreach and education efforts.				X				X
		Visitor and tourist management.				X				X
		Infrastructure development.				X				X
		Management planning and inventorying.				X				X
		Staff monitoring, supervision, and evaluation.				X				X
		Staff training and development.				X				X
Research and monitoring outputs.				X				X		
17	PROTECTED AREA SYSTEM-LEVEL DESIGN	The PA system adequately represents the full diversity of ecosystems within the region.	X				X			
		The PA system adequately protects against the extinction or extirpation of any species.				X				X

		Sites of high conservation value for key species are systematically protected.				X				X
		The PA system maintains natural processes at a landscape level.			X				X	
		The PA system includes the protection of transition areas between ecosystems.				X				X
		The PA system includes the full range of successional diversity.			X				X	
		Sites of high biodiversity are systematically protected.				X				X
		Sites of high endemism are systematically protected.				X				X
		The layout and configuration of the PA system optimizes the conservation of biodiversity.			X				X	
		The PA system adequately represents the full diversity of ecosystems within the region.	X					X		
18	PROTECTED AREA POLICIES	National PA policies clearly articulate a vision, goals, and objectives for the PA system.				X				X
		The area of land protected is adequate to maintain natural processes at a landscape level.			X				X	
		There is a demonstrated commitment to protecting a viable and representative PA network.			X				X	
		There is a comprehensive inventory of the biological diversity throughout the region.				X				X
		There is an assessment of the historical range of variability of ecosystem types in the region.				X				X
		There are restoration targets for under-represented and/or greatly diminished ecosystems.				X				X
		There is ongoing research on critical PA-related issues.				X				X
		The PA system is periodically reviewed for gaps and weaknesses (e.g. gap analyses).				X				X
		There is an effective training and capacity-building programme for PA staff.				X				X
		PA management, including management effectiveness, is routinely evaluated.				X				X
19	POLICY ENVIRONMENT	PA-related laws complement PA objectives and promote management effectiveness.		X				X		
		There is sufficient commitment and funding to effectively administer the PA system.				X				X
		Environmental protection goals are incorporated into all aspects of policy development.				X				X
		There is a high degree of communication between natural resource departments.				X				X
		There is effective enforcement of PA-related laws and ordinances at all levels.				X				X
		National policies promote widespread environmental education at all levels.				X				X
		National policies promote sustainable land management.				X				X
		National policies promote an array of land conservation mechanisms.	X					X		
		There is adequate environmental training for governmental employees at all levels.				X				X
		National policies foster dialogue and participation with civic and environmental NGOs.			X				X	

## Annex 2. METT Analysis of Burundi Protected Areas System

### Section One: Project General Information

1. Project Name: Enhancing efficiency of Burundi's protected areas system for biodiversity conservation through stakeholders' engagement
2. Project Type (MSP or FSP): MSP
3. Project ID (GEF): 4233
4. Award ID : 00060803; Project ID (Atlas): 00076705
5. Implementing Agency: UNDP
6. Country: Burundi
7. Name of reviewers completing tracking tool and completion dates:

	Name	Title	Agency
<b>Work Program Inclusion</b>	Damien Nindorera	Legal Advisor to INECN	Ministry of the Environment (INECN)
<b>Project Mid-term</b>			
<b>Final Evaluation/project completion</b>			

8. Project duration: *Planned* = 4 years; *Actual* = 4 years
9. Lead Project Executing Organization: Ministry of the Environment (INECN)
10. GEF Strategic Program:
  - Sustainable Financing of Protected Area Systems at the National Level (SP 1)
  - Strengthening Terrestrial PA Networks (SP 3)
11. Project coverage in hectares

Name of Protected Area	Is this a new protected area? Please answer yes or no.	Area in Hectares—please specify biome type	Global designation or priority lists (E.g., Biosphere Reserve, World Heritage site, Ramsar site, WWF Global 200, etc.)	Local Designation of Protected Area (e.g., indigenous reserve, private reserve, etc.)	IUCN Category for each Protected Area <sup>3</sup>					
					I	II	III	IV	V	VI
1. Kibira National Park	No	40,000ha montane forest	-	National park		X				
2. Ruvubu National Park	No	50,800ha	-	National park		X				

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3

- I. Strict Nature Reserve/Wilderness Area: managed mainly for science or wilderness protection
- II. National Park: managed mainly for ecosystem protection and recreation
- III. Natural Monument: managed mainly for conservation of specific natural features
- IV. Habitat/Species Management Area: managed mainly for conservation through management intervention
- V. Protected Landscape/Seascape: managed mainly for landscape/seascape protection and recreation
  - a) VI. Managed Resource Protected Area: managed mainly for the sustainable use of natural ecosystems



**Table : METT results**

Issue	Criteria	Kibira National Park	Ruvubu National Park
<b>1. Legal status</b> Does the protected area have legal status? Context	The protected area is not gazetted		
	The government has agreed that the protected area should be gazetted but the process has not yet begun		1
	The protected area is in the process of being gazetted but the process is still incomplete	2	
	The protected area has been legally gazetted (or in the case of private reserves is owned by a trust or similar)		
<b>2. Protected area regulations</b> Are inappropriate land uses and activities (e.g. poaching) controlled? Context	There are no mechanisms for controlling inappropriate land use and activities in the protected area		
	Mechanisms for controlling inappropriate land use and activities in the protected area exist but there are major problems in implementing them effectively		
	Mechanisms for controlling inappropriate land use and activities in the protected area exist but there are some problems in effectively implementing them	2	2
	Mechanisms for controlling inappropriate land use and activities in the protected area exist and are being effectively implemented		
<b>3. Law enforcement</b> Can staff enforce protected area rules well enough? Context	The staff have no effective capacity/resources to enforce protected area legislation and regulations		
	There are major deficiencies in staff capacity/resources to enforce protected area legislation and regulations (e.g. lack of skills, no patrol budget)		
	The staff have acceptable capacity/resources to enforce protected area legislation and regulations but some deficiencies remain	2	2
	The staff have excellent capacity/resources to enforce protected area legislation and regulations		
<b>4. Protected area objectives</b> Have objectives been agreed? Planning	No firm objectives have been agreed for the protected area		0
	The protected area has agreed objectives, but is not managed according to these objectives		
	The protected area has agreed objectives, but these are only partially implemented	2	
	The protected area has agreed objectives and is managed to meet these objectives		
<b>5. Protected area design</b> Does the protected area need enlarging, corridors etc to meet its objectives? Planning	Inadequacies in design mean achieving the protected areas major management objectives of the protected area is impossible		
	Inadequacies in design mean that achievement of major objectives are constrained to some extent	1	1
	Design is not significantly constraining achievement of major objectives, but could be improved		
	Reserve design features are particularly aiding achievement of major objectives of the protected area		
<b>6. Protected area boundary demarcation</b> Is the boundary known	The boundary of the protected area is not known by the management authority or local residents/neighboring land users		

and demarcated? Context	The boundary of the protected area is known by the management authority but is not known by local residents/neighbors land users		
	The boundary of the protected area is known by both the management authority and local residents but is not appropriately demarcated	2	2
	The boundary of the protected area is known by the management authority and local residents and is appropriately demarcated		
<b>7. Management plan</b> Is there a management plan and is it being implemented? Planning	There is no management plan for the protected area		0
	A management plan is being prepared or has been prepared but is not being implemented		
	An approved management plan exists but it is only being partially implemented because of funding constraints or other problems	2	
	An approved management plan exists and is being implemented		
<b>Additional points</b> Planning	The planning process allows adequate opportunity for key stakeholders to influence the management plan	1	1
	There is an established schedule and process for periodic review and updating of the management plan	1	1
	The results of monitoring, research and evaluation are routinely incorporated into planning		
<b>8. Regular work plan</b> Is there an annual work plan? Planning/Outputs	No regular work plan exists	0	0
	A regular work plan exists but activities are not monitored against the plan's targets		
	A regular work plan exists and actions are monitored against the plan's targets, but many activities are not completed		
	A regular work plan exists, actions are monitored against the plan's targets and most or all prescribed activities are completed		
<b>9. Resource inventory</b> Do you have enough information to manage the area? Context	There is little or no information available on the critical habitats, species and cultural values of the protected area	0	0
	Information on the critical habitats, species and cultural values of the protected area is not sufficient to support planning and decision making		
	Information on the critical habitats, species and cultural values of the protected area is sufficient for key areas of planning/decision making but the necessary survey work is not being maintained		
	Information concerning on the critical habitats, species and cultural values of the protected area is sufficient to support planning and decision making and is being maintained		
<b>10. Research</b> Is there a programme of management-orientated survey and research work? Inputs	There is no survey or research work taking place in the protected area		
	There is some <i>ad hoc</i> survey and research work		
	There is considerable survey and research work but it is not directed towards the needs of protected area management	2	2
	There is a comprehensive, integrated programme of survey and research work, which is relevant to management needs		
<b>11. Resource management</b>	Requirements for active management of critical ecosystems, species and cultural		

Is the protected area adequately managed (e.g. for fire, invasive species, poaching)? Process	values have not been assessed		
	Requirements for active management of critical ecosystems, species and cultural values are known but are not being addressed	1	1
	Requirements for active management of critical ecosystems, species and cultural values are only being partially addressed		
	Requirements for active management of critical ecosystems, species and cultural values are being substantially or fully addressed		
<b>12. Staff numbers</b> Are there enough people employed to manage the protected area? Inputs	There are no staff		
	Staff numbers are inadequate for critical management activities		
	Staff numbers are below optimum level for critical management activities	2	2
	Staff numbers are adequate for the management needs of the site		
<b>13. Personnel management</b> Are the staff managed well enough? Process	Problems with personnel management constrain the achievement of major management objectives		
	Problems with personnel management partially constrain the achievement of major management objectives		
	Personnel management is adequate to the achievement of major management objectives but could be improved	2	2
	Personnel management is excellent and aids the achievement major management objectives		
<b>14. Staff training</b> Is there enough training for staff? Inputs/Process	Staff are untrained		
	Staff training and skills are low relative to the needs of the protected area	1	1
	Staff training and skills are adequate, but could be further improved to fully achieve the objectives of management		
	Staff training and skills are in tune with the management needs of the protected area, and with anticipated future needs		
<b>15. Current budget</b> Is the current budget sufficient? Inputs	There is no budget for the protected area		
	The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage	1	1
	The available budget is acceptable, but could be further improved to fully achieve effective management		
	The available budget is sufficient and meets the full management needs of the protected area		
<b>16. Security of budget</b> Is the budget secure? Inputs	There is no secure budget for the protected area and management is wholly reliant on outside or year by year funding		
	There is very little secure budget and the protected area could not function adequately without outside funding	1	1
	There is a reasonably secure core budget for the protected area but many innovations and initiatives are reliant on outside funding		
	There is a secure budget for the protected area and its management needs on a multiyear cycle		

<b>17. Management of budget</b> Is the budget managed to meet critical management needs? Process	Budget management is poor and significantly undermines effectiveness	2	2
	Budget management is poor and constrains effectiveness		
	Budget management is adequate but could be improved		
	Budget management is excellent and aids effectiveness		
<b>18. Equipment</b> Are there adequate equipment and facilities? Process	There are little or no equipment and facilities	0	0
	There are some equipment and facilities but these are wholly inadequate		
	There are equipment and facilities, but still some major gaps that constrain management		
	There are adequate equipment and facilities		
<b>19. Maintenance of equipment</b> Is equipment adequately maintained? Process	There is little or no maintenance of equipment and facilities	0	0
	There is some <i>ad hoc</i> maintenance of equipment and facilities		
	There is maintenance of equipment and facilities, but there are some important gaps in maintenance		
	Equipment and facilities are well maintained		
<b>20. Education and awareness programme</b> Is there a planned education programme? Process	There is no education and awareness programme		
	There is a limited and <i>ad hoc</i> education and awareness programme, but no overall planning for this	1	1
	There is a planned education and awareness programme but there are still serious gaps		
	There is a planned and effective education and awareness programme fully linked to the objectives and needs of the protected area		
<b>21. State and commercial neighbours</b> Is there cooperation with adjacent land users? Process	There is no contact between managers and neighbouring official or corporate land users	2	2
	There is limited contact between managers and neighbouring official or corporate land users		
	There is regular contact between managers and neighbouring official or corporate land users, but only limited co-operation		
	There is regular contact between managers and neighbouring official or corporate land users, and substantial co-operation on management		
<b>22. Indigenous people</b> Do indigenous and traditional peoples resident or regularly using the PA have input to management decisions? Process	Indigenous and traditional peoples have no input into decisions relating to the management of the protected area	0	0
	Indigenous and traditional peoples have some input into discussions relating to management but no direct involvement in the resulting decisions		
	Indigenous and traditional peoples directly contribute to some decisions relating to management		
	Indigenous and traditional peoples directly participate in making decisions relating to management		
<b>23. Local communities</b> Do local communities resident or near the protected area have input to management decisions?	Local communities have no input into decisions relating to the management of the protected area		
	Local communities have some input into discussions relating to management but no	1	1

Process	direct involvement in the resulting decisions		
	Local communities directly contribute to some decisions relating to management		
	Local communities directly participate in making decisions relating to management		
<b>Additional points</b> Outputs	There is open communication and trust between local stakeholders and protected area managers	1	1
	Programmes to enhance local community welfare, while conserving protected area resources, are being implemented	1	1
<b>24. Visitor facilities</b> Are visitor facilities (for tourists, pilgrims etc) good enough? Outputs	There are no visitor facilities and services		
	Visitor facilities and services are inappropriate for current levels of visitation or are under construction	1	1
	Visitor facilities and services are adequate for current levels of visitation but could be improved		
	Visitor facilities and services are excellent for current levels of visitation		
<b>25. Commercial tourism</b> Do commercial tour operators contribute to protected area management? Process	There is little or no contact between managers and tourism operators using the protected area	0	0
	There is contact between managers and tourism operators but this is largely confined to administrative or regulatory matters		
	There is limited co-operation between managers and tourism operators to enhance visitor experiences and maintain protected area values		
	There is excellent co-operation between managers and tourism operators to enhance visitor experiences, protect values and resolve conflicts		
<b>26. Fees</b> If fees (tourism, fines) are applied, do they help protected area management? Outputs	Although fees are theoretically applied, they are not collected		
	The fee is collected, but it goes straight to central government and is not returned to the protected area or its environs		
	The fee is collected, but is disbursed to the local authority rather than the protected area		
	There is a fee for visiting the protected area that helps to support this and/or other protected areas	3	3
<b>27. Condition assessment</b> Is the protected area being managed consistent to its objectives? Outcomes	Important biodiversity, ecological and cultural values are being severely degraded		
	Some biodiversity, ecological and cultural values are being severely degraded	1	1
	Some biodiversity, ecological and cultural values are being partially degraded but the most important values have not been significantly impacted		
	Biodiversity, ecological and cultural values are predominantly intact		
<b>Additional points</b> Outputs	There are active programmes for restoration of degraded areas within the protected area and/or the protected area buffer zone	1	1
<b>28. Access assessment</b> Is access/resource use sufficiently controlled? Outcomes	Protection systems (patrols, permits etc) are ineffective in controlling access or use of the reserve in accordance with designated objectives	0	0
	Protection systems are only partially effective in controlling access or use of the reserve in accordance with designated objectives		

	Protection systems are moderately effective in controlling access or use of the reserve in accordance with designated objectives		
	Protection systems are largely or wholly effective in controlling access or use of the reserve in accordance with designated objectives		
<b>29. Economic benefit assessment</b> Is the protected area providing economic benefits to local communities? Outcomes	The existence of the protected area has reduced the options for economic development of the local communities		0
	The existence of the protected area has neither damaged nor benefited the local economy		
	There is some flow of economic benefits to local communities from the existence of the protected area but this is of minor significance to the regional economy	2	
	There is a significant or major flow of economic benefits to local communities from activities in and around the protected area (e.g. employment of locals, locally operated commercial tours etc)		
<b>30. Monitoring and evaluation</b> Are management activities monitored against performance? <i>Planning/Process</i>	There is no monitoring and evaluation in the protected area		
	There is some <i>ad hoc</i> monitoring and evaluation, but no overall strategy and/or no regular collection of results	1	1
	There is an agreed and implemented monitoring and evaluation system but results are not systematically used for management		
	A good monitoring and evaluation system exists, is well implemented and used in adaptive management		
<b>TOTAL SCORE OF A POSSIBLE 96</b>		40	33
<b>PERCENTAGE OF POSSIBLE</b>		41,6%	34,3%

### Annex 3: Financial sustainability Scorecard

#### UNDP – GEF PA Financial Sustainability Scorecard

##### FINANCIAL SCORECARD - PART I – OVERALL FINANCIAL STATUS OF THE PROTECTED AREAS SYSTEM

Basic Protected Area System Information			
<p><b>Describe the PA system and what it includes:</b>            This could be defined by IUCN Categories I-VI. However, if a country defines its PA system differently or has multiple PA systems then insert a definition that best describes the system about which the Scorecard is presenting data. For example some PA systems have a mixture of public, private and mixed ownership protected areas. What is important is for each country to explain and state which types of protected areas are included in the defined system and financial analysis. Some countries have private reserves separate from the national PA system. In these cases it is optional to report these here in an additional category in the tables (under other) as they do not fall under the responsibility of the government.            Also include any additional specific characteristics of the national PA system that might affect its financing.</p>			
Protected Areas System	Number of sites	Total hectares	Comments
National protected areas	14	157 923	- 2 national parks (IUCN category II) - 6 natural reserves (category Ia) - 2 natural monuments (categ. III) - 4 protected landscapes (categ.V)
National protected areas co-managed by NGOs	0		
State/municipal protected areas	0		
Others (define)	2 arboretum	NA	Private areas

<b>Financial Analysis of the Burundi Protected System Area</b>	Baseline year4 (US\$)5	Year X6 (US\$)7	Year X+58 (forecasting) (US\$)9						Comments
Available Finances	2007	2008	2009	2010	2011	2012	2013	2014	Project duration is expected from 2011 to 2014
(1) Total annual central government budget allocated to SEPA management (excluding donor funds and revenues generated (4) and retained within the PA system)	20,000	20,000	20,000	20,000					Data concerned the all national protected areas
- national protected areas	20,000	20,000	20,000	20,000					
- national areas co-managed by NGOs	0	0							
- state/municipal protected areas	0	0							
- others	0	0							

4 The baseline year refers to the year the Scorecard was completed for the first time and remains fixed. Insert year eg 2007.

5 Average conversion rate for 2007 is 1.22

6 X refers to the year the Scorecard is completed and should be inserted (eg 2008). For the first time the Scorecard is completed X will be the same as the baseline year. For subsequent years insert an additional column to present the data for each year the Scorecard is completed.

7 Conversion rate of 1.22 as of 9 Sept.2008

8 Year X+5 refers to forecasting annual data for five years in the future from the year the Scorecard is being completed. The data should be be for one year (eg is year X is 2008 then the data should be presented for year 2013). The data would be based on long-term financial plans. If no financial planning has been done then this column can be left blank.

9 Insert in footnote the local currency and exchange rate to US\$ and date of rate [1.22 as of 9 September 2008]



(2) Total annual government budget provided for PA management (including donor funds, loans, debt-for nature swaps)									
- national protected areas	0	0							
- national areas co-managed by NGOs	0	0							
- state/municipal protected areas	0	0							
- others	0	0							
(3) Total annual revenue generation from PAs, broken down by source									
a. Tourism - total	3,500	4,330	5,000	5,600					Great opportunities to develop ecotourism and tourism concessions are available in Ruvubu, Kibira and Risizi national protected areas
- Tourism taxes	0								
- Entrance fees	3,500	4,330	5,000	5,600					
- Additional user fees	0								
- Concessions	0								
b. Payments for ecosystem services (PES)	45,000	20,000	18,000	15,000					
c. Other (specify each type of revenue generation mechanism) - fines	500	1,200	3,000	4,500					
(4) Total annual revenues by PA type <sup>10</sup>	49,000								
- national protected areas	69,000	45,530	46,000	45,100					
- national areas co-managed by NGOs	0	0	0	0					

10 This total will be the same as for (3) but broken down by PA type instead of by revenue type

- state/municipal protected areas	0	0	0	0					
- others	0	0	0	0					
(5) Percentage of PA generated revenues retained in the PA system for re-investment 11	5%	20%	20%	20%					
(6) Total finances available to the PA system [government budget plus donor support etc (2)] plus [total annual revenues (4) multiplied by percentage of PA generated revenues retained in the PA system for re-investment (5)]	69,000	45,530	46,000	46,100					There is a lack of donors in the protected areas sector. But, European Union is expected to co – finance the PA system through his “Crête – Congo – Nil – lac Tanganyika) program which may be connected with Kibira national park.
<b>Costs and Financing Needs</b>									
(7) Total annual expenditure for PAs (operating and investment costs)12									
- National protected areas	69,000	45,530	46,000	46,100	2,151,500	1,932,000	1,713,500	1,583,500	From 2011 to 2014, Contributions of E.U, OTB , Regideso and tourism concessions are expected about 1,000,000 \$ per year to complete FEM and UNDP contributions that are estimated about 3,381,000 \$ for four

11 This includes funds to be shared by PAs with local stakeholders

12 In some countries actual expenditure differs from planned expenditure due to disbursement difficulties. In this case actual expenditure should be presented and a note on disbursement rates and planned expenditures can be made in the Comments column.

									years.
- national protected areas co-managed by NGOs	0								
- state/municipal protected areas	0								
- others	0								
(8) Estimation of financing needs	69,000	45,330	46,000	46,100	2,151,500	1,932,000	1,713,000	1,583,500	
A. Estimated financing needs for <i>basic</i> management costs and investments to be covered									
B. Estimated financing needs for <i>optimal</i> management costs and investments to be covered	Na	Na	na	Na	Na	Na	Na	Na	
(9) Annual financing gap (financial needs – available finances) <sup>13</sup>	69,000	45,330	46,000	46,100	1,151,500	1,932,000	1,713,000	1,583,500	
A. Net actual annual surplus/deficit <sup>14</sup>	0	0	0	0	0				
B. Annual financing gap for basic expenditure scenarios	0	0	0	0	0	0	0	0	
C. Annual financing gap for optimal expenditure scenarios	Na	na	na	Na	na				

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13 Financing needs as calculated in (8) minus available financing total in (6)

14 This will be more relevant to parastatals and PA agencies with autonomous budgets

**FINANCIAL SCORECARD – PART II – ASSESSING ELEMENTS OF THE FINANCING SYSTEM**

<b>Component 1 – Legal, regulatory and institutional frameworks</b>					<b>COMMENT</b>
<i>Element 1 – Legal, policy and regulatory support for revenue generation by Pas</i>	<b>None (0)</b>	<b>Some (1)</b>	<b>A few (2)</b>	<b>Fully (3)</b>	
(i) Laws are in place that facilitate PA revenue mechanisms	0				There is no law that permits PA revenue generation mechanisms
(ii) Fiscal instruments such as taxes on tourism and water or tax breaks exist to promote PA financing	0				Fiscal system and instruments are very slight
<i>Element 2 - Legal, policy and regulatory support for revenue retention and sharing within the PA system</i>	<b>No (0)</b>	<b>Under development (1)</b>	<b>Yes, but needs improvement (2)</b>	<b>Yes, satisfactory (3)</b>	
(i) Laws, policies and procedures are in place for PA revenues to be retained by the PA system			2		The PA national Institute INECN has some autonomous to catch and use and share PA revenues between the PA sites.
(ii) Laws, policies and procedures are in place for PA revenues to be retained, in part, at the PA site level		1			A part of PA revenues is retained, used under justification at the PA site level
(iii) Laws, policies and procedures are in place for revenue sharing at the PA site level with local stakeholders	0				Now, there is no possibility to share PA revenues with other local stakeholders like communities or NGOs.
<i>Element 3 - Legal and regulatory conditions for establishing Funds (trust funds, sinking funds or revolving funds)<sup>15</sup></i>					
	<b>No (0)</b>	<b>Established (1)</b>	<b>Established with limited capital (2)</b>	<b>Established with adequate capital (3)</b>	
(i) A Fund have been established and capitalized to finance the PA system	0				There is no specific fund established and capitalized to finance the PA system.
	<b>None (0)</b>	<b>Some (1)</b>	<b>Quite a few (2)</b>	<b>Fully (3)</b>	
(ii) Funds have been created to finance specific PAs	0				
	<b>No (0)</b>	<b>Partially (1)</b>	<b>Quite well (2)</b>	<b>Fully (3)</b>	
(iii) Funds are integrated into the national PA financing systems	0				No fund is integrated into the national PA financing systems.
<i>Element 4 - Legal, policy and regulatory support for alternative institutional arrangements for PA management to reduce cost burden to government</i>	<b>None (0)</b>	<b>Under development (1)</b>	<b>Yes, but needs improvement (2)</b>	<b>Yes, Satisfactory (3)</b>	
(i) There are laws which allow and regulate delegation of PA management and associated financial management for concessions		1			Government has approved a law which allow management for concessions, but not yet agreed by the National Assembly
(ii) There are laws which allow and regulate delegation of PA management and associated financial management for co-management	0				
(ii) There are laws which allow and regulate delegation of PA management and associated financial management to local government	0				
(iv) There are laws which allow private reserves		1			The same law allows privates reserves.

<sup>15</sup> Where a PA system does not require a Trust Fund due to robust financing within government, award full 9 points

<i>Element 5 - National PA financing strategies</i>	<b>Not begun (0)</b>	<b>In progress (1)</b>	<b>Completed (3)</b>	<b>Under implementation (5)</b>	
(i) Degree of formulation, adoption and implementation of a national financing strategy	0				Only a slight national PA budget of 20 Millions Burundi Francs is available for 11 PA sites.
(ii) The inclusion within the national PA financing strategy of key policies:	<b>No (0)</b>	<b>Yes (2)</b>			
- Revenue generation and fee levels across PAs		2			5 Millions FBU per year are generated by Tourism in PAs sites.
- Criteria for allocation of PA budgets to PA sites (business plans, performance etc)	0				Allocation of PA budgets to PA sites is only based on the demand of PA directors and arbitrage of INECN
- Safeguards to ensure that revenue generation does not adversely affect conservation objectives of PAs		2			PA directors have to give activities programs and must justify PA revenues uses.
- Requirements for PA management plans to include financial sections or associated business plans	0				
<i>Element 6 - Economic valuation of protected area systems (ecosystem services, tourism based employment etc)</i>	<b>None (0)</b>	<b>Partial (1)</b>	<b>Satisfactory (2)</b>	<b>Full (3)</b>	
(i) Economic data on the contribution of protected areas to local and national development		1			Some data given by INECN - Tourism : 5 Millions Fbu / year - Ecosystem services (Sale forests products) : 45 Millions Fbu in 2007 - Other taxes : 500.000 Fbu
(ii) PA economic values are recognized across government		(eg within Ministry of Environment) 1	(eg within other sectoral Ministries)	(eg within Treasury)	There is no study to make other sectoral Ministries and Treasury know the important potential contribution of PA in local and national development in Burundi.
<i>Element 7 - Improved government budgeting for PA systems</i>	<b>No (0)</b>	<b>Yes (2)</b>			
(i) Policy of the Treasury towards budgeting for the PA system provides for increased medium to long term financial resources in accordance with demonstrated needs of the system.	0				
(ii) Policy promotes budgeting for PAs based on financial need as determined by PA management plans.	0				
(iii) There are policies that PA budgets should include funds for the livelihoods of communities living in and around the PA as part of threat reduction strategies	0				
<i>Element 8 - Clearly defined institutional responsibilities for PA management and financing</i>	<b>None (0)</b>	<b>Partial (1)</b>	<b>Improving (2)</b>	<b>Full (3)</b>	
(i) Mandates of institutions regarding PA finances are clear and agreed		1			
<i>Element 9 - Well-defined staffing requirements, profiles and incentives at site and system level</i>	<b>None (0)</b>	<b>Partial (1)</b>	<b>Almost there (2)</b>	<b>Full (3)</b>	
(i) There are sufficient number of positions for economists and financial planners and analysts in the PA authorities to properly manage the finances of the PA system	0				
(ii) Terms of Reference (TORs) for PA staff include responsibilities for revenue generation, financial management and cost-effectiveness		1			PA managers are encouraged to generate revenues in their sites.
(iii) Laws and regulations motivate PA managers to promote site level financial sustainability		1			A part of PA revenues is now maintained on site and used by PA managers.

(eg a portion of site generated revenues are allowed to be maintained for on-site re-investment and that such finances are additional to government budgets and not substitutional)					
(iv) Performance assessment of PA site managers includes assessment of sound financial planning, revenue generation and cost-effective management		1			
(v) PA managers have the possibility to budget and plan for the long-term (eg over 5 years)	0				
<b>Total Score for Component 1</b>					<b>Actual score: 15</b> <b>Total possible score: 79</b> <b>19%:</b>
<b>Component 2 – Business planning and tools for cost-effective management</b>					Comment
<i>Element 1 – PA site-level business planning</i>	<b>Not begun (0)</b>	<b>Early stages (1)</b>	<b>Near complete (2)</b>	<b>Completed (3)</b>	
(i) PA management plans showing objectives, needs and costs are prepared across the PA system		1			There is only a biannual plan at national level by INECN
(ii) Business plans, based on standard formats and linked to PA management plans and conservation objectives, are developed for pilot sites	0				
(iii) Business plans are implemented at the pilot sites (degree of implementation measured by achievement of objectives)	0				
(iv) Business plans are developed for all appropriate PA sites (business plans will not be useful for PAs with no potential to generate revenues)	0				
(v) Financing gaps identified by business plans for PAs contribute to system level planning and budgeting	0				
(vi) Costs of implementing business plans are monitored and contributes to cost-effective guidance and financial performance reporting	0				
<i>Element 2 - Operational, transparent and useful accounting and auditing systems</i>	<b>None (0)</b>	<b>Partial (1)</b>	<b>Near complete (2)</b>	<b>Fully completed (3)</b>	
(i) Policy and regulations require comprehensive, coordinated cost accounting systems to be in place (for both input and activity based accounting)	0				
(ii) There is a transparent and coordinated cost and investment accounting system operational for the PA system		1			INECN has an accounting system which allow to control the PA site managers and INECN is also audited.
(iii) Revenue tracking systems for each PA in place and operational	0				
(iv) There is a system so that the accounting data contributes to national reporting		1			INECN must give an annual accounting data report to the Financial Ministry
<i>Element 3 - Systems for monitoring and reporting on financial management performance</i>	<b>None (0)</b>	<b>Partial (1)</b>	<b>Near completed (2)</b>	<b>Complete and operational (3)</b>	
(i) All PA revenues and expenditures are fully and accurately reported by government and are made transparent	0				
(ii) Financial returns on investments from capital improvements measured and reported, where possible (eg track increase in visitor revenues before and after establishment of a visitor centre)	0				
(iii) A monitoring and reporting system in place to show how and why funds are allocated across PA sites and the central PA authority		1			A reporting system allows INECN to register the allocations between the PA

					sites and PA authority.
(iv) Financial performance of PAs is evaluated and reported (linked to cost-effectiveness)		1			PA managers must inform about their PA site revenues by financial reporting to the INECN accountant.
<b>Element 4 - Methods for allocating funds across individual PA sites</b>	<b>No (0)</b>	<b>Yes (2)</b>			
(i) National PA budget is appropriately allocated to sites based on criteria agreed in national financing strategy	0				
(ii) Policy and criteria for allocating funds to co-managed PAs complement site based fundraising efforts	0				
<b>Element 5 - Training and support networks to enable PA managers to operate more cost-effectively</b>	<b>Absent (0)</b>	<b>Partially done (1)</b>	<b>Almost done (2)</b>	<b>Fully (3)</b>	
(i) Guidance on cost-effective management developed and being used by PA managers	0				
(ii) Operational and investment cost comparisons between PA sites complete, available and being used to track PA manager performance	0				
(iii) Monitoring and learning systems of cost-effectiveness are in place and feed into management policy and planning	0				
(iv) PA site managers are trained in financial management and cost-effective management	0				
(v) PA site managers share costs of common practices with each other and with PA headquarters <sup>16</sup>					
<b>Total Score for Component 2</b>					<b>Actual score: 5</b> <b>Total possible score: 61</b> <b>8.2 %:</b>
<b>Component 3 – Tools for revenue generation</b>					<b>Comment</b>
<b>Element 1 - Number and variety of revenue sources used across the PA system</b>	<b>None (0)</b>	<b>Partially (1)</b>	<b>A fair amount (2)</b>	<b>Optimal (3)</b>	
(i) An up-to-date analysis of all revenue options for the country complete and available including feasibility studies;	0				
(ii) There is a diverse set of sources and mechanisms generating funds for the PA system		1			- Tourism - Ecosystem services - Some taxes
(iii) PAs are operating revenue mechanisms that generate positive net revenues (greater than annual operating costs and over long-term payback initial investment cost)	0				
<b>Element 2 - Setting and establishment of user fees across the PA system</b>	<b>No (0)</b>	<b>Partially (1)</b>	<b>Satisfactory (2)</b>	<b>Fully (3)</b>	
(i) A system wide strategy and implementation plan for user fees is complete and adopted by government		1			Just entrance fees in some PAs exist.
(ii) The national tourism industry and Ministry are supportive and are partners in the PA user fee system and programs	0				
(iii) Tourism related infrastructure investment is proposed and is made for PA sites across the network based on revenue potential, return on investment and level of entrance fees <sup>17</sup>	0				

<sup>16</sup> This might include aerial surveys, marine pollution monitoring, economic valuations etc.

(iv) Where tourism is promoted PA managers can demonstrate maximum revenue whilst still meeting PA conservation objectives	0				Now, tourism and PA objectives are not linked.
(v) Non tourism user fees are applied and generate additional revenue		1			Ecosystem services and some taxes generate additional revenue in some PAs.
<b>Element 3 - Effective fee collection systems</b>	<b>None (0)</b>	<b>Partially (1)</b>	<b>Completed (2)</b>	<b>Operational (3)</b>	
(i) A system wide strategy and implementation plan for fee collection is complete and adopted by PA authorities (including co-managers)		1			INECN biannual plan foresees fee collection in PA sites.
<b>Element 4 - Marketing and communication strategies for revenue generation mechanisms</b>	<b>None (0)</b>	<b>Partially (1)</b>	<b>Satisfactory (2)</b>	<b>Fully (3)</b>	
(i) Communication campaigns and marketing for the public about the tourism fees, new conservation taxes etc are widespread and high profile	0				Not performed actually
<b>Element 5 - Operational PES schemes for PAs<sup>18</sup></b>	<b>None (0)</b>	<b>Partially (1)</b>	<b>Progressing (2)</b>	<b>Fully (3)</b>	
(i) A system wide strategy and implementation plan for PES is complete and adopted by government	0				
(ii) Pilot PES schemes at select sites developed	0				
(iii) Operational performance of pilots is evaluated and reported	0				
(iv) Scale up of PES across the PA system is underway	0				
<b>Element 6 - Operational concessions within PAs</b>	<b>None (0)</b>	<b>Partially (1)</b>	<b>Progressing (2)</b>	<b>Fully (3)</b>	
(i) A system wide strategy and implementation plan complete and adopted by government for concessions		1			A law for concessions is adopted par Government but not yet by the National Parliament.
(ii) Concession opportunities are identified at appropriate PA sites across the PA system	0				
(iii) Concession opportunities are operational at pilot sites	0				
(iv) Operational performance of pilots is evaluated, reported and acted upon	0				
<b>Element 7 - PA training programs on revenue generation mechanisms</b>	<b>None (0)</b>	<b>Limited (1)</b>	<b>Satisfactory (2)</b>	<b>Extensive (3)</b>	
(i) Training courses run by the government and other competent organizations for PA managers on revenue mechanisms and financial administration	0				No training courses for PA managers
<b>Total Score for Component 3</b>					<b>Actual score: 5</b> <b>Total possible score: 57</b> <b>8.8%:</b>

### **Financial Analysis of Protected Areas**

<sup>17</sup> As tourism infrastructure increases within PAs and in turn increases visitor numbers and PA revenues the score for this item should be increased in proportion to its importance to funding the PA system.

<sup>18</sup> Where PES is not appropriate or feasible for a PA system take 12 points off total possible score for the PA system



FINANCIAL SCORECARD – PART II Summarised – ASSESSING ELEMENTS OF THE FINANCING SYSTEM See Part II of the GEF4 Tracking Tools ( <b>Error! Reference source not found.</b> ) for details	Score for Burundi PA System	Total Possible Score	%
<b>Component 1 – Legal, regulatory and institutional frameworks</b>	<b>15</b>	<b>79</b>	<b>19%</b>
Element 1 – Legal, policy and regulatory support for revenue generation by Pas	0	6	0%
Element 2 - Legal, policy and regulatory support for revenue retention and sharing within the PA system	3	9	33%
Element 3 - Legal and regulatory conditions for establishing Funds (trust funds, sinking funds or revolving funds)	0	9	0%
Element 4 - Legal, policy and regulatory support for alternative institutional arrangements for PA management to reduce cost burden to gvt.	2	12	17%
Element 5 - National PA financing strategies	4	13	31%
Element 6 - Economic valuation of protected area systems (ecosystem services, tourism based employment etc)	2	6	33%
Element 7 - Improved government budgeting for PA systems	0	6	0%
Element 8 - Clearly defined institutional responsibilities for PA management and financing	1	3	33%
Element 9 - Well-defined staffing requirements, profiles and incentives at site and system level	3	18	17%
<b>Component 2 – Business planning and tools for cost-effective management</b>	<b>5</b>	<b>61</b>	<b>8%</b>
Element 1 – PA site-level business planning	0	24	0%
Element 2 - Operational, transparent and useful accounting and auditing systems	2	12	17%
Element 3 - Systems for monitoring and reporting on financial management performance	2	12	17%
Element 4 - Methods for allocating funds across individual PA sites	0	4	0%
Element 5 - Training and support networks to enable PA managers to operate more cost-effectively	0	15	0%
<b>Component 3 – Tools for revenue generation</b>	<b>5</b>	<b>57</b>	<b>9%</b>
Element 1 - Number and variety of revenue sources used across the PA system	1	9	11%
Element 2 - Setting and establishment of user fees across the PA system	2	15	13%
Element 3 - Effective fee collection systems	1	3	33%
Element 4 - Marketing and communication strategies for revenue generation mechanisms	0	3	0%
Element 5 - Operational PES schemes for PAs[4]	0	12	0%
Element 6 - Operational concessions within PAs	1	12	8%
Element 7 - PA training programs on revenue generation mechanisms	0	3	0%
<b>Total Score</b>	<b>25</b>	<b>197</b>	<b>12%</b>

Total Score for PA System	24
Total Possible Score	196
Actual score as a percentage of the total possible score	12.7%
Percentage scored in previous year[1]	N/A

#### Annex 4. Capacity Assessment Scorecard

Strategic Areas of Support	Total Possible Score (TPS)		
	Systemic	Institutional	Individual
1. Capacity to conceptualize and formulate policies, legislations, strategies and programme	6	3	-
2. Capacity to implement policies, legislation, strategies and programmes	9	27	12
3. Capacity to engage and build consensus among all stakeholders	6	6	3
4. Capacity to mobilize information and knowledge: Technical skills related specifically to the requirements of the SPs and associated Conventions	3	3	3
5. Capacity to monitor, evaluate and report and learn at the sector and project levels	6	6	3
<b>Total</b>	<b>30</b>	<b>45</b>	<b>21</b>

Strategic Areas of Support	Baseline Scores		
	Systemic	Institutional	Individual
1. Capacity to conceptualize and formulate policies, legislations, strategies and programme	3	2	-
2. Capacity to implement policies, legislation, strategies and programmes	5	10	3

3. Capacity to engage and build consensus among all stakeholders	3	3	1
4. Capacity to mobilize information and knowledge: Technical skills related specifically to the requirements of the SPs and associated Conventions	1	1	2
5. Capacity to monitor, evaluate and report and learn at the sector and project levels	4	7	0
<b>Total</b>	<b>16</b>	<b>19</b>	<b>7</b>

Strategic Areas of Support	Baseline score as % of TPS (Average)		
	Systemic	Institutional	Individual
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	37,5%	50 %	NA
2. Capacity to implement policies, legislation, strategies and programmes	41,6%	27,7%	18,7%
3. Capacity to engage and build consensus among all stakeholders	37,5%	37,5%	25%
4. Capacity to mobilize information and knowledge: Technical skills related specifically to the requirements of the SPs and associated Conventions	25%	25%	50%
5. Capacity to monitor, evaluate and report and learn at the sector and project levels	50%	50%	0%
<b>Total</b>	<b>38,3%</b>	<b>38%</b>	<b>33%</b>

Strategic Areas of Support	Target score as % of TPS (Average)		
	Systemic	Institutional	Individual
1. Capacity to conceptualize and formulate policies, legislations, strategies and programme	83.3%	50%	-
2. Capacity to implement policies, legislation, strategies and programmes	66.7%	37%	41.7%
3. Capacity to engage and build consensus among all stakeholders	50%	66.7%	100%
4. Capacity to mobilize information and knowledge: Technical skills related specifically to the requirements of the SPs and associated Conventions	66.7%	66.7%	100%
5. Capacity to monitor, evaluate and report and learn at the sector and project levels	50%	83.3%	33.3%
<b>Total</b>	<b>63.3%</b>	<b>53.3%</b>	<b>57.1%</b>

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	Systemic	The protected area agenda is being effectively championed / driven forward	There is essentially no protected area agenda	There are some persons or institutions actively pursuing a protected area agenda but they have little effect or influence	There are a number of protected area champions that drive the protected area agenda, but more is needed	There are an adequate number of able "champions" and "leaders" effectively driving forwards a protected area agenda
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	Systemic	There is a strong and clear legal mandate for the establishment and management of protected areas	There is no legal framework for protected areas	There is a partial legal framework for protected areas but it has many inadequacies	There is a reasonable legal framework for protected areas but it has a few weaknesses and gaps	There is a strong and clear legal mandate for the establishment and management of protected areas
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	Institutional	There is an institution responsible for protected areas able to strategize and plan	Protected area institutions have no plans or strategies	Protected area institutions do have strategies and plans, but these are old and no longer up to date or were prepared in a totally top-down fashion	Protected area institutions have some sort of mechanism to update their strategies and plans, but this is irregular or is done in a largely top-down fashion without proper consultation	Protected area institutions have relevant, participatorially prepared, regularly updated strategies and plans
2. Capacity to implement policies, legislation, strategies and programmes	Systemic	There are adequate skills for protected area planning and management	There is a general lack of planning and management skills	Some skills exist but in largely insufficient quantities to guarantee effective planning and management	Necessary skills for effective protected area management and planning do exist but are stretched and not easily available	Adequate quantities of the full range of skills necessary for effective protected area planning and management are easily available

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
2. Capacity to implement policies, legislation, strategies and programmes	Systemic	There are protected area systems	No or very few protected area exist and they cover only a small portion of the habitats and ecosystems	Protected area system is patchy both in number and geographical coverage and has many gaps in terms of representativeness	Protected area system is covering a reasonably representative sample of the major habitats and ecosystems, but still presents some gaps and not all elements are of viable size	The protected areas includes viable representative examples of all the major habitats and ecosystems of appropriate geographical scale
2. Capacity to implement policies, legislation, strategies and programmes	Systemic	There is a fully transparent oversight authority for the protected areas institutions	There is no oversight at all of protected area institutions	There is some oversight, but only indirectly and in an untransparent manner	There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized)	There is a fully transparent oversight authority for the protected areas institutions
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected area institutions are effectively led	Protected area institutions have a total lack of leadership	Protected area institutions exist but leadership is weak and provides little guidance	Some protected area institutions have reasonably strong leadership but there is still need for improvement	Protected area institutions are effectively led
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected areas have regularly updated, participatorially prepared, comprehensive management plans	Protected areas have no management plans	Some protected areas have up-to-date management plans but they are typically not comprehensive and were not participatorially prepared	Most Protected Areas have management plans though some are old, not participatorially prepared or are less than comprehensive	Every protected area has a regularly updated, participatorially prepared, comprehensive management plan

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)						
			Worst (Score 0)	State	Marginal (Score 1)	State	Satisfactory State (Score 2)	Best (Score 3)	State
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Human resources are well qualified and motivated	Human resources are poorly qualified and unmotivated		Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated		HR in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified.		Human resources are well qualified and motivated
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Management plans are implemented in a timely manner effectively achieving their objectives	There is very little implementation of management plans		Management plans are poorly implemented and their objectives are rarely met		Management plans are usually implemented in a timely manner, though delays typically occur and some objectives are not met		Management plans are implemented in a timely manner effectively achieving their objectives
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	Protected area institutions typically are severely underfunded and have no capacity to mobilize sufficient resources		Protected area institutions have some funding and are able to mobilize some human and material resources but not enough to effectively implement their mandate		Protected area institutions have reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of their mandate		Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected area institutions are effectively managed, efficiently deploying their human, financial and other resources to the best effect	While the protected area institution exists it has no management		Institutional management is largely ineffective and does not deploy efficiently the resources at its disposal		The institution is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way		The protected area institution is effectively managed, efficiently deploying its human, financial and other resources to the best effect

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected area institutions are highly transparent, fully audited, and publicly accountable	Protected area institutions totally un-transparent, not being held accountable and not audited	Protected area institutions are not transparent but are occasionally audited without being held publicly accountable	Protected area institutions are regularly audited and there is a fair degree of public accountability but the system is not fully transparent	The Protected area institutions are highly transparent, fully audited, and publicly accountable
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	There are legally designated protected area institutions with the authority to carry out their mandate	There is no lead institution or agency with a clear mandate or responsibility for protected areas	There are one or more institutions or agencies dealing with protected areas but roles and responsibilities are unclear and there are gaps and overlaps in the arrangements	There are one or more institutions or agencies dealing with protected areas, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps	Protected Area institutions have clear legal and institutional mandates and the necessary authority to carry this out
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected areas are effectively protected	No enforcement of regulations is taking place	Some enforcement of regulations but largely ineffective and external threats remain active	Protected area regulations are regularly enforced but are not fully effective and external threats are reduced but not eliminated	Protected Area regulations are highly effectively enforced and all external threats are negated
2. Capacity to implement policies, legislation, strategies and programmes	Individual	Individuals are able to advance and develop professionally	No career tracks are developed and no training opportunities are provided	Career tracks are weak and training possibilities are few and not managed transparently	Clear career tracks developed and training available; HR management however has inadequate performance measurement system	Individuals are able to advance and develop professionally
2. Capacity to implement policies, legislation, strategies and programmes	Individual	Individuals are appropriately skilled for their jobs	Skills of individuals do not match job requirements	Individuals have some or poor skills for their jobs	Individuals are reasonably skilled but could further improve for optimum match with job	Individuals are appropriately skilled for their jobs

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)					
			Worst (Score 0)	State	Marginal (Score 1)	State	Satisfactory State (Score 2)	Best (Score 3)
						requirement		
2. Capacity to implement policies, legislation, strategies and programmes	Individual	Individuals are highly motivated	No motivation at all		Motivation uneven, some are but most are not	Many individuals are motivated but not all		Individuals are highly motivated
2. Capacity to implement policies, legislation, strategies and programmes	Individual	There are appropriate systems of training, mentoring, and learning in place to maintain a continuous flow of new staff	No mechanisms exist		Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed	Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required		There are mechanisms for developing adequate numbers of the full range of highly skilled protected area professionals
3. Capacity to engage and build consensus among all stakeholders	Systemic	Protected areas have the political commitment they require	There is no political will at all, or worse, the prevailing political will runs counter to the interests of protected areas		Some political will exists, but is not strong enough to make a difference	Reasonable political will exists, but is not always strong enough to fully support protected areas		There are very high levels of political will to support protected areas
3. Capacity to engage and build consensus among all stakeholders	Systemic	Protected areas have the public support they require	The public has little interest in protected areas and there is no significant lobby for protected areas		There is limited support for protected areas	There is general public support for protected areas and there are various lobby groups such as environmental NGO's strongly pushing them		There is tremendous public support in the country for protected areas
3. Capacity to engage and build consensus among all stakeholders	Institutional	Protected area institutions are mission oriented	Institutional mission not defined		Institutional mission poorly defined and generally not known and internalized at all levels	Institutional mission well defined and internalized but not fully embraced		Institutional missions are fully internalized and embraced



Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
3. Capacity to engage and build consensus among all stakeholders	Institutional	Protected area institutions can establish the partnerships needed to achieve their objectives	Protected area institutions operate in isolation	Some partnerships in place but significant gaps and existing partnerships achieve little	Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives	Protected area institutions establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner
3. Capacity to engage and build consensus among all stakeholders	Individual	Individuals carry appropriate values, integrity and attitudes	Individuals carry negative attitude	Some individuals have notion of appropriate attitudes and display integrity, but most don't	Many individuals carry appropriate values and integrity, but not all	Individuals carry appropriate values, integrity and attitudes
4. Capacity to mobilize information and knowledge	Systemic	Protected area institutions have the information they need to develop and monitor strategies and action plans for the management of the protected area system	Information is virtually lacking	Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access	Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability	Protected area institutions have the information they need to develop and monitor strategies and action plans for the management of the protected area system
4. Capacity to mobilize information and knowledge	Institutional	Protected area institutions have the information needed to do their work	Information is virtually lacking	Some information exists, but is of poor quality and of limited usefulness and difficult to access	Much information is readily available, mostly of good quality, but there remain some gaps both in quality and quantity	Adequate quantities of high quality up to date information for protected area planning, management and monitoring is widely and easily available

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst (Score 0) State	Marginal (Score 1) State	Satisfactory State (Score 2)	Best (Score 3) State
4. Capacity to mobilize information and knowledge	Individual	Individuals working with protected areas work effectively together as a team	Individuals work in isolation and don't interact	Individuals interact in limited way and sometimes in teams but this is rarely effective and functional	Individuals interact regularly and form teams, but this is not always fully effective or functional	Individuals interact effectively and form functional teams
5. Capacity to monitor, evaluate, report and learn	Systemic	Protected area policy is continually reviewed and updated	There is no policy or it is old and not reviewed regularly	Policy is only reviewed at irregular intervals	Policy is reviewed regularly but not annually	National protected areas policy is reviewed annually
5. Capacity to monitor, evaluate, report and learn	Systemic	Society monitors the state of protected areas	There is no dialogue at all	There is some dialogue going on, but not in the wider public and restricted to specialized circles	There is a reasonably open public dialogue going on but certain issues remain taboo.	There is an open and transparent public dialogue about the state of the protected areas
5. Capacity to monitor, evaluate, report and learn	Institutional	Institutions are highly adaptive, responding effectively and immediately to change	Institutions resist change	Institutions do change but only very slowly	Institutions tend to adapt in response to change but not always very effectively or with some delay	Institutions are highly adaptive, responding effectively and immediately to change
5. Capacity to monitor, evaluate, report and learn	Institutional	Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	There are no mechanisms for monitoring, evaluation, reporting or learning	There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak	Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be	Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning
5. Capacity to monitor, evaluate, report and learn	Individual	Individuals are adaptive and continue to learn	There is no measurement of performance or adaptive feedback	Performance is irregularly and poorly measured and there is little use of feedback	There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be	Performance is effectively measured and adaptive feedback utilized