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l'Ecologie
Ministère des Eaux, Forêts, Chasse et
Pêche**

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Strengthened management of the national protected areas system through involvement of local communities

Brief description

The CAR is one of the most biologically diverse countries on the African continent with five different terrestrial ecoregions covering the country and over 3,500 known species. However, many of the 16 existing protected areas in the country only exist on paper, due to a lack of human, technical and financial resources. The long-term solution to conserve globally important biodiversity in CAR is to strengthen the management of the national protected areas system through the promotion of an effective involvement of local communities in its management. Recently, an innovative model of a community safari hunting zone (“Zone Cynégétique Villageoise”, ZCV) has been implemented during the last ten years in hunting blocks in the north east region in CAR. In this model, management, responsibility and accountability are shared among the government bodies (MEFCP) and institutions composed of representatives from the local communities, designated as “local management committees”.

Two barriers to achieving the long term solution have been identified: (1) the weak systemic and institutional capacities currently prevent the MEFCP from efficiently handling the integration of local communities into PA management and thus ensuring the viability of the strategy; (2) the existing co-management model has so far only focused on safari hunting block management.

The project objective is to conserve globally important biodiversity through strengthened community-based management of a consolidated protected area network in the Central African Republic. To achieve this objective, two outcomes are expected from this project: (1) Systemic and institutional capacities for the co-management of a consolidated national PA system (through the promotion of an effective involvement of local communities in its management) are in place; (2) Effective sustainable and replicable models of community-based PA management piloted in two selected sites: Mourou-Fadama-Ndanda-Banabongo-Mani (MF-ND-BM) multiple use area and Basse Lobaye Biosphere Reserve (BLBR).

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Acronyms

| | |
|---------|---|
| BMZ | German Foreign Ministry |
| BLBR | Basse Lobaye Biosphere Reserve |
| BM | Banabongo-Mani |
| CAR | Central African Republic |
| CHZ | Community Hunting Zone |
| CARPE | Central Africa Regional Program for the Environment |
| CBFP | Congo Basin Forest Partnership |
| CBNRM | Community-Based Natural Resource Management |
| CED | <i>Coordination communale d'Eco-Développement</i> |
| CIRAD | <i>Centre International de Recherche Agricole pour le Développement</i> – Agricultural Research for Development |
| CLED | <i>Comité Local d'Eco-Développement</i> |
| COMIFAC | <i>Commission des Ministres en charge des Forêts d'Afrique Centrale</i> - Commission of Ministers in Charge of Central African Forests |
| CPED | <i>Coordination préfectorale d'Eco-Développement</i> |
| CSHZ | Community Safari Hunting Zone |
| DFAP | <i>Direction de la Faune et des Aires Protégées</i> – Wildlife & Protected Areas Division / Water, Forest, Hunting and Fishing Ministry |
| DGEES | <i>Direction Générale de l'Environnement et de l'Economie Sociale</i> – Environment Direction / Environment and Ecology Ministry |
| DGEF | <i>Direction Générale des Eaux et Forêts</i> – Water & Forest Direction/ Water, Forest, Hunting and Fishing Ministry |
| DGEPR | <i>Direction Générale de l'Ecologie et de la Prévention des Risques</i> – Ecology Direction / Environment and Ecology Ministry |
| DGSR | <i>Direction des Services Régionaux</i> - Regional Services / Water, Forest, Hunting and Fishing Ministry |
| DPI | <i>Dialogue Politique Inclusif</i> |
| DSRP | <i>Document Stratégique de Réduction de la Pauvreté</i> - Poverty Reduction Strategy Paper |
| ECOFAC | <i>Ecosystèmes Forestiers d'Afrique Centrale</i> |
| EU | European Union |

| | |
|-------|--|
| FAO | Food and Agriculture Organization of the United Nations |
| FFEM | <i>Fonds Français pour l'Environnement Mondial</i> – French Global Environment Facility |
| GEF | Global Environment Facility |
| GTZ | German Technical Cooperation |
| IUCN | International Union for Conservation of Nature |
| LRA | Lord's Resistance Army |
| MDR | <i>Ministère du Développement Rural</i> – Rural Development Ministry |
| MDTA | <i>Ministère du Développement Touristique et de l'Artisanat</i> – Tourism Development Ministry |
| MEE | <i>Ministère de l'Environnement et de l'Ecologie</i> - Environment and Ecology Ministry |
| MEFCP | <i>Ministère des Eaux, Forêts, Chasse et Pêche</i> - Water, Forest, Hunting and Fishing Ministry |
| MEFP | <i>Maison de l'Enfant et de la Femme Pygmées</i> |
| METT | Management Effectiveness Tracking Tool |
| MF | Mourou-Fadama |
| MIKE | Monitoring of Illegal killing of Elephants (CITES) |
| ND | Ndanda |
| NWFP | Non Wood Forest product |
| OCDN | <i>Organisation Centrafricaine pour la Défense de la Nature</i> |
| PAs | Protected Areas |
| PES | <i>Payments for Environmental services</i> |
| PGPRF | <i>Programme de Gestion Participative des Ressources Forestières</i> |
| PGTCV | <i>Projet de Gestion des Terroirs de Chasse Villageoise</i> |
| PBM | Project Board Meetings (UNDP) |
| PIR | Project Implementation Review (UNDP) |
| PMU | Project Management Unit (UNDP) |
| PPR | Project Progress Report (UNDP) |

| | |
|--------|--|
| PSC | Project Steering Committee (UNDP) |
| PSTC | Project Scientific and Technical Committee |
| RAPAC | <i>Réseau des Aires Protégées d'Afrique Centrale</i> – Central Africa Protected Area Network |
| RTA | Regional Technical Advisor (GEF/UNDP) |
| TNS | <i>Tri-national de la Sangha</i> |
| UGED | <i>Unité de Gestion d'Eco-Développement</i> |
| UNDP | United Nations Development Program |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| USAID | United States Agency for International Development |
| WB | World Bank |
| WHS | World Heritage Site (UNESCO) |
| WWF | World Wild Fund for Nature |
| XAF | <i>Franc de la Coopération Financière en Afrique Centrale (FCFA)</i> |
| ZCV | <i>Zone Cynégétique Villageoise</i> – Community Hunting Safari Zone |

SECTION I: Elaboration of the Narrative

PART I: Situation Analysis

CONTEXT AND GLOBAL SIGNIFICANCE

Environmental context

1. The Central African Republic (CAR) covers a land area of about 620,655 square kilometers and is situated between 23°3' and 11°2' north and 13°25' and 27°27' east. The country is bordered in the north by the Chad Republic, by Sudan in the east, Cameroon in the west and both the Republic of Congo and the Democratic Republic of the Congo in the south. The country has a semi-humid tropical climate and is divided into three climatic zones from north to south: (i) the dry tropical zone, with annual rainfall of 800 mm, (ii) the semi-humid tropical zone, with an average annual rainfall between 1,200 and 1,400 mm; and (iii) the humid tropical zone, where precipitation averages 1500 mm per annum.

2. The CAR is one of the most biologically diverse countries on the African continent because of its diverse climatic conditions. This has led to the emergence of varied vegetation zones ranging from Sahelian dry savannas in the north to the Congolian wet rainforest in the south - part of the Congo River Basin biodiversity hotspot. Five different terrestrial ecoregions cover the country, three of which are encompassed in the WWF Global 200 Ecoregions: the Northwestern Congolian Lowland Forests, the Northeastern Congolian Lowland Forests and the East Sudanian Savannas. This unique set of conditions makes the country's biodiversity highly significant. The flora found along this environmental gradient includes over 3,500 known species and is thought to potentially exceed 5,000 species.

3. With respect to fauna, the CAR's complex mosaic of habitats contains a high level of wildlife species diversity including many charismatic species. There are at least 224 species of mammals of which several are listed on the IUCN Red Data List. One species is considered critically endangered (*Gorilla gorilla* or western lowland gorilla), four are endangered (including *Pan troglodytes* or chimpanzees and *Lycaon pictus* or African wild dog), and eight are vulnerable (e.g. *Loxodonta africana* or African elephant and *Panthera leo* or lion). Two mammal species are recognized to have gone extinct in the CAR: the two African rhino species. Much of the large faunal species are now under extreme threat. With regards to the avifauna, 668 afro-tropical and palearctic bird species have been recorded nationally.

Protected area system: coverage and current status

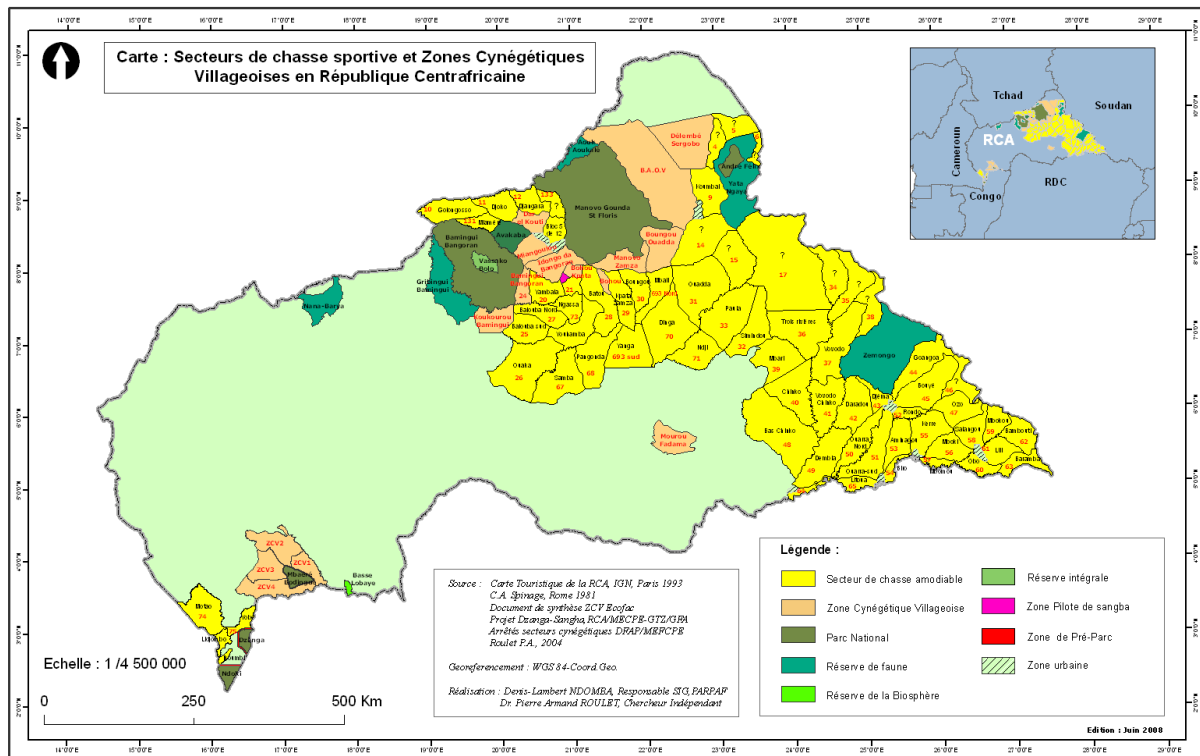
4. The CAR has made an impressive commitment to biodiversity conservation through the creation of an extensive system of 15 protected areas (PAs) covering more than 10% of the national territory. The 16 gazetted PAs stricto sensu (see Table 1) range from IUCN category Ia (strict nature reserve) to category VI (managed resources protected area). The outstanding biological values of some of these PAs have been internationally recognized through their inscription as UNESCO World Heritage sites, on the List of Wetlands of International

Importance (Ramsar) or as UNESCO Man and Biosphere Reserves. In 2000, the country established a trans-boundary PA: the Sangha Tri-National (TNS) PA in collaboration with the Republic of Cameroon and the Republic of Congo.

5. While this situation looks rather promising, the effectiveness of the protected area system in reducing human-induced pressures on fauna and flora remains largely unsatisfactory. Many of the existing PAs only exist on paper, due to a lack of human, technical and financial resources. Less than two thirds of the designated areas are managed adequately by the *Ministère des Eaux, Forêts, Chasses et Pêches* (MEFCP, Ministry of Water, Forest, Hunting and Fishing), through the EU-funded ECOFAC program (with two components: Community Hunting Safari Zone – ZCV – in the North and Ngotto in the South-West) and the Dzanga-Sangha Project with WWF financial and technical assistance. To date no PA has a fully comprehensive management plan, Dzanga-Ndoki and Mbaéré-Bodingué NPs' plans are currently under preparation.

Table 1: Protected Areas of CAR

| Name | IUCN | CAR (a) | Size (ha) | Ecoregion (b) | Comments |
|--|------|--|---|---------------|--|
| Vassako-Bolo | Ia | IR | 86,000 | 41 | - Nested in the Bamingui-Bangoran NP - Management supported by ECOFAC |
| André Felix | II | NP | 170,000 | 41 | - No management - No information |
| Bamingui-Bangoran | II | NP | 1,070,000 | 41 | - NP with buffer zone listed in 1979 on the Man and Biosphere Directory - Management supported by ECOFAC |
| Dzanga-Ndoki | II | NP | 122,000 | 14 | - Part of the Sangha Tri-National (TNS), a trans-border protected areas complex with Cameroon and Congo - Management supported by WWF |
| Manovo Gounda Saint Floris | II | NP | 1,740,000 | 14 | - Listed in 1988 on the World Heritage List – added to the List of World Heritage in Danger - Management supported by ECOFAC |
| Mbaéré-Bodingué | II | NP | 86,700 | 14 | - A significant part of the NP had been added in 2005 to the List of Wetlands of International Importance (Ramsar) - Management supported by ECOFAC |
| Avakaba | IV | PP | 250,000 | 41 | No management and little information available |
| Aouk-Aoukale | IV | FR | 330,000 | 39/41 | No management and little information available |
| Gribingui-Bamingui | IV | FR | 450,000 | 41 | Management supported by ECOFAC |
| Nana-Barya | IV | FR | 230,000 | 41 | No management and no information available |
| Yata-Ngaya | IV | FR | 420,000 | 41 | No management and no information available |
| Zemongo | IV | FR | 1,010,000 | 44 | No management and little information available |
| Dzanga-Sangha | VI | SR | 335,900 | 14 | - Part of the Sangha Tri-National (TNS) - Management supported by WWF |
| Bazoubangui | VI | SR | 900 | 14 | Management implemented in conjunction with local committees |
| Basse Lobaye | VI | BR | 19,000 | 14 | - Listed in 1979 on the Man and Biosphere Directory (MAB) - No management but some support from a national NGO (OCDN) through BMZ/COMIFAC small grant |
| TOTAL | | | 6,320,000 ha – 10.2% of national territory | | |
| - (a) MEFCP (1984) | | | | | |
| IR: Integral Reserve | | FR: Faunal Reserve | | | |
| NP: National Park | | SR: Special Reserve | | | |
| PP: Presidential Park | | BR: Biosphere Reserve | | | |
| - (b) Underwood et al. (1998) | | | | | |
| 14: Northwestern Congolian Lowland Forests | | 41: East Sudanian Savannas | | | |
| 39: Sahelian Acacia savannas | | 44: Northern Congolian Forest-savanna Mosaic | | | |



Map 1: CAR Protected Area Network

6. Vision tourism activities were once well developed within several PAs, when the enormous potential of places like Bamingui-Bangoran and Manovo-Gounda Saint-Floris National Parks attracted investors who began to develop infrastructure and manage sites for visitors in the 1970s. Unfortunately, the 1980s witnessed a significant increase in poaching of rhinos and elephants in the north, leading to conflicts with tour operators, who on more than one occasion lost everything they had invested. As a result, with one notable exception in the south (Dzanga-Sangha Special Reserve and Dzanga-Ndoki National Park), vision tourism in CAR has plummeted drastically over the last two decades. The insecurity in the country discourages visitors in general, and the lack of transportation and proper internationally-recognized tourism infrastructure (hotels, restaurants, lodges, managed game viewing sites, etc) seriously hinders development of this industry. In addition, the uncontrolled threats occurring inside of CAR's PAs have led to massive declines of wildlife populations in many places considerably hampering tourism development as classic tours depend in large measure on viewing wildlife. Finally, the investment climate in CAR is not encouraging in general for outsiders. The WB "Doing Business" study published in 2009 ranked CAR as the second worst country in the world regarding its business environment, and the tourism industry in particular has no effective structure to encourage potential investors. Tourism activities in the Dzanga-Sangha Protected Areas, with around 600 annual visitors on average over the last few years and numerous visiting wildlife documentary film crews, provide work opportunities and stable benefits for local

communities and a substantial financial support to the PA management activities (see below, PA financing context).

7. While the current PA system shows deficiencies, other types of national land use units promote sustainable management of biodiversity over a large area of the country. Indeed, an additional 30% of the country has been set aside as safari hunting blocks. This land use type is aimed towards the sustainable use of natural resources, with big game targeted, and are nationally look upon as PAs. The stated management purposes of this unit are in line with the definition of IUCN protected areas category VI. Nevertheless, the sustainability of hunting safari activities has never been adequately assessed, for example regarding annual take limits, given the extremely serious other existing threats to wildlife that have required managers' full attention and most of their resources. Most existing hunting blocks are located in the northern and eastern parts of CAR (i.e., ecoregions 39, 41, 44), along the border with Chad, Sudan and to a lesser extent the Democratic Republic of Congo. A significant proportion of these areas contains unmodified natural systems and still plays an important and effective role in biodiversity conservation. Moreover, many safari hunting blocks buffer PAs and consequently contribute to the protection of these core biodiversity conservation zones.

8. This acknowledgment is particularly true for the ECOFAC-ZCV, where an innovative model of a community safari hunting zone ("Zone Cynégétique Villageoise", ZCV) has been implemented during the last ten years in the hunting blocks surrounding the Bamingui-Bangoran and Manovo-Gounda Saint Floris National Parks. In these hunting blocks, management, responsibility and accountability are shared among two stakeholder groups: the government body in charge of wildlife and protected areas (MEFCP) and institutions composed of representatives from the local communities, designated as "local management committees". Hunting blocks are then allotted by the local committees to private safari companies which have to comply with the management requirements defined by the committees. The different taxes and fees paid by the private operators are shared between the Ministry of Finance (National Treasury), the MEFCP (CAS-DF) and the local committees with the aim of reinvesting the revenues in the development of community initiatives and services for local committees. This ZCV co-management model was also implemented a couple of years ago in the central-east (Bangassou Forest), through co financing from FFEM and the GEF-funded Project ("A Highly Decentralized Approach to Biodiversity Protection and Use in the Bangassou Dense Forest"). Finally, a feasibility assessment has been recently carried out in the Dzanga-Sangha Dense Forest Special Reserve with CARPE-USAID funding with the aim of implementing a ZCV co-management model in order to strengthen integrated conservation-development strategies in the periphery of the Dzanga-Ndoki National Park.

9. It has been recently confirmed by an assessment study of ZCV that their co-management agreements constitute a potentially effective and efficient example of devolution of authority in natural resources management. First, due to their voluntary character, these agreements have reduced conflicts and problems inherent to the "traditional" command and control approach of the MEFCP. Second, the study has shown that when the costs and benefits of the block management are shared between all the relevant actors, there is a strong shared commitment and associated opportunities to improve both sustainable wildlife management and poverty alleviation. For example, during the 2-year-long transition phase between the ECOFAC III and IV phases, when law enforcement financing and ZCV technical support were drastically reduced, the local committees continued to function along with the efforts from the private operators.

Nevertheless, the same study confirms that the existing co-management model is not a complete guarantee of sustainable biodiversity management (see barriers, below).

Policy and legal context

10. The government of CAR has demonstrated its commitment to conservation of forest resources i) through the international agreements, treaties and conventions to which it is party, ii) through the regional initiatives in which it participate and iii) through the policies, legislation and regulations that it has enacted. At the international level and pertinent to this project, CAR is party to the Convention on Biological Diversity (CBD), the Convention on Trade in Endangered Species (CITES). At a regional level, the government of CAR signed both the Yaoundé Declaration in 1999 and the COMIFAC Treaty at the Heads of State meeting in Brazzaville in 2005. This Treaty commits the signatory states in the region to coordinate sub-regional actions and initiatives on conservation and sustainable management of the Congo Basin Forests.

11. This project covers a suite of national legal aspects: i) land use; ii) PAs and conservation; iii) use of natural resources (for subsistence and commercial uses); and iv) PA governance and the involvement of stakeholders (specifically local communities) in PA management. CAR has a suite of policies, regulations and legislation that cover these aspects. Broadly, the legislation provides an adequate framework for conservation and sustainable development of natural resources and even some level of involvement of local communities for these purposes, but there are some notable inconsistencies and gaps (see barriers, below). The main national laws that concern protected areas are contained in the Forest Code, the Wildlife Code, and the Environment Code along with other laws and regulations.

12. At a local level, all villages have traditional community territories with customary laws relating to natural resources management. However, local enforcement of these laws has greatly declined in recent years– particularly due to the severe political and economical disturbances and the associated violence of the past decade.

Institutional context

13. At the regional level, CAR is a member of the Central African Forests Commission (COMIFAC); the regional body in charge of forest and environmental policy, through the signature of the Yaoundé Declaration in 1999. This declaration recognizes that the protection of the Congo basin ecosystems is an integral component of the development process and reaffirms the signatories' commitment to work together to promote the sustainable use of the Congo Basin forest ecosystem. CAR therefore supports the implementation of COMIFAC's regional Convergence Plan by protecting the region's biodiversity, promoting good forest governance and improving the living standards of local communities. The COMIFAC organ in charge of implementing PA related activities is the Central Africa Protected Areas Network (RAPAC), which supports some training activities for the wardens of Dzanga-Ndoki & Manovo-Gounda Saint Floris National Parks (RAPA pilot sites in CAR).

14. At the national level, as established by the Presidential Decree n° 06.237 of July 20th, 2006 which described the mandate and operations of the *Ministère des Eaux, Forêts, Chasses et Pêches* (MEFCP), institutional responsibility for the establishment and management of PAs lies with the *Direction de la Faune et des Aires Protégées* (DFAP, Direction of Wildlife and

Protected Areas) under the *Direction Générale des Eaux et Forêt* (DGEF) of the MEFCP. As the title reflects, the DFAP has management authority for wildlife and protected area management. However, almost all past and current PA management activities have been supported by donor funded programs and have been jointly implemented with the technical support of foreign institutions that directly link them with the MEFCP Cabinet, the DFAP has never been truly effective and autonomous regarding PA management. No functional links has ever been formally developed between these PA projects and the DFAP. As an example, the few appointed PA wardens directly report to the PA National Project Director, who is directly associated with the Cabinet. As one consequence of this historical pattern, the DFAP mainly focus on safari hunting administrative management. The DFAP has weak capacities both in terms of human resources (05 DFAP appointed staff including the Director) and equipment and have an insignificant yearly operational budget (see below, PA financing context). Another MEFCP department that intervenes in wildlife management is the *Direction des Services Régionaux* (DGSR, Direction of Regional Services). This direction is in charge of law enforcement regarding forestry and wildlife outside of PAs and has a national network of regional and local offices which can intervene in PAs when needed. Nevertheless, the poor training level of most of its staff together with meager capacities and resources available do not allow DGSR to play a significant role in law-enforcement. Some *préfectures* (large territorial administrative units) have a couple of agents who have no vehicle and essentially no financial means. With regard to the participatory management (and co-management) of forest resources there is the *Programme de Gestion Participatif des Ressources Forestières* (PGPRF, program for participative management of forest resources). This ministry entity is directly linked with the MEFCP Cabinet and is in charge of providing technical support to MEFCP directions and entities for the field implementation of participative management processes. The PGPRF, created through the financial and technical support of BMZ/GTZ ten years ago, worked on the establishment of the Bazoubangui Special Reserve based on a participative approach. Currently, the PGPRF does not benefit from any support of foreign agencies.

15. The recently created *Ministère de l'Environnement et de l'Ecologie* (MEE, Ministry of Environment and Ecology) through the Presidential Decrees n° 09.018 of January 19th, 2009 and n°09.239 of August 27th, 2009, is in charge of developing the environmental governance framework and jointly implementing it with other Ministries. The MEE implements the environmental obligations and policies required by international biological diversity related agreements, treaties and conventions. Moreover, the Environment Code gives the MEE authority to regulate biological diversity resources but does not provide detailed regulations.

16. Tourism activities in CAR, including in the PAs, are overseen by the *Ministère du Développement Touristique et de l'Artisanat* (MDTA, Ministry for Tourism and Artisanal Development). At present, development of vision tourism activities and infrastructure is extremely limited in CAR (see below, socio-economic context).

17. Finally, at the local level, many local communities have formal or informal “local committees”. In most of the cases, these are small scale community cooperatives organized for economic objectives. In the ECOFAC-ZCV area and the Bangassou Forest, some local committees are key stakeholders in developing a meaningful role for local communities in biodiversity conservation and sustainable resource management.

18. In summary, the CAR PA system institutional framework is not comprehensive and is centrally controlled. As such the system generally stifles “bottom-up” initiatives.

PA financing context

19. As most of CAR's civil servants, the 450 MEFCP staff are irregularly paid even though the State's financial situation is tending towards some slight improvement. The Ministry of Finance (Finance Law) grants a yearly budget to each MEFCP Direction for ongoing operational costs. These grants are not allocated systematically and do not match management requirements. As an example, the budget allocated to the DFAP for the year 2010 does not amount to more than 3,000 euros.

20. Another financing mechanism available at the national level for PA management activities is the *Compte d'Affectation Spécial pour le Développement Forestier* (CAS-DF, Forestry Development Fund). Created in 2000 in order to channel a share of taxes and fees coming from logging and hunting (both Safari and community hunting), the Forestry Development Fund seeks to provide counter part funding for donor-funded projects and support some of MEFCP's operational costs (mostly "emergency" activities). This flexible tool has been used to provide important financial support to the MEFCP particularly in the field of PA management through the ECOFAC and Dzanga-Sangha projects counterpart funding. Annual grants range from 30,000 euros for Dzanga-Sangha to 100,000 euros for ECOFAC in 2008. This financing also covers emergency anti-poaching operations in the related PAs. Unfortunately the ongoing tropical timber trade crisis has considerably reduced the revenues originating from logging, and in combination with some mismanagement, has resulted in the near bankruptcy of the Fund in 2009. Some strong political decisions were taken to allow a rapid restoration of the CAS-DF functions when logging activities will return to their previous level. This Fund previously covered tourism development through the retention of a share of tourism fees (including in PA), but it was split in 2008, resulting then in the creation of a *Compte d'Affectation Spécial pour le Développement du Tourisme et de l'Artisanat* (CAS-DTA).

21. In the specific case of the Dzanga-Sangha Protected areas (Dzanga-Sangha Special Reserve & Dzanga-Ndoki National Park), the MEFCP benefits from a significant budget for the PA management activities compared with the above mentioned figures. First, the tourism fees (including film fees for wildlife documentaries) collected at the site level are shared among the CAS-DT, the rural district and the PA administration. The latter collects 50% of the total revenue – around 100,000 euros annually for each of the past two years – this is used to fund some PA management running cost. Second, the year 2009 saw the first funds released to the TNS sites, including Dzanga-Sangha, by the TNS (Tri-National Sangha) trust fund (FTNS). These funds, totaling 280,000 euros for the Central African part of the PA in 2009, have been allocated to NP and trans-boundary activities in order to strengthen tourism development (eg, road maintenance in Dzanga-Ndoki NP) and law-enforcement activities. Provided by the German Environment Ministry (BMU) under the supervision of the German Development Bank (KfW), these pilot funds aim at supporting FTNS in the initial implementation of its funding mechanisms. It should be noted that the current FTNS has not yet mobilized the adequate capital: approximately one third of the total amount has been secured (13 millions euro).

22. As a conclusion, it appears clearly that the CAR national PA system has no secure, stable or remotely adequate financing.

Socio-economic context

23. The CAR is among the least developed countries in the world: it ranks 179 among 182 countries on the UNDP Indicator of Human Development, with a life expectancy of only 46 years and a GDP (purchasing power parity) per capita of only 713 US\$ in 2009. The Government still encounters difficulties paying its civil servants. Thus, even though the political disturbances and associated violence of the past years have been replaced by a slightly more stable political situation, the economical situation for the country remains extremely challenging.

24. Central African people have strong cultural connections to natural ecosystems and are aware of them as sources of water, fertile soil, wood, fruit, buildings materials, medicine and other resources that improve human well-being. The role of NWFP and bushmeat (meat from wild animals) in improving food supply and as a source of income is widely documented for Central Africa in general and for CAR in particular. In many parts of the country, NWFP harvesting, wildlife hunting, and subsistence farming are the only activities that have persisted after the collapse of cash crop systems in the 1970s. Urban populations maintain important trading relationships with the countryside which supplies urban dwellers with firewood, NWFP and especially bushmeat. The utilization of NWFP and bushmeat also has a cultural aspect because it highlights traditional knowledge and crafts passed on from one generation to another, in harvesting or in processing these products.

25. Poverty leads local communities to develop survival strategies where immediately accessible and relatively inexpensive natural resources are utilized to meet basic needs (food, clothing, shelter), with little thought to whether the harvests are sustainable or not. Destructive practices are often catalyzed by the great decline of customary governance relating to natural resources management. Moreover, there is persistent belief in some areas that natural resources are inexhaustible.

26. In contrast to the widely acknowledged value of natural ecosystems, few Central African people clearly understand the role played by PAs. For most, PAs fill no essential purpose nor create any economical benefits. Because most of biodiversity's non-use contributions to socio-economic well-being and development are diffuse and indirect, PAs' function to protect and sustain these contributions is not visible. Most people experience a PA – to the extent it has an effective existence – as an externally imposed restriction on access to the natural resources they use.

27. In 2007 the government of CAR approved a Poverty Reduction Strategy Paper (DSRP) for the 2008-2010 period aimed at diversifying the economy and reducing poverty. A specific focus of the DSRP is on increased sustainable management of natural resources, including forestry, wildlife and fisheries.

28. In summary, CAR's PAs have the potential to contribute tremendously to global conservation and to sustain the natural resource foundation of CAR's economic, social and cultural development but legal, administrative, capacity and socio-economic barriers now block the achievement of this potential.

THREATS, ROOT CAUSES AND IMPACTS

29. The most important short and medium term threats to the sustainability of the entire PAs system are: 1) poaching for ivory; 2) hunting and poaching for bushmeat trade; 3) illegal grazing; 4) illegal mining; 5) over-fishing; 6) unsustainable harvest of NWFP; 7) agricultural encroachment and 8) illegal logging. Of these, poaching for wildlife products and bushmeat trade are the most serious threats, with a demonstrated potential to extirpate species (locally or nationally) including some listed by IUCN as vulnerable, endangered or critically endangered. Illegal mining, illegal grazing and over-fishing within PAs are the second most serious threats while unsustainable harvest of NWFP remains difficult to assess. Agricultural encroachment and illegal logging affect a few PAs and have highly localized impacts.

30. Potential future threats include 1) climate change and consequent habitat changes and species range shifts and 2) natural ecosystem conversion from industrial agricultural expansion.

Poaching for ivory

31. There is a wide array of wildlife products in addition to bushmeat targeted by poachers but to date ivory from elephants, and hippopotamus to a lesser extent, are the most sought after products. Ivory poaching, called *Grand Braconnage* in CAR, is capable of heavily depleting these species populations and even bringing some of them to local extinction. With the noticeable exception of the Dzanga-Sangha protected areas in the South-west of the country, most of the remaining populations of these two species, in and out of PAs, are under an extreme poaching pressure.

32. The increasing price of ivory on the black market, coupled with highly precarious political and economical situation in the region and in CAR specifically, has resulted in a sharp revival in ivory poaching in CAR. The associated poaching groups have developed national and international communication and sales structures. These poaching groups can be divided into two types according to the origin of the people involved: either native to neighboring countries (mainly Sudan and Chad) or native to CAR. The former category is made of heavily armed groups which cover a significant part of the country during the dry season in order to look for pachyderm populations. The issues posed by this situation are by far beyond the scope of this project as they are mainly linked with enforcement of national sovereignty by defense forces. Regarding the latter category, local poaching for ivory is a widespread year-round phenomenon throughout the elephant's national range. Two main factors catalyze this illegal activity: i) poor governance systems that are easily undermined by local corruption (e.g., some political and military authorities are involved in providing guns and supplying ammunition); and ii) lack of incentives for law enforcement agents or the judiciary. Local experiences, both in Dzanga-Sangha Protected Areas and Bangassou Forest, have shown that when local governance is strengthened through greater involvement of local communities in natural resource management, local poaching for ivory under implicit support of authorities is generally publicly denounced and thus considerably lowered.

Hunting and poaching for the bushmeat trade

33. Generally, hunting and poaching for the bushmeat trade is done by local community members all over the country, including within the PAs. Called “*chasse commerciale*,” hunting for bushmeat trade is a traditional practice that new hunting tools and socio-economic pressures have transformed into a threat. Its impact on prey species is variable depending on their ecological and demographic characteristics, but for some slowly reproducing species such as Apes (*Gorilla gorilla* and *Pan troglodytes*), poaching can rapidly eliminate local populations. In the case of massive over-hunting, it may irredeemably diminish even more common and abundant smaller mammal populations. In a context where there is no control of quotas or of which species are going through markets, it is not unreasonable to assume that the limits of sustainable hunting are being surpassed in some places. Unmanaged hunting with urban markets has resulted in wildlife depletion in many regions throughout the world.

34. As in all Central African countries, access to bushmeat resources in CAR is regulated through the Wildlife Code (see below, barriers). Bushmeat hunting is prohibited within PAs ranging from IUCN category Ia to category IV, while it is allowed to a certain extent in category VI. Outside PAs, bushmeat hunting is considerably restricted by law. The law allows traditional hunting of “ordinary game” of Class C (few of the most hunted mammal species are included in this class) for individuals who have traditional hunting rights or have a valid hunting permit. Some traditional hunting techniques are allowed (fiber snares, crossbows and nets). Hunting permits are issued (small game, medium game, big game, scientific capture and commercial capture permits) by the MEFCP. In any case, killing animals of Class A (integrally protected species) is strictly prohibited, and for the other classes, only adult males can be killed. This law is poorly enforced by authorities and rarely respected by citizens. Additionally, to the advantage of law-breakers, these laws are frequently difficult to understand, often contradictory and inadequate from a wildlife management point of view. Some notable technical inconsistencies exist with other legislation frame too. For example, the Wildlife Code stipulates that commerce of bushmeat is formally prohibited but taxes are collected by Ministry of Trade to allow transport and sales of bushmeat, and sales quotas are fixed each year by the MEFCP.

35. There are many issues that contribute to the “success” of the bushmeat trade, including: i) bushmeat is the commodity of greatest value that local communities can harvest for trade; ii) harvesting technologies have changed; iii) supply and transport chains and markets are well established; iv) the demand driven markets are practically insatiable as urban dwellers seek bushmeat due to its lower cost and persisting cultural traditions; v) there are few economic alternatives at the supply end of the chain (i.e., the poachers have no viable alternatives to replace the income they earn from bushmeat or with which to trade); and finally vi) in the vicinity of effectively managed PAs, bushmeat trade is catalyzed by the fact that villagers rarely derive any benefits from the area under protection.

36. Annual bushmeat consumption in Bangui, a town of 800,000 inhabitants, has been recently estimated through two years of market monitoring as part of a FFEM funded project (PGTCV) implemented by CIRAD. The study indicated an annual consumption of 9,500 tons or 14.6 kg/person on average (38 kg for wealthier households) and expenditures of 10 billion XAF (around 15 million euro). Using a breakdown of 40% urban and 60% rural for CAR’s population, it is possible to estimate that total annual bushmeat consumption for the country is around 48,000 tons with a shadow market valuation of about 75 million euro based on urban prices. From the

forest to the urban centers, each actor in the bushmeat sector (hunters, collectors/wholesalers, retailers) can make a profit depending upon their position on the supply chain. Profits are higher or lower depending on the type of traders involved and prices may triple from hunter to consumer. The sale of game remains one of the most profitable businesses in CAR. Wholesalers, and especially "hunter/wholesalers," may sometimes have revenues as high as salaries of government officials. Game retailers may make profits as high as salaries of primary school teachers. At the national level, bushmeat hunting (and poaching) and bushmeat trade provides thousands of permanent or semi-permanent informal jobs for rural dwellers, particularly to women regarding the latter activity.

37. The PGTCV project, which targeted pilot sites in the vicinity of Mbaéré-Bodingué National Park (south of the country) and ended in 2009 after a three year implementation period, had as an objective to encourage hunters to develop sustainable management methods to guarantee a long-term supply of bushmeat for markets. This included assessing the impact of the bushmeat commerce on the available resource and professionalizing and formalizing the sector (hunting as well as trading) in an effort to add value to the resource through sustainable exploitation. However, the biological monitoring of animal populations (duikers, small monkeys) by field data collection and the project's market surveys did not allow an accurate assessment of the sustainability of offtake, especially as the project only lasted three years.

38. Given what has been presented above, participatory management of hunting zones and resources with direct and meaningful participation of local communities is certainly a necessary precondition for any project aiming to better control pressure on wildlife. However, its success is almost inconceivable in the absence of serious controls and the implementation of a scientifically sound monitoring system.

Illegal grazing

39. Illegal grazing, involving large herds of livestock brought by Central African, Sudanese and Chadian shepherds, is also a major issue in the PAs harboring savannas' ecosystems. Direct competition for access to water and pastures affect some wildlife species, while poaching and poisoning of large carnivores seems to occur regularly. The potential for transmission of infectious diseases from livestock to wild bovids. In addition to environmental degradations, some social conflicts with settled human populations occurs regularly and can occasionally lead to violent confrontations.

Illegal mining

40. Diamonds, and to a lesser extent gold, can be a significant source of income for local people. Many PAs have been impacted by the development of illegal small scale mining activities within their boundaries through the establishment of small permanent or semi-permanent mines along PAs' streams. The environmental degradation caused by current practices is severe and includes the direct destruction of fragile ecosystems, the sedimentation (siltation) and the mining related poaching. When a diamond rush occurred three years ago in a the Dzanga-Sangha Special Reserve, mining activities attracted so many people that many inhabitants abandoned agriculture works. It had consequently destabilized the local economy through a sharp increase of staple food prices. This threat is difficult to predict and manage without better functioning central and local government.

Over-fishing

41. Fishing is carried out extensively in the county's rivers and most the catch is smoked and sold to urban markets. To date, no comprehensive assessment of the sustainability of fishing practices has been completed. One project is currently under way along the Sangha River in the Dzanga-Sangha PAs but results are not yet available. However, it appears that the fish populations of some major rivers have dramatically dropped the past decades, including within PAs.

Unsustainable harvest of Non Wood Forest Products (NWFP)

42. The ecological pressure on specific NWFPs depends largely on their level of commercialization and their availability in markets. The greater the demand the more pressure on the resource. The impact of this utilization on the forest structure and composition is closely linked not only to intensive harvesting, but also depends on what part of the NWFP is collected (roots, leaves, fruits, bark, etc). In CAR, many harvest methods are destructive, even for products which have a robust added value or are destined for exportation (like wild pepper). If better harvested and managed NWFPs could be a significant source of potential long-term profit. For example, host trees of *Piper guineense* (wild pepper) are chopped down or the host liana is cut off at the base, trees of *Xylopia aethiopica* are cut down to collect grains of Ethiopian pepper, palm trees (*Elaeis guineensis*) are cut to make palm oil, the root of the mother plant of *Rauwolfia vomitoria* is often mutilated during collection of the bark, the harvesting of rattan is done on immature individuals, and often the removal of bark from some species ends up killing the host tree.

43. In CAR, the use of non-timber forest products is regulated for the first time with the adoption of new Forest Code (see below, barriers). This law stipulates, among other things, that users or collectors (artisanal or industrial) must have valid permits issued by the MEFCP. The law advocates sustainable use by prohibiting destructive practices which do not maintain the biological balance of resources. As well, it stipulates that the MEFCP should ensure control of transport and exportation of NWFP throughout the country (according to sub-regional agreements). It is difficult to precisely evaluate the importance of these products at the household level in the rural economy or to assess the economic contribution of NWFPs at the national level. Statistics are incomplete and frequently inaccurate. However, it is indisputable that the consumption, exchange and sale of NWFPs enables rural as well as urban populations to improve livelihoods.

44. Two categories of NWFP are notably profitable: 1) Products in demand for exportation (wild pepper, *Rauwolfia vomitoria*, wax) and 2) Locally and nationally traded products (koko, caterpillars, mushrooms, palm wine and oil). In the Bangassou region, the production of palm wine employs up to 700 full- and part-time people and generates on average 45,000 XAF in monthly profit per person (nearly 70 euro). For the 1999-2000 season the production of wild pepper (*Piper guineense*) generated 130,000,000 XAF (about 200,000 euro) for exporters, whereas harvesters only gained 26,000,000 XAF (i.e. 20%) and the Government only earned 780,000 XAF from taxes (about 1,200 euro). This demonstrates the importance of informing and training local populations in sustainable management and business practices to allow them to gain more of the value of these products in a long-term perspective.

Agricultural encroachment

45. CAR's rural economy is dominated by the cultivation and sale of food crops (cassava, peanuts, plantain, etc.) as the cultivation of the principal exported cash crops collapsed in the 1970s. The availability of free suitable land throughout the country makes this threat limited with regard to PAs with the notable exception of the BLBR (see below, introduction to project site interventions)

Illegal logging

46. Logging activities can be divided into traditional (logs sawn in the forest for local use) or industrial (logs transported to mills or exported) logging. The industrial logging activities only occur in the south western part of the country. They have been the subject of 10 years of technical and financial support from the AFD through the PARPAF project. This project has been quite successful in supporting the MEFCP in regulating forest practices, through the preparation and implementation of sustainable forestry management plans. One forest concession is certified for sustainability. Illegal industrial logging has not been observed during the past decade within PAs even though industrial logging is authorized in PA IUCN category VI (as the Dzanga-Sangha Special Reserve). Previously the BLBR had been subject of some illegal industrial logging activities (see below, introduction to project site interventions).

47. Traditional logging occurs throughout the country, even in the savanna area (gallery forest). Nevertheless, the lack of modern equipment (motorized chainsaws) and the low level of local market consumption does not create strong illegal logging pressure.

Climate change

48. The potential effects of climate change on CAR biodiversity are difficult to predict. Some recent studies have nevertheless shown that community livelihoods in the southern forested part of the country are closely linked with the climate situation. Communities have noticed that during the past two decades, sharp climatic variability with unusual periods of dryness have negatively impacted on agriculture and NWFP production.

LONG-TERM SOLUTION AND BARRIERS TO ACHIEVING THE SOLUTION

49. The proposed long-term solution to conserve globally important biodiversity in CAR is to strengthen the management of the national protected areas system through increasing effective involvement of local communities in PA management. In recognition of the initial effectiveness of the ZCV co-management model to conserve and sustainably manage biodiversity from the threats mentioned above, CAR is seeking to consolidate and effectively manage a significant portion of its national PA system through the development, documentation, and replication of co-management strategies. These co-management strategies will be targeted to PAs of IUCN categories IV and VI and the buffer zones of existing category II PAs. Given the current level of threats on the PAs, the successful implementation of this strategy is necessary or, with the exception of a few PAs, the remaining globally significant biodiversity in the country may be definitely lost. Attaining this solution will be based on successfully addressing the following key barriers.

50. Barrier #1: The weak systemic and institutional capacities currently prevent the MEFCP from efficiently integrating local communities into PA management as a key step towards assuring the viability of the strategy.

51. First, the co-management ZCV model is not yet fully supported by the legal framework. There are three main pieces of legislation that ensure the governance of PAs in CAR: the Forest Code, the Wildlife Code and, to a lesser extent, the Environment Code. The former defines the types of existing PAs and their associated management objectives, the second describes the management methods while the latter adds some specific directives concerning biological diversity. The Forestry Code approved by the parliament in 2008, after nearly two years of drafting and consultation, formally recognizes the roles, rights, responsibilities and the accountability of local communities in forest resource management, including at the level of PAs of IUCN category IV and VI. However, the enabling texts that have been enacted in 2009 following the coming into force of the Code (Law n°08.222 of October 17, 2008) do not explicitly describe the allowed governance models of community-based PA management nor do they describe the degree to which local communities may be involved. Some critical aspects such as allocation of usufruct rights and promotion of traditional natural resource uses remain to be clarified. As well, these regulations do not detail actions to specifically address threats to biodiversity. Further, the Wildlife Code (Order N° 84.045 of July 27, 1984 on wildlife protection and hunting regulations) is an obsolete text that requires revision. For example, the text does not present any PA management frameworks (e.g. there is no mention of PA management plans) nor does it recognize any wildlife based co-management model, even outside PAs. Finally, the Environment Code (Law n°07.018 of December 28, 2007) briefly presents vague directives concerning biological diversity management that require additional clarification by enabling texts. In summary, CAR's legislation framework on community involvement in PAs is incomplete and present inconsistencies. The EU-funded program ECOFAC had planned to lead the revision of the Wildlife Code. But given the short time laps before the end of this program (July 2010) and the considerable amount of work and consultations necessary to integrate the necessary major reforms, it is unlikely that the task can be well performed on time. Assuming that ECOFAC will not be able to complete this task prior to project end, the critical enabling texts would remain uncompleted.

52. Second, given the meager financial and human resources of the MEFCP, the Ministry is not able to fulfill its responsibilities in the co-management process due to the following reasons: (i) lack of guidelines or standards developed for this purpose; (ii) there is no general strategy regarding the promotion of sustainable financing mechanisms for local committees, and (iii) few institutional capacities are available to promote, undertake, negotiate and monitor these types of processes with local communities.

53. Barrier #2: The existing co-management models do not encompass a variety of organizational structure as they have only focused on safari hunting block management.

54. Considering the high economical value of targeted natural resource, i.e. big game safaris, it is unlikely that this same strategy would be viable when using alternative natural resources such as NWFP and wildlife for bushmeat trade while strengthening the existing ZCV-based system. It is essential to test this model using alternate natural resources including NWFP and wildlife for community hunting purposes, in order to determine its large scale application.

INTRODUCTION TO PROJECT SITE INTERVENTIONS

55. The two project sites are the Mourou-Fadama-Ndanda-Banabongo-Mani multiple-use area and the Basse Lobaye Biosphere Reserve. These sites are described in the table below.

| Project Site | Context | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|----------------|----------------------------------|--|----------------------|--|----------------------|----------------------|-----|---------------|---------|---------|----------------|---------|----------------|--------|---------|--------|----------------|---------|----------------|----------------|--------|--------|----------------|--------|----------------|------------------------|----------------|----------------|----------------|---------|------------------|
| Mourou-Fadama-Ndanda-Banabongo-Mani multiple-use area | <p><u>Environmental context</u></p> <p>Mainly centered in the Northern Eastern Congolian Lowland Forest, the area of 716,300 hectares is a transition zone which marks a habitat discontinuity between forests and grasslands. With their characteristically diverse habitat complexes, this forest savanna mosaic supports a high proportion of ecotonal habitats and a high level of wildlife species diversity, particularly mammals. The region contains wildlife species typical of forest (e.g. bongo antelope - <i>Tragelaphus euryceros</i>; giant forest hog - <i>Hylochoerus meinertzhageni</i>; forest duikers - <i>Cephalophus spp</i>; forest monkeys - <i>Cercopithecus spp</i>) and savanna (e.g. lion - <i>Panthera leo</i>; wild dog - <i>Lycaon pictus</i>; giant eland <i>Taurotragus derbianus</i>). Other animals typical of this area include waterbuck and Buffon's kob (<i>Kobus ellipsiprymnus</i>, <i>K. kob</i>), buffalo (<i>Syncerus caffer</i>), and hippopotamus (<i>Hippopotamus amphibius</i>) and elephants (<i>Loxodonta african</i>).</p> <p><u>Land-use plan and management context</u></p> <p>Combining a multiple-use strategy over more than 36,733 square kilometers, the whole Bangassou forest area is managed within the framework of a highly decentralized system implemented by the GEF-funded CAF/95/G31 Project "A Highly Decentralized Approach to Biodiversity Protection and Use in the Bangassou Dense Forest"). The whole Bangassou forest area has been consequently divided into 19 multiple-use land units (UGED), each of them being associated with a natural resource co-management local community committee (CLED) established through local participative processes at the level of each UGED village. 6 District-level coordination committees were established as well (CED) grouping together several CLED. Finally, a prefecture level coordination committee (CPED) was created as the higher coordination committee.</p> <p>The co-management systems implemented at the UGED level target several resources (wildlife, NWFP, cattle husbandry, etc.) on specific land-use sub-unit types delineated collaboratively (see below). Co-management revenue mechanisms were established with the aim of financing local committee management activities and provisioning a Community Development Fund (FEC). The Fund provides micro-capital credits to local community micro-enterprises following a joint CLED/CED/CPED approval process.</p> <p>According to what has been presented above and as planned within the framework of the GEF-funded CAF/95/G31 Project, the present project pilot site will include the Community Hunting Safari Zones (CSHZ) and Community Hunting Zones (CHZ) of three UGED - Mourou-Fadama, Ndanda, and Banabongo-Mani. The total area will be 716,300 ha, of which 486,200 ha are dedicated to CSHZ and 230,100 ha to CHZ (see table below).</p> <table border="1"> <thead> <tr> <th rowspan="2">UGED</th> <th colspan="2">Land-use sub unit type area (ha)</th> <th rowspan="2">Pilot site area (ha)</th> <th rowspan="2">Others zones (Cattle breeding, agricultural development, etc.)</th> <th rowspan="2">UGED Total area (ha)</th> </tr> <tr> <th>CSHZ</th> <th>CHZ</th> </tr> </thead> <tbody> <tr> <td>Mourou-Fadama</td> <td>220,800</td> <td>110,500</td> <td>331,300</td> <td>110,900</td> <td>442,200</td> </tr> <tr> <td>Ndanda</td> <td>177,400</td> <td>48,700</td> <td>226,100</td> <td>201,100</td> <td>427,200</td> </tr> <tr> <td>Banabongo-Mani</td> <td>88,000</td> <td>70,900</td> <td>158,900</td> <td>90,600</td> <td>249,500</td> </tr> <tr> <td>Total area (ha)</td> <td>486,200</td> <td>230,100</td> <td>716,300</td> <td>402,600</td> <td>1,118,900</td> </tr> </tbody> </table> <p>To date, the only functioning system is the Mourou-Fadama CSHZ, based on a ZCV co-management model established in 2006 through co-financing from FFEM. This area has been gazetted as a ZCV following a MEFCP decree.</p> <p>The ZCV model provided significant financial resources to the Mourou-Fadama CLED whose technical team is made of one CSHZ management officer and 8 CLED game guards through an agreement signed with a private safari operator. The two first safari hunting seasons (2006-2007 & 2007-2008) generated around 54,000 euro in total (respectively 18,000 and 36,000 euro) of which 20,000 euro were used for</p> | UGED | Land-use sub unit type area (ha) | | Pilot site area (ha) | Others zones (Cattle breeding, agricultural development, etc.) | UGED Total area (ha) | CSHZ | CHZ | Mourou-Fadama | 220,800 | 110,500 | 331,300 | 110,900 | 442,200 | Ndanda | 177,400 | 48,700 | 226,100 | 201,100 | 427,200 | Banabongo-Mani | 88,000 | 70,900 | 158,900 | 90,600 | 249,500 | Total area (ha) | 486,200 | 230,100 | 716,300 | 402,600 | 1,118,900 |
| UGED | Land-use sub unit type area (ha) | | Pilot site area (ha) | Others zones (Cattle breeding, agricultural development, etc.) | | | | UGED Total area (ha) | | | | | | | | | | | | | | | | | | | | | | | | | |
| | CSHZ | CHZ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mourou-Fadama | 220,800 | 110,500 | 331,300 | 110,900 | 442,200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ndanda | 177,400 | 48,700 | 226,100 | 201,100 | 427,200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Banabongo-Mani | 88,000 | 70,900 | 158,900 | 90,600 | 249,500 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total area (ha) | 486,200 | 230,100 | 716,300 | 402,600 | 1,118,900 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| | <p>community social support led by the CLED and 20,000 as a fund for the management of the area (salaries of CLED staff, labor for area infrastructures, equipment purchasing, etc.). These two first years provided then a strong local leverage to improve wildlife management in the area as the local populations benefited from the implementation of such a model. However, the operating private safari operator left the area in 2009 due to an increase of poaching (see below) from surrounding areas.</p> <p>Finally, this partially conclusive experience in the Mourou-Fadama CSHZ, led communities from Ndanda and Banabongo-Mani areas to strongly lobby for the effective creation of their respective CSHZ as they were initially planned within the framework of the GEF-funded CAF/95/G31 Project.</p> <p><u>Human context</u></p> <p>The area is sparsely populated with around 6,000 inhabitants in the three UGED villages. It is notable that the three UGED are located close to the town of Bakouma (around 2000 inhabitants) which is the operational base for AREVA company which is currently prospecting for uranium north-east of the project pilot site.</p> <p><u>Threat context</u></p> <p>Poaching for ivory: The project pilot area is still home to significant elephant populations estimated to include several hundred individuals. Since the last incursion of Sudanese poachers in 2004, elephants have been under a strong local poaching pressure (e.g. at least five elephants were killed during the implementation of the project preparation phase).</p> <p>Hunting and poaching for the bushmeat trade: In the project pilot site area, most of the common hunted mammal species are still present, with some of them still in medium to high abundance, but are currently facing increasing poaching pressure supplying regional urban markets (Bangassou, Bakouma, Bria & Bambari). Poaching for bushmeat has led to the departure of the private safari company, which had been operating for three years, from the Mourou-Fadama CSHZ in 2009. Parallel to that, it has been acknowledged that a significant part of the poachers operating in this area come from Ndanda. Moreover, hunting and poaching originating from villages located outside of the area is becoming a source of significant concern for local communities.</p> <p>Illegal grazing: the Mourou-Fadam UGED is used by transhumance cattle shepherds during the dry season. In 2009, illegal grazing within the CSHZ created conflicts with both the CLED and the private safari operator.</p> <p>Over-fishing: some over-fishing practices occur along the Kotto River which borders the west part of the project pilot site.</p> <p>Unsustainable harvest of NFWP: the project pilot site area is rich in NFWPs. Some destructive harvesting techniques occur, specifically for <i>Piper guineense</i> and <i>Rauwolfia vomitora</i>, two high-valued NFWP.</p> <p>Illegal mining, agricultural encroachment and illegal logging: these are not active threats in the area.</p> |
| Basse Lobaye Biosphere Reserve | <p><u>Environmental context</u></p> <p>The predominant vegetation type is dense semi-deciduous forest of Ulmaceae, Sterculiaceae, Meliaceae and Sapotaceae (Northwestern Congolese Lowland Forests). Present mammal species include duikers (<i>Cephalophus spp.</i>) and monkeys (<i>Cercopithecus spp.</i>).</p> <p><u>Land-use plan and management context</u></p> <p>In practice the MAB designation of the Reserve has contributed little to its actual functioning. Some project proposals which aimed at integrating conservation and poverty alleviation programs have been written but received little financing. Implemented by a national NGO, OCDN, these programs mainly focused on local development.</p> <p><u>Human context</u></p> <p>The Reserve buffer zone is sparsely populated with about 4,000 inhabitants. The BaAka pygmies are the major ethnic group in the area. It is notable that the Reserve is surrounded by a logging concession allocated to SCAD. This concession has a 30 year long sustainable forestry management plan and thus this presents an opportunity to develop multi stake-holder cooperation.</p> <p><u>Threat context</u></p> <p>Poaching for ivory trade: This threat is no longer active in the BLBR as elephants were hunted out of the area thirty years previously.</p> <p>Hunting and poaching for the bushmeat trade: In the BLBR, bushmeat hunting and poaching has eliminated many mammal species for many years. Some duiker (<i>Cephalophus spp.</i>) and monkeys (<i>Cercopithecus spp.</i>) species are still present in low abundance and are mainly hunted for subsistence.</p> <p>Illegal grazing: This threat does not occur in the BLBR as there is no savanna ecosystem.</p> |

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| | <p>Over-fishing: some over-fishing practices occur along the small river located in the BLBR.</p> <p>Unsustainable harvest of NWFP: the project pilot site area is rich in NWFP especially medicinal plants. Some destructive harvesting techniques occurs as in the case of honey harvesting (trees are chopped down to collect the product).</p> <p>Illegal mining: In the BLBR, illegal mining for both diamonds and gold is a serious concern as significant portions of forest have been destroyed along some of the PA's streams due to these activities. Moreover, associated poaching has intensified pressure on the remaining wildlife.</p> <p>Agriculture encroachment: This threat has strongly impacted the BLBR: around 20% of its total area has been totally or partially cleared for agricultural purposes since the creation of the Reserve.</p> |
|--|--|

STAKEHOLDER ANALYSIS

56. The project will be implemented by the two relevant Ministries in CAR: MEFCP and MEE. Other critical stakeholders will be local committees and private sector companies where appropriate. A key project structure is the Project Steering Committee (PSC) which will ensure broad stakeholder representation. Table 2 presents the major categories of stakeholders and their involvement in the project.

Table 2: Key stakeholders and roles and responsibilities

| Stakeholder | Roles and Responsibilities |
|---|--|
| MEFCP/DGEF/DFAP, MEFCP/DGSR & MEFCP/PGPRF | MEFCP have primary authority for PA management (DFAP), wildlife management (DFAP & DGSR) and NWFP management (DGSR) in CAR. Thus, MEFCP will be the key institutional participant in the project through an active participation in the rationalization and the improvement of the legal framework. MEFCP will be involved in the strengthening of institutional capacity activities and will supervise and partner with local communities for the field implementation of PA co-management processes as well, including through technical expertise from PGPRF |
| MEE/DGEPR-DGEES | MEE/DGEPR is responsible for biological diversity management through biodiversity surveys and conservation action plan design while MEE/DGEES is in charge of environmental management. On this account, MEE will play a key role on the establishment of sustainable natural resource management systems in project sites while providing the project with scientific and technical inputs regarding the improvement and rationalization of the legal framework. |
| Local communities and local committees | The adherence, participation, involvement and commitment of local communities to the project objectives and activities are key to the project's success. They will be actively implicated in decision-making processes and primary participants in field implementation. Every effort will be made to incorporate them into this project and increase their capacity to fulfill their management roles. |
| RZCVN | The "Réseau des ZCV du Nord" (RZCVN), the north ZCV national network, has been created in 2010 and is based in Bangui. This association aims to promote the ZCV models at the national and international levels while developing lobbying and advocacy activities directed towards CAR's key decision-makers. Further, the RZCVN supports ZCV Bangui's activities (mainly logistic and monitoring of accounting and banking procedures). Therefore, the RZCVN will be financially supported by the project through annual grants in order to integrate existing Mourou-Fadama ZCV and the planned Ndanda & Banabongo-Mani ZCVs into the network. |

| Stakeholder | Roles and Responsibilities |
|----------------------|---|
| Private sector | Where possible, efforts will be made to integrate private sector companies (safari hunting companies, logging companies and mining company) in the co-management model of PA. Their adherence to project objectives where appropriate is critical. |
| National NGOs | Relevant national NGOs such as OCDN, MEFP, OCDR, CODICOM, will be involved in project training activities. These NGOs have been working in the field of natural resource management with local communities, including in one project site (OCDN at BLBR) in a variety of roles (environmental outreach, development projects, etc.). Furthermore, OCDN and MEFP will play a key role in the implementation of project activities in the BLBR through contractual service agreements. |
| University of Bangui | It is hoped that the national university can contribute to the achievements of project objectives through scientific expertise in aspects such as sustainability assessment of the natural resource management system. |
| MDTA | Technical expertise from the MDTA will be provided to the project. |
| MDRA/ICRA | Through the active participation of ICRA (National Research Institute for Agriculture) staff to strengthen viable economic alternatives based on agriculture and husbandry, the MDRA will transfer technical expertise to local communities. |
| UNDP | The roles and responsibilities of UNDP will include: Ensuring professional and timely implementation of the activities and delivery of the reports and other outputs identified in the project document; Coordination and supervision of the activities; Assisting and supporting stakeholders for coordination and where necessary hosting project meetings; Contracting qualified project team members; Establishing an effective networking system among project stakeholders, specialized international organizations and the donor community. |

BASELINE ANALYSIS

57. The baseline state is described in relation to the two project outcomes:

58. **Outcome 1: Systemic and institutional capacity for the co-management of a consolidated national PAs system (through the promotion of an effective involvement of local communities in its management).** For more than a decade, the MEFCP have developed a wildlife co-management model targeting safari hunting activities together with partners including local communities. The aim was to promote sustainable biodiversity management along with local development. Operational models exist and have proven their effectiveness to a certain extent, particularly compared to the traditional and totally ineffectual state-centric PA management model in the absence of direct international support. However, the legal baseline is inadequate and doesn't fully support these models. Under the baseline, the few models that currently function would most likely continue to operate but with a significant risk of being severely undermined because of legal inconsistencies and outside pressures. There will be no progress towards the adoption of the legislative framework necessary for local communities to be allowed to participate in meaningful PA management partnerships. Furthermore, continued

capacity constraints will still hamper MEFCP and other stakeholders in implementation or expansion.

59. **Outcome 2: Effective sustainable and replicable models of community-based PA management piloted in two selected PAs: Mourou-Fadama/Ndanda/Banabongo-Mani (MF/ND/BM) multiple use area and Basse Lobaye Biosphere Reserve (BLBR).** While an existing ZCV model has been implemented in Mourou-Fadama since 2006 through a partnership with a private safari company, the lack of effective management led to its departure. The poaching pressure coupled with illegal grazing strongly undermined the existing system. Under the baseline, it would be extremely difficult to attract new investors or private sector partners to the Mourou-Fadama area. In addition, the communities and the MEFCP will not have the capacity to implement any relevant management activities. Further, the Ndanda and Banabongo-Mani local management models and their associated UGED specific land-use sub-unit types will remain ineffective. Without the establishment of a natural resource management system and the development of viable and economically meaningful alternatives on both project pilot sites, the baseline of unsustainable harvesting of natural resources will continue to the detriment of ecological integrity. Some globally important mammal species would continue to decline in the Mourou-Fadama / Ndanda / Banabongo-Mani area with a significant risk of going locally extinct in the medium-term while the forest cover of BLBR would continue to be degraded by current practices.

PART II: Strategy

PROJECT RATIONALE AND POLICY CONFORMITY

Fit with the GEF Focal Area Strategy and Strategic Programme

60. This project is consistent with the goals of GEF Biodiversity Strategic Objective 1 (Catalyzing Sustainability of Protected Area Systems) and Strategic Program 3 (Strengthening Terrestrial Protected Area Networks).

61. This project is part of the GEF Strategic Programme for Sustainable Management of the Congo Basin. In addition, the project is related to the GEF Congo Basin Program. This covers six countries including CAR and its objectives include:

- Making sure that long-term financial resources are available for the conservation of the biodiversity of the Congo Basin through the development of sustainable finance mechanisms;
- Developing incentive mechanisms and pilots projects to reduce the emission coming from land exploitation and the changes in their use;
- Developing the capacities of all actors, particularly in protected areas and the buffer zones, to effectively manage forested and aquatic ecosystems;
- Making sure that the rights of the populations and indigenous communities are recognized and reinforced through community management systems for woody, non-woody and fisheries products, and;

- Developing the capacities of the Governments of Central Africa and the civil society to implement the Convergence Plan.

Rationale and summary of GEF Alternative

62. In **the baseline scenario** models of community based management of protected areas in CAR will be limited to a few short term cases where historic funding or relationships with the private sector led to initial success. There will be little chance to replicate these models due to our lack of knowledge concerning the necessary elements for successful management and ongoing financing. As a result, the relatively antagonistic relationship between the local populations and the protected areas management authorities will continue to degrade, poaching and other threats to the remaining protected areas of CAR will continue to cause the local extinction of many large mammal species, and a major source of protein and livelihoods will be increasingly at risk for the population of CAR. Various NWFPs will continue to be exploited in destructive manners and the opportunity for sustainable use of these resources will be threatened. The opportunity for an improved visual tourism industry will be eliminated as a potential engine for economic growth and several threatened and endangered species will continue to experience population declines.

63. With **the GEF alternative** several models for community integrated conservation will be developed and better understood so they can be replicated in various places throughout CAR. Solid community engagement in PA management will greatly increase the likelihood of successful anti-poaching activities. With improved anti-poaching and improved PA management in general, private sector partners such as safari and tourism companies will partner with the communities and the MEFCP to develop revenue generating activities in and around some multiple-use PAs. The rapidly declining populations of target protected species will stabilize and there will be improved management of key common game species that would more sustainably contribute to the bushmeat market chain which will remain a key source of revenue and protein for CAR. Improved sustainable management of NWFPs will lead to stable market chains and increased opportunities for revenue generation by local communities.

64. The project will positively impact globally significant biodiversity by contributing to the protection of populations of several endangered species including African wild dogs (*Lycaon pictus*), African elephants (*Loxodonta africana*) and Lions (*Panthera leo*) among others. Successful methods developed by the project will have broader implications for a range of areas in Central Africa with a similar range of ecosystems and PA threats as the pilot areas.

PROJECT GOAL, OBJECTIVE, OUTCOMES AND OUTPUTS/ACTIVITIES

65. **The project's goal is to** conserve globally significant terrestrial biodiversity in priority ecosystems of the Central African Republic through expanded community engagement in PA management.

66. **The project objective is to** conserve globally important biodiversity through strengthened community-based management of a consolidated protected area network in the CAR.

67. In order to achieve the above objective, and based on a barrier analysis (see Section I, Part I), which identified: (i) the problem being addressed by the project; (ii) its root causes; and (iii) the barriers that need to overcome to actually address the problem and its root causes, the project's intervention has been organized in three components (also in line with the concept presented at PIF stage), under which two 'outcomes' are expected from the project:

Outcome 1: Systemic and institutional capacity for the co-management of a consolidated national PA system (through the promotion of an effective involvement of local communities in its management) is in place.

Outcome 2: Effective sustainable and replicable models of community-based PA management piloted in two selected sites: Mourou-Fadama-Ndanda-Banabongo-Mani (MF-ND-BM) multiple use area and Basse Lobaye Biosphere Reserve (BLBR).

68. Outcome 1 will deal with the institutional, regulatory, and general systemic capacity to implement community based collaborative management of PAs in CAR by supporting various actors necessary for the success of this approach. Outcome 2 will develop replicable models in two pilot PAs in such a way as to facilitate the relatively rapid expansion of these models over a wide area of CAR's PA estate where appropriate.

Outcome 1: Systemic and institutional capacity for the co-management of a consolidated national PA system (through the promotion of an effective involvement of local communities in its management) is in place.

69. Outcome 1 is targeted at the critically important public and civil society stakeholders whose capacity development is essential for the success of the community participation model in CAR. The component will develop and institutionalize the regulatory framework for this approach to reduce the legal and institutional conflicts that are current barriers to effectiveness.

70. The outputs necessary to achieve this outcome are described below.

Output 1.1: Legal and policy framework that allow effective management of PAs by local communities will be adopted.

There will be a consolidated analysis of the policies, legislation and regulations that will determine the revisions necessary to reduce the existing incoherence. Gaps in the current regulatory and policy framework will be identified and addressed. The output will be recommended amendments to the existing texts and new texts prepared in collaboration with the MEFCP and MEE for consideration by the Government of CAR. This will include allowing for broader CAR PA categories for IUCN category IV and VI PAs. The changes will include more collaborative management than the state-centric models currently in existence and particularly increased involvement of local communities. Submissions to the parliament for enactment will follow when needed. By the end of the

project, enacted policies, legislation and regulations, including laws and regulatory decrees, will be applied nationally.

In addition, an initial review of the policy, legal and regulatory support for revenue generation and retention within the PA system identified several gaps related to community revenue sharing and PES. Further analysis of the specific changes to current frames to address these issues will be undertaken along with a more in-depth gap analysis. Draft text to strengthen the current framework will be developed that will result in submissions to MEFCP & MEE. By the end of the project, policies, legislation and regulations will be adopted and implementation will begin.

Output 1.2: Guidelines and standards developed for the effective involvement of local communities in PA management

Based on documented experiences and lessons learned during the negotiation, establishment, implementation, and monitoring of co-management models for PAs undertaken on the two pilot sites, the project will produce a guide to enable all stakeholders to successfully replicate these processes. The guide will clarify the roles and responsibilities of different stakeholders, local communities, MEFCP and the private sector. The study and the guide will clearly identify the prerequisites necessary for the establishment of an effective joint PA management and define the stages of the process by systematically referring to laws and regulations enhanced in Output 1.1.

An analysis of sustainable management systems for different natural resources on the two pilot sites will be undertaken. The results of this analysis will include an assessment of potential financial mechanisms associated with these systems and aimed at financing the co-management of PAs. The results of the analysis will be transcribed into sustainable management standards. These standards will also present a typical outline of a management plan and business plan based on pilot experiments conducted on the sites.

The guide and the standards are then consolidated into a form suitable for broad comprehension by all actors (in French and Sango) and will be published as a booklet. The booklet will be widely distributed by MEFCP in order to facilitate replication of these experiences on other PA sites with a solid potential. In addition, the booklet will be accompanied by awareness posters to reach a wide audience within the local communities living in the vicinity of eligible PAs. Together these activities will empower the various actors with the necessary tools for the establishment of models of joint management of PAs.

Output 1.3: Legal documents for the creation of new PA approved by Parliament.

Work will be undertaken in the Mourou-Fadama / Ndanda / Banabongo Mani pilot site for participative definition of the spatial and managerial arrangements for a new PA. The project will produce all the necessary documents for the creation of the new PA according to the provisions outlined in the Wildlife Code which has been revised. These documents will be handed over to MEFCP to begin the process towards the classification of the area in PA by a vote of a law in parliament.

The PA will be created as an IUCN category VI PA either as a Special Reserve or a Biosphere Reserve by the names prevailing in CAR. The final choice of the PA type will be based on the revised Wildlife Code as the current provisions (Forestry Code) do not clearly identify differences between these two types of PAs.

Output 1.4: New PA gazetted and boundary demarcated in a participatory manner.

The adoption of the law creating the new PA will allow its demarcation on the ground in accordance with the participatory process that led to its creation. Although it will not be possible to delineate the entire perimeter of the new PA, the technical staff of the Management Committees (CED-CLED) and MEFCP working on the site will produce and widely disseminate PA maps and other materials suitable for a clear understanding of limits and management rules.

Output 1.5: Sustainable financing strategy and associated mechanisms designed for community-based PA management is established

The project will analyze the financial aspects needed for the successful implementation of models of joint management of PAs. This analysis will be based on experiences at the two pilot sites as well as past experiences where possible and will include an assessment of stakeholder-specific average cost of co-management (local communities, MEFCP, MEE and the private sector).

Parallel to this cost analysis, the project will identify financing mechanisms for collaborative management. Two types of mechanisms can be distinguished: local and global. The "local" mechanisms are based on shared revenues from the implementation of local systems for sustainable use of natural resources (hunting sports, community hunting, collection and marketing of NTFPs). The "global" mechanisms include payments for ecosystem services (PES). The project will assess existing and potential contributions of these two types of mechanisms. A funding strategy for co-management of eligible protected areas and appropriate mechanisms will be proposed to the MEFCP.

Output 1.6: Training for at least 100 members of MEFCP, MEE, National NGOs and local management committees' staff in PA and sustainable resource management.

Training of the different actors involved in the implementation of PA co-management processes is a critical activity of the project. This training will enable a range of key stakeholders, including members of MEFCP / MEE, local communities and national NGOs, to understand and internalize the concepts and tools essential to the development, implementation and monitoring of the co-management process. The training program will be divided into modules with both lectures and practical work. These modules will address in priority: (i) the role and objectives of different types of PAs based on the legal framework and the various international standards, (ii) the process of technical and financial planning to achieve these objectives (management plan and business plan), (iii) the different activities and tools to effectively implement PA co-management, and (iv) various monitoring methods. Specific handbooks will be prepared for training purposes (but will be used for replication as well). The training will be conducted over 03 successive years during week-long sessions consisting of 30-35 participants from

different stakeholder groups and will be finalized with an assessment of participant learning.

In addition, specific training in database management and Geographic Information Systems (GIS) will be held for a smaller group of participants: mainly MEFCP / MEE and local committees involved in the actual management of protected areas. These courses aim to enable effective use of these tools by the participants, thereby enhancing their ability to effectively implement management of the concerned protected areas.

Outcome 2: Effective sustainable and replicable models of community-based PA management piloted in two selected sites: Mourou-Fadama/Ndanda/Banabongo-Mani (MF/ND/BM) multiple use area and Basse Lobaye Biosphere Reserve (BLBR).

71. Outcome 2 will develop replicable models in two pilot PAs in such a way as to facilitate the relatively rapid expansion of these models over a wide area of CAR's PA estate where appropriate. The two project sites have been described in detail in "Introduction to Project site interventions" above.

72. The outputs necessary to achieve this outcome are described below.

Output 2.1: Local management committees created and operational.

Because the baseline situation regarding this point is different at the pilot sites, the output is described separately for each below.

In BLBR, the project will implement a process of consultation with local communities to create a management committee of BLBR. To this end, the project will build on existing experiences, such as that of ZCV to define the structure and appropriate governance mechanisms. This committee will be representative of all concerned stakeholders which is the basis of the legitimacy of the management structure. Particular attention will be given to the inclusion of indigenous peoples (BaAka) in the committee. Once the committee is created, the project will support the establishment of a provisional agreement (for a period of three years) with MEFCP. This agreement will clarify the roles and responsibilities of stakeholders. The project will then organize training sessions to enable the committee to begin hands on management. These courses will be organized along two axes. The first process will strengthen the governance of the committee, including the management of the micro-loan fund, while the second will aim to transfer the technical capacity for implementation of management activities. In the final year of the project a review of the effectiveness of the implementation of the provisional Agreement and management plan will be used to refine these approaches and will facilitate the preparation and signing of a final agreement between the local management committee and MEFCP. This will effectively become the adopted Biosphere Reserve management plan.

The creation and strengthening of the management committee of the BLBR will also be technically supported by the intervention of two national NGOs. First, the Central Organization for the Defense of Nature (OCDN) will support the committee and its activities through its long experience in the area. Secondly, the House of the Child and Woman Pygmies (MEFP), which has a proven track record on the involvement of

indigenous pygmies in the management of natural resources, will provide expertise for the integration of the BaAka pygmies in the management committee of BLBR.

In the case of the multiple-use area Mourou-Fadama / Ndanda / Banabongo-Mani, the project will evaluate the operation of existing CLED and CED. A capacity building program will be implemented, following to the same two axes. Existing agreement between the CLED Mourou-Fadama and MEFCP will be reviewed and then extended in a provisional format (three years) to two other CLED (Ndanda and Mourou-Fadama). By the last year of the project, a similar review process will occur and lead to the signing of a definitive agreement for a renewable period corresponding to that of the management plan.

Output 2.2: Establishment of sustainable use management systems for resources harvested by local communities (resource inventories, quotas for commercial hunting, sustainable use thresholds, and enforcement system in place).

The establishment of these systems is central to the approach developed by the project and key to the success for implementation of sustainable management of natural resources. In two pilot sites the project will implement three initial studies: pre-requisites for the establishment of these systems. The first is a baseline study on the distribution and abundance of different natural resources (wildlife and NTFPs) in selected areas. This study will allow the project to provide a reliable assessment of the status of natural resources. Second, a baseline study aimed at mapping village territories in the areas concerned together with a study of rules of access and management practiced within them these territories will enable the project to understand the organization of management systems as currently practiced. Finally, sector studies on key natural resources currently exploited will allow the project to accurately assess economic issues related to the exploitation of natural resources.

Based on these three studies and a zoning plan for the PAs internal areas, the project will analyze current systems and identify best practices being implemented by local populations and the threats related to their sustainability. The project will then offer proposed systems for sustainable management of natural resources based on best practices: these systems will value traditional knowledge and practices where appropriate. The management systems will be related to each PA zone and respect the purposes for which they were established when determining the rules of access and management of resources involved. Monitoring systems will be integral to the management systems to allow both real time and long term feedback on the effectiveness of the systems. The adoption by local communities of these management systems will facilitate their implementation due to the participative approach. The monitoring of the implementation of these systems will then be reviewed during the project's final year and the system will be refined based on the review.

Output 2.3: Community-based PA management plan developed, adopted by local committees and implemented.

The establishment of natural resource management systems that are adopted by local management committees together with the interim agreement signed between MEFCP

and local committees will form the basis for provisional management plans for the two pilot sites. These plans will allow for effective implementation of systems and the mitigation of threats. The plan will define the responsibilities of each stakeholder group (mainly local committees and MEFCP). In the final year of the project, a review of the implementation of the provisional plan will be conducted to provide guidance for and the preparation of a final management plan. These management plans will be established for a period corresponding to the appropriate frequency for its comprehensive review (e.g. 3 to 5 years). The management plans will support the signing of the definitive agreement between the MEFCP and local committees.

Output 2.4: Establishment of sustainable financing mechanisms for community-based management.

Parallel to the establishment of sustainable management systems for natural resources, and on the basis of the economic and financial analysis of these systems, the project will propose relevant local mechanisms of distribution of income generated by the implementation of management plans. These mechanisms will be built on systems of taxation and royalties generated by the sustainable exploitation of natural resources (wildlife and NTFPs). Livestock and agriculture activities of high value added and supported by management committees (through micro-credit) can also be considered as part of the sustainable financing system. Revenue sharing between the resource users (individual, groups of individuals or private operators), the local committee and the State must general benefits that will actually be used for the management of PA by local committees, while preserving the economic attractiveness of the activities concerned. These benefits can be in the form of revenue used for management objectives and in services provided (e.g. surveillance activities). In addition, the expert studies carried out as part of Component 1 pertaining to other mechanisms of sustainable funding will be exploited to their full potential as soon as results are available.

Output 2.5: Community-based PA business plans developed, adopted by local committees, and implemented.

The business plans will be prepared in parallel with the management plans. After an analysis of the costs involved in implementing the latter, and according to the repartition of activities among stakeholders, the business plan will specify the source of funds (local committees and MEFCP) and mechanisms for their mobilization. Regarding the financing of activities implemented by local committees, the business plan will be based on the mechanisms defined above.

Output 2.6: Long-term ecological and socio-economical monitoring systems developed and implemented.

The establishment of sustainable management systems for natural resources will be accompanied by the design and implementation of ecological monitoring systems encompassing these resources. This system will include an assessment of the sustainability of resource use but will be designed to be implemented within the human and financial capacities of the stakeholders involved. Monitoring indicators will be established to allow for altering resource use methods if sustainable use is in question. In addition, a set of socio-economic indicators will be established to assess the contribution

of sustainable management of natural resources as a tool for improving the living conditions of populations affected by PAs.

Output 2.7: PA headquarters and staff equipped with infrastructure and essential facilities (administrative buildings; communication; enforcement equipment; monitoring materials).

An analysis of basic infrastructure and equipment needs for the effective management of protected areas by stakeholders will be conducted in collaboration with local management committees and the MEFCP. The latter, through existing services (DGSR) will be strengthened through additional human and material resources in order to ensure support to the management of protected areas (especially anti- poaching activities).

Output 2.8: Viable economic alternatives are in place.

The project will help develop economic alternatives to the exploitation of natural resources. The diversification and intensification of agricultural practices and the domestication of NWFPs with high added value will be proposed and strengthened through technical support. Substantial support will also be provided for the creation of micro-enterprises that could then receive access to micro-credit funds managed by local committees.

PROJECT INDICATORS

73. The project indicators contained in Section II / Part II (Strategic Results Framework) include only impact (or ‘objective’) indicators and outcome (or ‘performance’) indicators. They are all ‘SMART’¹.

74. The project may however need to develop a certain number of process-oriented indicators to compose the ‘M&E framework’ at the site level. For this reason, activity 2.6 foresees exactly the establishment of a ‘site-level M&E framework’. This site-level framework may include various ecological indicators along with indicators of the progress of project operations. These indicators are also expected to feed into the project’s overall M&E framework. It is envisaged that the project’s overall M&E framework will build on UNDP’s existing M&E Framework for adaptation programming.

75. The organization of the logframe is based on the general assumption that: *if* (1) the weak systemic and institutional capacities currently prevent the MEFCP from efficiently integrating local communities into PA management; (2) *if* the existing co-management models do not encompass the needed variety of organizational structure for successful community participation; *and if* (3) effective community engagement in management of PAs in CAR is one of the most effective tools to reduce or eliminate the threats to globally significant biodiversity; *then* the increased institutional and systemic capacity of a consolidated PA system coupled with replicable effective models of community engagement will strengthen the management of the national protected areas system through increasing effective involvement of local communities in PA management and help conserve globally important biodiversity in CAR. This logic is based

¹ Specific, Measurable, Achievable, Relevant and Time-bound.

on the barrier and root-cause analysis carried out during the PPG phase (refer to Section I, Part I, chapter ‘Long-term solution and barriers to achieving the solution’).

76. In turn, the choice of indicators was based on two key criteria: (i) their pertinence to the above assumption; and (ii) the feasibility of obtaining / producing and updating the data necessary to monitor and evaluate the project through those indicators. The following are therefore the project’s key indicators:

Table 3. Elaboration on Project Indicators

| INDICATOR | EXPLANATORY NOTE |
|---|---|
| <i>At objective level</i> | |
| 1. Change in PA area (with % National PA estate expansion) | <ul style="list-style-type: none"> ▪ The project implementation in the MF-ND-BM area will result in the creation of a new PA (IUCN category VI) which will ensure stronger legal basis for the sustainable co-management of natural resources. |
| 2. Population of African Elephant in the new PA | <ul style="list-style-type: none"> ▪ The MF-ND-BM area hosts the second largest African Elephant population in CAR following Dzanga-Sangha. Roughly estimated today at several hundreds individuals, this population has been seriously impacted by poaching for ivory for decades resulting in steady decline. Since the last incursion of Sudanese poachers in 2004, this population has been targeted by local poachers led by authorities or national non-native people. It is therefore expected that through the implementation of the project, this threat will be significantly lowered and thus positive trends can be detected over a four years time period. ▪ It should be noted that the last elephant survey in the Bangassou Forest, implemented by MIKE in 2004, does not provide an accurate estimate for the MF-ND-BM area. Moreover, due to constant poaching pressure on elephants that have occurred since the MIKE survey (e.g. at least 5 elephants were killed during the PPG), the overall Bangassou Forest figures have most likely changed. That is the reason why the wildlife baseline survey scheduled for the project year 1 will provide the baseline for this indicator. |
| 3. Deforestation rate in Basse Lobaye Biosphere Reserve | <ul style="list-style-type: none"> ▪ Deforestation is currently a critical threat that affects the BLBR. Catalyzed by agricultural encroachment and, to a lesser extent, diamond mining, deforestation and severe forest degradation have already impacted more than 20% of the PA area. It is therefore expected that through the implementation of the project this threat will be completely eliminated. |
| <i>At outcome 1 level</i> – Systemic and institutional capacity for the co-management of a consolidated national PA system (through the promotion of an effective involvement of local communities in its management) is in place | |
| 1. Legislation/decrees on PA co-management | <ul style="list-style-type: none"> ▪ The project will provide the CAR Government with amendments to existing texts and new texts in order to reduce existing incoherence and gaps in policies, legislation and regulations regarding PA co-management (including legal and regulatory support for revenue generation and retention within the PA system). Submissions to the parliament for enactment will follow when needed. By the end of the project, enacted policies, legislations and regulations, including Application Decrees, will be applied nationally. |
| 2. Guidelines and standards for the | <ul style="list-style-type: none"> ▪ No national guidelines and standards currently exist for the effective involvement of local communities in Pas management. |

| INDICATOR | EXPLANATORY NOTE |
|--|--|
| effective involvement of local communities in PAs management | |
| 3. Change in PA area, area (with % National PA cover estate expansion) | <ul style="list-style-type: none"> The project implementation in the MF-ND-BM area will result in the creation of a new PA (IUCN category VI) which will ensure stronger legal basis for the sustainable co-management of natural resources. |
| 4. Improved financial sustainability for National PAs system, through implementation of sustainable financing strategy and associated funding mechanisms designed for community-based PA, measured by the Financial Sustainability Scorecard | <ul style="list-style-type: none"> The design and implementation of a sustainable financing strategy for community-based PA management along with the establishment of a clear policy, legislation and regulatory frame for community-based PA management, will positively impact on the financial sustainability of the national PAs system and will therefore increase the score measured through the Financial Sustainability Scorecard. |
| 5. Capacity Assessment Scorecard | <ul style="list-style-type: none"> The effectiveness of project activities implementation on the capacity development of various stakeholder organizations will be measured through the Capacity Assessment Scorecard. |
| At outcome 2 level – Effective sustainable and replicable models of community-based PA management piloted in two selected PAs: Mourou-Fadama/Ndanda/Banabongo-Mani (MF/ND/BM) multiple use area and Basse Lobaye Biosphere Reserve (BLBR) | |
| 1. PA management effectiveness at project sites (METT Scorecard) | <ul style="list-style-type: none"> The BLBR has never been truly managed while only the MF CSHZ has been managed in the Bangassou Forest area (MF-ND-BM) since 2006. |
| 2. Adapted community capacity scorecard | <ul style="list-style-type: none"> This indicator will evaluate the capacity of the local committees that will be involved in PA management. |
| 3. Community-based PA management plans based on natural resources sustainable use management systems | <ul style="list-style-type: none"> The community based PA management plans do not currently exist in CAR. Therefore, the ones developed for both project sites, based on natural resources sustainable use management systems, will be a key indicator. |
| 4. Community-based PA business plans based on sustainable financing mechanisms | <ul style="list-style-type: none"> The community based PA business plans do not currently exist in CAR and will be a key indicator. |
| 5. Alternative livelihood program for conservation-compatible targets | <ul style="list-style-type: none"> Given the socio-economical situation in CAR, it is important to develop alternative livelihood program for conservation compatible target. |

RISKS AND ASSUMPTIONS

77. The project strategy, described in this project document, makes the following key assumptions in proposing the GEF intervention:

- Baseline conditions in the selected areas can be extrapolated with high confidence level to other areas (Dzanga-Sangha Dense Forest Special Reserve, the buffer zone of the Mbaéré-Bodingué National Park) and lessons learned can be successfully disseminated.
- Increased awareness and capacity will lead to a change in behavior with respect to the management of PAs.
- The involvement of local communities in the management of PAs of categories IV & VI will gradually become a national priority for the Central African Republic as knowledge and information is made available.

78. During the PPG phase, projects risks were updated from what has been presented at the PIF stage. They were further elaborated and classified according to UNDP/GEF Risk Standard Categories², and assessed according to criteria of ‘impact’ and ‘likelihood’ (Box 1):

Table 4. Elaboration of Risks

| IDENTIFIED RISKS | CATEGORY | ELABORATION |
|--|---------------|--|
| Poor governance and political instability | POLITICAL | CAR has been characterized by political instability for the past two decades. The 2008 Inclusive Political Dialogue (DPI) brought substantial results regarding the integration of some of the Central African rebel groups into a wide dialogue framework and consequently allowed the planning of presidential elections for the year 2010. Nevertheless, some of these groups keep a significant military pressure on the Government. |
| Lack of financing for the PA system, with the Government providing little support to the management of PAs | FINANCIAL | The effective implementation of the co-management models of PAs requires at least a minimum engagement from the Government, particularly regarding the strengthening of MEFCP field capacities (HR and equipment) in order to support local committees (e.g. law enforcement). |
| Lack of interest from local communities in participating in conservation activities | STRATEGIC | The necessary constraints – compared to the “business as usual” local community uses of natural resources - that will be implemented through the effective co-management of the PAs can turn away local communities from the project objectives. They will need to see value created to participate. |
| Non-compliance with PA management plans by other government agencies, private sector and communities | STRATEGIC | The management plans that will be designed and implemented in the project sites will aim at ensuring a sustainable use of natural resources which can disrupt the “business as usual” practices of some stakeholders. |
| Climate change could lead to changed distributions of | ENVIRONMENTAL | The climate risk will most likely impact CAR’s ecosystems. |

² Includes the following eight categories: environmental; financial; operational; organizational; political; regulatory; strategic; and other.

| IDENTIFIED RISKS | CATEGORY | ELABORATION |
|---|---------------------------|--|
| biodiversity components, and reduce ecosystem functioning | | |
| Large-scale professional poaching activities in the MF-ND-BM area, with associated violence and insecurity, conducted by group of people native to neighboring countries (Sudan and Uganda) | POLITICAL & ENVIRONMENTAL | Incursion of Sudanese poachers was relatively frequent in the MF-ND-BM area during the 1990's and the beginning of the 2000's. Moreover, the year 2010 saw the first incursion of a LRA group in the vicinity of this area through the attack of the diamond city of Nzako: several inhabitants were abducted and killed and more than 20 of them brought by the rebels as hostages. Further, it has been widely acknowledged that LRA groups survive in the bush through intense poaching |

| <i>Box 1. Risk Assessment Guiding Matrix</i> | | | | | | |
|--|--------------------|----------|----------|------------|------------|---|
| | | Impact | | | | |
| | | CRITICAL | HIGH | MEDIUM | LOW | NEGLIGIBLE |
| Likelihood | CERTAIN / IMMINENT | Critical | Critical | High | Medium | Low |
| | VERY LIKELY | Critical | High | High | Medium | Low |
| | LIKELY | High | High | Medium | Low | Negligible |
| | MODERATELY LIKELY | Medium | Medium | Low | Low | Negligible |
| | UNLIKELY | Low | Low | Negligible | Negligible | Considered to pose no determinable risk |

Table 5. Project Risks Assessment and Mitigation Measures

| IDENTIFIED RISKS | IMPACT | LIKELIHOOD | RISK ASSESSMENT | MITIGATION MEASURES |
|---|--------|-------------------|-----------------|--|
| Poor governance and political instability | High | Moderately Likely | Medium | The MEFCP will receive ongoing technical support to monitor the implementation of the project. Special attention will also be provided to build the capacity of local committees and to continue implementing sound strategies during times of political and institutional unrest. |
| Lack of financing of the PA system, with the Government providing little support to the | Medium | Likely | Medium | By enhancing the capacity of local communities in the management of income generating activities and by testing viable economic alternatives in pilot sites, the project will set the foundation for a more |

| IDENTIFIED RISKS | IMPACT | LIKELIHOOD | RISK ASSESSMENT | MITIGATION MEASURES |
|---|----------|-------------------|-----------------|--|
| management of PAs | | | | sustainable system of PA financing. |
| Lack of interest from local communities in participating in conservation activities | Critical | Unlikely | Low | There is currently a high level of interest on the part of local communities to manage and monitor their resources. The project will ensure that there is continued dialogue to manage expectations while keeping the communities engaged. |
| Non-compliance with PA management plans by other government agencies, private sector and communities | Critical | Unlikely | Low | An important component of the project will be to ensure that the effective implementation of multi-stakeholder participatory process and co-management models. This will strengthen the overall framework for compliance with the management plans. |
| Climate change could lead to changed distributions of biodiversity components, and reduce ecosystem functioning | Low | Moderately Likely | Low | Potential impacts of climate change and identifying ecosystems and species most likely to be threatened by climate change will be made an integral part of protected area management plans. Furthermore, this project will increase forest resilience in the long-term by increasing areas of forest habitats under conservation and ensuring that adaptive management measures and capacities will be in place to buttress ecosystem resilience to anticipated climate risks. |
| Large-scale poaching and professional activities in the MF-ND-BM area, with associated violence and insecurity, conducted by group of people native to neighboring countries (Sudan and Uganda) | High | Moderately Likely | Medium | The project will support the MEFCP to lobby the Government in order that the Central African Army presence in the area can be strengthened in case of such incursions. |

INCREMENTAL REASONING AND EXPECTED GLOBAL, NATIONAL AND LOCAL BENEFITS

79. Project 4184 addresses the main barriers that prevent CAR from effectively co-managed some of its PAs: 1) the weak systemic and institutional capacities; and 2) the narrow spectrum of natural resources targeted by existing co-management models.

80. Under the baseline scenario, most of the PAs containing some terrestrial ecosystems of high biodiversity value will remain under-supported and under-funded. The funding of PAs in the country will continue to rely heavily on international donor funds, which are insufficient and whose varied requirements and duration preclude effective planning and require significant time and effort. Continued capacity constraints will limit the economic return that local communities could derive from sustainable resource use leading to adoption of more aggressive (and unsustainable) exploitation practices.

81. In the alternative scenario, based on the positive results on natural resources management by local committees already evidenced in the country, the policy and regulatory framework for the co-management model will be put in place and the effectiveness of the PAs will be enhanced through this model, through strengthened capacities of local communities to manage natural resources thereby contributing to increased livelihoods in project sites. In addition, the PA network will be more representative of the high biodiversity value of the country. The demonstrated model will later be replicated in other areas in the country.

Expected global, national and local benefits

82. Global: By removing the barriers to achieving the long term solution to consolidate and effectively manage a significant portion of its national PA, the project will help create global environmental benefits through conserving of globally significant biodiversity in the CAR, including endangered species such as the African Elephant (*Loxodonta africana*) and the lion (*Panthera leo*). The protection of expanses of intact habitats offers the best opportunity to protect communities of tropical fauna. Effectively managed PAs will also have immense global benefits through the continuing provision of genetic resources, wild plant and animal resources, and ecosystem services such as carbon sequestration and, as a result, its climate regulatory functions.

83. National: At national level, strengthening and extending the existing protected area networks will contribute to overall national goals for biodiversity conservation and representation of the respective PA networks.

84. Local: As the project is designed to put major emphasis on integrating communities into sustainable natural resource management, these communities stand to benefit the most if the project is successfully implemented.

COST-EFFECTIVENESS

85. Cost effectiveness: The project strategy and activities will be designed in order to achieve the project objectives through the most efficient use of GEF funds. This particularly includes building on past experience with biodiversity and sustainable resource management projects in the country and in other parts of the Congo Basin.

86. Specifically, several factors contribute to the cost-effective use of GEF funds in this project:

- i) The project will focus on technical assistance at the national level through the strong involvement of MEFCP and MEE staff who will set up teams with international and national consultants, thereby reducing operational costs while

building up Ministries staff capacities. The implementation of on-the-ground interventions in selected areas will catalyze this reduced operational cost.

- ii) The PAs targeted by the project will be under multiple-use categories which will require less intense and costly levels of monitoring and enforcement since local communities will be empowered while developing sustainable economic activities in these areas that can benefit them.
- iii) The co-management system established through this project is expected to be more cost effective than centralized PA management as local institutions will be held accountable.
- iv) The project design offers strong potential for a high multiplier effect through its direct linkage with other conservation and sustainable natural resources projects in CAR.
- v) The project interventions are tailored to specific needs. High-level interventions support coordination, legislation and strategic development. Local interventions build capacity and find site solutions to site problems. Capacity will be built at the level at which it is to be used.

PROJECT CONSISTENCY WITH NATIONAL PRIORITIES/PLANS:

87. The proposed project will address and strengthen a number of the policy priorities on sustainable management of natural resources currently developed by the CAR Government. First, the 2008-2010 National Strategy for Poverty Reduction, published in 2007 on the basis of a multi-stakeholder participatory process conducted by the CAR Ministry of Economy, Plan and International Cooperation, insists on the critical role that local communities must play in natural resources management. This important tool for national development and national sectoral policies has already led to the development and submission for parliamentary approval of a new Forestry Code which spells out local community involvement in forest resources management. Second, the global objective of the National Biodiversity Strategy and Action Plan (2000) aims at ensuring human development through the conservation and sustainable management of natural resources. It includes proposed actions and expected results, which will be addressed by the present project, such as: (i) the development and implementation of a management plan on protected areas, (ii) the elaboration, through public participation, of policies on community-based management of renewable resources, (iii) the promotion of the involvement of local communities in PAs management. Finally, the project will address conservation issues in internationally recognized biodiversity sites: World Heritage Sites, Wetlands of International Importance (Ramsar), Man and Biosphere Reserves.

COUNTRY OWNERSHIP: COUNTRY ELIGIBILITY AND COUNTRY DRIVENNESS

88. In 1999, the Central African Heads of States established the Commission of Ministers in Charge of Central African Forests (COMIFAC) as the central body for policy and decision-making on sustainable forest management in Central Africa. A key implementation mechanism for COMIFAC is the 'Convergence Plan for the Conservation and Sustainable Management of Forest Ecosystems in Central Africa'. This project is consistent with the Convergence Plan. It fits

into the following: i) Axis 2, Increased knowledge about the forest, fisheries and wildlife resources and stocks; ii) Axis 3, Sustainable management of ecosystems; iv) Axis 4, Biodiversity conservation; and v) Axis 6, Development of alternative activities and poverty reduction.

89. International partners largely coordinate support to COMIFAC through the Congo Basin Forest Partnership (CBFP). The CBFP involves both public and private partners, promotes economic development, poverty alleviation, improved governance and natural resources conservation in the Congo Basin. This is to be achieved through support for a network of national parks and protected areas, well-managed forestry concessions and assistance to communities that depend on forest and wildlife resources. Hence, the proposed project is aligned to CBFP.

90. At the national level, the project fits into Poverty Reduction Strategy Paper of CAR as it relates to reducing poverty by promoting alternative livelihoods for local communities, and mainstreaming biodiversity into productive systems. It is also in line with the concerned National Biodiversity Strategy and Action Plan. These all call for coordinated efforts and devolving resource management and stewardship to local communities.

SUSTAINABILITY AND REPLICABILITY

91. Environmental sustainability: The PAs being established and/or strengthened under the project will help to protect the biodiversity, ecosystems and ecosystem goods and services in perpetuity. In addition, the focus on natural resource management and inclusion of local communities in management processes will ensure that the resource bases in the project sites are not eroded.

92. Financial sustainability: The baseline Financial Scorecard (See annexes to CEO Endorsement Request) demonstrates that PAs in CAR countries are severely under-resourced, and the capacity to raise funds from outside sources is limited. Sustainable financing strategies identified and tested by the project will reduce the dependence on traditional project funding which has been the government in partnership with an external donor. Voluntary carbon markets and post Kyoto REDD funding may present an opportunity in the future; however, as of now capacity is low and there is a high degree of uncertainty about the viability of this option for a number of reasons, including: historically low deforestation rates in the PAs, and insufficient knowledge of the post Kyoto REDD regime. Community natural resource management based livelihood activities have an invaluable potential to create long term incentives that address site based threats across the system. In this view, the ZCV model implemented in CAR which has already proven its relevancy will be strengthened in one of the two project sites. Further and as discussed above, this project will develop institutional capacity to take advantage of the voluntary carbon markets and post Kyoto REDD regime, others PES initiatives and support NRM based livelihood activities in the two pilot sites. Market chain analysis for bushmeat, NWFPs, agricultural and agro-forestry products will also be undertaken to identify and implement interventions that improve revenue generation, efficiency and the distribution of revenue throughout the value chain of a variety of markets. The strategy will be adapted over the course of this project to take advantage of emerging sustainable financing opportunities.

93. Social sustainability: Involving local communities in natural resource management in a meaningful, legally mandated fashion is critical for the maintenance of local livelihoods. And a

focus on enhanced livelihoods in this project should greatly increase community buy-in to the co-management approach.

94. Institutional sustainability: The project will increase the institutional capacities of MEFCP and MEE in a manner which is expected to lead to more serious government involvement in management of protected areas (roles which are currently filled by international partners). Lessons learned in the two project sites from this project are expected to be applicable to the wider nationwide protected area networks in country for PAs of category IUCN IV and VI.

PART III: Management Arrangements

95. The project will be implemented by the United Nations Development Programme (UNDP), under its National Execution (NEX) modality and Harmonized Approach to Cash Transfer (HACT) procedures, over a period of four years, from the date of PRODOC signature (indicatively in July/August 2010) to 30 July 2014. The lead executing agency will be the Ministry of Water, Forest, Hunting and Fishing (MEFCP).

96. The MEFCP will establish collaboration agreements with other key institutions, organizations and individuals that can play a key role in the implementation of the project, as defined within this project document. These may be at the local, national or international level, all according to UNDP procedures.

97. The project will receive policy guidance and oversight from a Project Steering Committee (PSC), which will be chaired, by default, by either the Minister of the MEFCP or by someone duly designated by the Minister; or by the UNDP Resident Coordinator (RC), or by someone duly designated by the RC. The project's National Project Director (NPD) will function as secretary to the PSC. Members of the PSC will include not only MEFCP, MEE and UNDP representatives (including UNDP's Environment and Energy Group) but also any other institution (national or local), organization or partner that has a financial stake in the project (see PART II: Organigram of Project for proposed member list.) Project co-financiers will be by default invited into the PSC. The PSC is responsible for making management decisions, preferably on a consensus basis, including approving project work plans and budgetary and substantive revisions. Project assurance reviews will be made by this group at designated decision points throughout the course of the project, or as necessary when raised by the NPD through the chair.

98. The NPD will be responsible for the outputs being delivered by the respective agencies on time, on scope and on budget, as well as for the application of all UNDP administrative and financial procedures, and for the efficient use of funding from UNDP-GEF. The NPD will be supported by a project support team and a Project Scientific and Technical Committee. The Project Management Unit (PMU) will be housed in the MEE/MEFCP office in Bamako in order to reduce transaction costs and to build synergy and linkages with other relevant programs at the national level. The PMU will consist of the NPD, a Project Financial Manager (also in charge of liaising with MEFCP and UNDP on HR issues), an assistant and a driver. In addition, the PMU will count on a core of technical staff (including consultants, both national and international), who will hold contracts of varying duration and who will support the NPD with substantive

implementation, as indicatively defined under ‘Section IV - PART III: Terms of References for key project staff’.

99. Technical support to the PMU and to the PSC (in its deliberations on technical project issues) will be provided by the Project Scientific and Technical Committee (PSTC). This committee will indicatively meet two-three times on a yearly basis to review progress towards project objectives, and to provide technical coordination with other on-going relevant and complementary development programs and projects in CAR. The PSTC will review all TORs for sub-contracts and assist in monitoring long-term training interventions. When feasible, the PSTC will also conduct field visits to project sites. The PSTC may consist of representatives from MEFCP, MEE, University professors, UNDP, other international partners, and a Municipal Representative. The definite composition of the PSTC will be proposed upon project inception. MEFCP and UNDP will alternate as the chair of the PSTC.

IMPLEMENTATION ARRANGEMENTS

100. A pivotal objective of the proposed project is to ensure the participation of local communities and other stakeholders (e.g. the tourism / safari industry) in PA management and in natural resource management in pilot sites. To this end, the local committees already in existence together with those committees which will be created during the first year of the project, will become part of the projects implementation group. At the BLBR, implementation will involve the BLBR local committee working with a Community Management Officer (project staff), community guards, and MEFCP personnel (Warden, and guards) to implement the project and manage the site. At the MF-ND-DM site, there will be 3 CLEDs (one for each site), and one CED and CPED that will represent the community management input. Project personnel will include the Community zones management officer, deputy management officers, and community guards. A Warden and guards from the MEFCP will be put in place following the creation of the protected area.

101. Training is also an essential component of the proposed project. Long-term training of national staff, government staff, and community PA and site managers will be carried out and will be aimed at developing PA management capacity. Specific targeted training activities will be planned in detail during the implementation phase and will include training activities such as PA zone management, environmental M&E, database maintenance and economic analysis of natural resources.

102. Gender issues will be promoted and closely monitored. Due to the nature of traditional activities at the project sites, it is expected that women will play an important role in all project activities, including management, training and establishment of alternative livelihood related options, enabling them to reach and maintain sustainable levels.

103. An inception workshop will be held, preferably within 3 months (but not more than 6 months) to ensure an effective project start up. This workshop will serve; (i) to inform all stakeholders of the project’s inception; (ii) to familiarize stakeholders with project outputs and goals; (iii) to refine the SRF indicators and the selected outputs and activities; (iv) to develop an M&E framework specific to site-level activities and (v) to finalize TORs for the Steering Committee, subcontracts, other project consultants and long term training.

PROJECT MANAGEMENT

Project Oversight

104. Oversight of project activities will be the responsibility of two committees: the Project Steering Committee (PSC) and the Project Scientific and Technical Committee (PSTC). Day-to-day operational oversight will be ensured by UNDP, through the UNDP Office in Bangui, and strategic oversight by the UNDP/GEF Regional Technical Advisor (RTA) responsible for the project.

105. The overall project implementation will be overseen by the Project Steering Committee (PSC). The PSC will be convened and supported logistically by the Project Management Unit (PMU). The PSC will be chaired by four representatives from the MEFCP (one from the *Direction de Cabinet*, one from the DFAP, one from the DGSR and one from the PGPRF), and two representative from MEE (DGEES and DGEPR), MDR. The UNDP Resident representative (or his/her designee), the GEF focal point, the CBD focal point, representatives from the private sector companies involved in the project (e.g. safari hunting companies), one representative from a national NGO, and two representatives from the local community committees involved in the project will chair as well. The National Project Director (NPD) will act as the Secretary.

106. Representation of the interests of other stakeholders will be ensured, throughout project's duration, through the multi-faceted participatory mechanisms that are anticipated to be implemented (planning process, negotiation of collaborative management agreements, management planning processes, development of alternative activities and sustainable financing).

107. The PSC will meet twice a year, and on other occasions as needed. Specifically the PSC will be responsible for: i) achieving co-ordination among the various government agencies; ii) guiding the program implementation process to ensure alignment with national and local statutory planning processes and sustainable resource use and conservation policies, strategies and plans; iii) ensuring that activities are fully integrated between the other developmental initiatives in the country; iv) overseeing the work being carried out by the implementation unites, monitoring progress and approving reports; v) overseeing the financial management and production of financial reports; vi) monitor the effectiveness of project implementation; and, vii) preparing regular report-backs for the representing institutions. The NPD will be responsible for setting up meetings, circulating documentations for review, and preparing minutes and reports.

108. One advisory committee will provide ad-hoc support to the PSC: a Project Scientific and Technical Committee (PSTC), composed of representatives from the scientific community and other relevant projects implemented in CAR (e.g. WWF in the Dzanga-Sangha Protected Areas, the next European Union funded projects that will follow ECOFAC IV and the NWFP project implemented by FAO). This Committee will provide scientific and technical input on specific issues and strategic guidance on work plans.

109. UNDP: As indicated above, project components will be implemented through the PMU established through project funds. In addition to the results and the activities enumerated above, the UNDP will be responsible for: i) ensuring professional and timely implementation of the activities and delivery of the reports and other outputs identified in the project document; ii) contracting of and contract administration for qualified local and international experts who meet the formal requirements of the UNDP/GEF; iii) manage and be responsible of all financial

administration to realize the targets envisioned in consultation with implementing partners; iv) mainstream project outcomes in its own national programs and consider funding opportunities from its own resources; v) coordinate with UN Country Team with a view to mainstreaming in their interventions at the country level and funding as appropriate; vi) establish an effective networking between project stakeholders, specialized international organizations and the donor community; vii) ensure networking among the country-wide stakeholders within the two countries; viii) review and make recommendations for reports produced under the project; and, ix) establish and endorse the thematic areas, with a view to ensuring linkage to national policy goals, relevance, effectiveness and impartiality of the decision making process.

Project Management at the central level

110. The project will be coordinated by the Project Management Unit (PMU). The National Project Director (NPD) and the Project Financial Manager (PFM) will form the PMU, to be located in Bangui and housed at MEE/MEFCP office. The NPD will be responsible for timely achievement of all project's outcomes. His/her duties will include: i) the oversight and coordination of project implementation at the operational level (by developing and ensuring the implementation of workplans and budgets that are consistent with the project's logical matrix), including certifying expenditures in line with approved budgets and work-plans and coordinating financial flows from the PMU to the field – all within the framework of UNDP rules on managing UNDP/GEF projects; ii) facilitate communication and networking among key stakeholders in the capital cities; iii) facilitating, monitoring and reporting on the procurement of inputs and delivery of outputs; iv) coordinating interventions financed by GEF/UNDP with other parallel interventions; v) approval of Terms of Reference for consultants and tender documents for sub-contracted inputs; and, vi) reporting to UNDP on project delivery and impact. S/he will also provide guidance and support to the national components of the project to ensure that the implementation of activities in each country segment is coherent with the overall project structure and objectives, and that lessons learnt at each site are shared with others. The PD will be the key point through whom lessons learned in similar projects in other parts of the Congo Basin would be channeled to enhance project's operations.

Project Management at the Site Level

111. Management at the site level will be done for each site by the MEFCP representative (or warden of the PA) in coordination with the local community committee officer.

PART IV: Monitoring and Evaluation Plan and Budget

MONITORING AND REPORTING³

112. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country Office (UNDP-CO) with support from the UNDP/GEF Regional Coordination Unit in Dakar. The Logical Framework Matrix in Annex A provides performance and impact indicators for project implementation along with their corresponding means of verification. The METT tool

³ As per GEF guidelines, the project will also be using the BD 1 Management Effectiveness Tracking Tool (METT). New or additional GEF monitoring requirements will be accommodated and adhered to once they are officially launched.

(see Annex 1), Financial Scorecard (see Annex 2) and Capacity Assessment Scorecard (see Annex 3) will all be used as instruments to monitor progress in PA management effectiveness. The M&E plan includes: inception report, project implementation reviews, quarterly and annual review reports, a mid-term and final evaluation. The following sections outline the principle components of the Monitoring and Evaluation Plan and indicative cost estimates related to M&E activities. The 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 M&E responsibilities.

Inception Phase

113. A Project Inception Workshop will be conducted with the full project team, relevant government counterparts, co-financing partners, the UNDP-CO and representation from the UNDP-GEF Regional Coordinating Unit, as well as UNDP-GEF (HQs) as appropriate. A fundamental objective of this Inception Workshop will be to assist the project team to understand and take ownership of the project's goal and objective, as well as finalize preparation of the project's first annual work plan on the basis of the logframe matrix. This will include reviewing the logframe (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalizing the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project. Additionally, the purpose and objective of the Inception Workshop (IW) will be to: (i) introduce project staff with the UNDP-GEF team which will support the project during its implementation, namely the CO and responsible Regional Coordinating Unit staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU 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 IW will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget rephasings. The IW will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the 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 the project's implementation phase.

Monitoring responsibilities and events

114. A detailed schedule of project review meetings will be developed by the 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 Project Board Meetings and (ii) project related Monitoring and Evaluation activities. Day-to-day monitoring of implementation progress will be the responsibility of the Project Manager based on the project's Annual Work Plan and its indicators. The Project Manager will inform the UNDP-CO 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 Project Manager will fine-tune the progress and performance/impact

indicators of the project in consultation with the full project team at the Inception Workshop with support from UNDP-CO and assisted by the UNDP-GEF Regional Coordinating Unit. Specific targets for the first year implementation progress indicators together with their means of verification will be developed at this 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 would be defined annually as part of the internal evaluation and planning processes undertaken by the project team.

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

116. Annual Monitoring will occur through the Project Board Meetings (PBM). This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to PBMs two times a year. The first such meeting will be held within the first six months of the start of full implementation.

117. The Project Manager in consultations with UNDP-CO and UNDP-GEF RCU will prepare a UNDP/GEF PIR/ARR and submit it to PBM members at least two weeks prior to the PBM for review and comments. The PIR/ARR will be used as one of the basic documents for discussions in the PB meeting. The Project Manager will present the PIR/ARR to the Project Board, highlighting policy issues and recommendations for the decision of the PBM participants. The Project Manager also informs the participants of any agreement reached by stakeholders during the PIR/ARR preparation on how to resolve operational issues. Separate reviews of each project component may also be conducted if necessary. The Project Board 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.

118. The terminal PBM is held in the last month of project operations. The Project Manager is responsible for preparing the Terminal Report and submitting it to UNDP-CO and UNDP-GEF RCU. It shall be prepared in draft at least two months in advance of the terminal PBM in order to allow review, and will serve as the basis for discussions in the PBM. The terminal meeting considers the implementation of the project as a whole, paying particular attention to whether the 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.

119. UNDP Country Offices and UNDP-GEF RCU as appropriate, will conduct yearly visits to project sites based on an agreed upon schedule to be detailed in the project's 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.

Project Reporting

120. The Project Director in conjunction with the UNDP-GEF extended team will be responsible for the preparation and submission of the following reports that form 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.

121. A Project Inception Report will be prepared immediately following the Inception Workshop. It will include a detailed First Year/ Annual Work Plan divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This Work Plan will include the dates of specific field visits, support missions from the UNDP-CO or the Regional Coordinating Unit (RCU) or consultants, as well as time-frames for meetings of the project's decision making structures. The Report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months 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 effect 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 IR, the UNDP Country Office and UNDP-GEF's Regional Coordinating Unit will review the document.

122. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As a self-assessment by the project management, it does not require a cumbersome preparatory process. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Project Progress Report (PPR) covering the whole year with updated information for each element of the PPR as well as a summary of results achieved against pre-defined annual targets at the project level. As such, it can be readily used to spur dialogue with the Project Board and partners. An ARR will be prepared on an annual basis prior to the Project Board meeting to reflect progress achieved in meeting the project's Annual Work Plan and assess performance of the project in contributing to intended outcomes through outputs and partnership work. The ARR should consist of the following sections: (i) project risks and issues; (ii) project progress against pre-defined indicators and targets and (iii) outcome performance.

123. The Project Implementation Review (PIR) is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from ongoing projects. Once the project has been under implementation for a year, a Project Implementation Report must be completed by the CO together with the project team. The PIR should be participatorily prepared in July and discussed with the CO and the UNDP/GEF Regional Coordination Unit during August with the final submission to the UNDP/GEF Headquarters in the first week of September.

124. Quarterly progress reports: Short reports outlining main updates in project progress will be provided quarterly to the local UNDP Country Office and the UNDP-GEF RCU by the project team.

125. UNDP ATLAS Monitoring Reports: A Combined Delivery Report (CDR) summarizing all project expenditures, is mandatory and should be issued quarterly. The Project Manager should send it to the Project Board for review and the Implementing Partner should certify it. The following logs should be prepared: (i) The Issues Log is used to capture and track the status of all project issues throughout the implementation of the project. It will be the responsibility of the Project Manager to track, capture and assign issues, and to ensure that all project issues are appropriately addressed; (ii) the Risk Log is maintained throughout the project to capture potential risks to the project and associated measures to manage risks. It will be the responsibility of the Project Manager to maintain and update the Risk Log, using Atlas; and (iii) the Lessons Learned Log is maintained throughout the project to capture insights and lessons based on good and bad experiences and behaviors. It is the responsibility of the Project Manager to maintain and update the Lessons Learned Log.

126. Project Terminal Report: During the last three months of the project the project team will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the Project, lessons learned, objectives met, or not achieved, structures and systems implemented, etc. and will be the definitive statement of the 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 the Project's activities.

127. Periodic Thematic Reports: 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.

128. 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 the 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 the project and its sites. These technical reports will represent, as appropriate, the 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.

129. 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 the 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.

INDEPENDENT EVALUATIONS, AUDITS AND FINANCIAL REPORTING

130. The project will be subjected to at least two independent external evaluations as follows: An independent Mid-Term Evaluation will be undertaken at exactly the mid-point of the 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 the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the UNDP-GEF Regional Coordinating Unit.

131. An independent Final Evaluation will take place three months prior to the terminal Project Board 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 CO based on guidance from the UNDP-GEF Regional Coordinating Unit.

LEARNING AND KNOWLEDGE SHARING

132. Results from the project will be disseminated within and beyond the 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 between the 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 through lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identifying and analyzing lessons learned is an on-going process, and the need to communicate such lessons as one of the 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.

AUDIT CLAUSE

133. The Government will provide the Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted according to UNDP financial regulations, rules and audit policies by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government.

Table 6. M&E Activities, Responsibilities, Budget and Time Frame

| Type of M&E activity | Responsible Parties | Budget US\$ <i>Excluding project team staff time</i> | Time frame |
|---|--|--|--|
| Inception Workshop | Project Director UNDP CO UNDP GEF | 10,000 | Within first two months of project start up |
| Inception Report | Project Team UNDP CO | None | Immediately following IW |
| Measurement of Means of Verification for Project Purpose Indicators | Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members | To be finalized in Inception Phase and Workshop. Indicative cost: 15,000. | Start, mid and end of project |
| Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis) | Oversight by Project Manager Project team | To be determined as part of the Annual Work Plan's preparation. Indicative cost: 8,000 (annually); total: 32,000 | Annually prior to ARR/PIR and to the definition of annual work plans |
| ARR and PIR | Project Team UNDP-CO UNDP-GEF | None | Annually |
| Quarterly progress reports | Project team | None | Quarterly |
| CDRs | Project Manager | None | Quarterly |
| Issues Log | Project Manager UNDP CO Programme Staff | None | Quarterly |
| Risks Log | Project Manager UNDP CO Programme Staff | None | Quarterly |
| Lessons Learned Log | Project Manager UNDP CO Programme Staff | None | Quarterly |
| Mid-term Evaluation | Project team UNDP- CO UNDP-GEF Regional Coordinating Unit External Consultants (i.e. evaluation team) | 40,000 | At the mid-point of project implementation. |

| Type of M&E activity | Responsible Parties | Budget US\$ <i>Excluding project team staff time</i> | Time frame |
|--|--|---|--|
| Final Evaluation | Project team, UNDP-CO UNDP-GEF Regional Coordinating Unit External Consultants (i.e. evaluation team) | 40,000 | At the end of project implementation |
| Terminal Report | Project team UNDP-CO local consultant | 0 | At least one month before the end of the project |
| Lessons learned | Project team UNDP-GEF Regional Coordinating Unit (suggested formats for documenting best practices, etc) | 12,000 (average 3,000 per year) | Yearly |
| Audit | UNDP-CO Project team | 8,000 | Yearly |
| TOTAL indicative COST <i>Excluding project team staff time and UNDP staff and travel expenses</i> | | US\$ 157,000 | |

PART V: Legal Context

134. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Central African Republic and the United Nations Development Program, signed by the parties on [insert_date_]. 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.

135. The UNDP Resident Representative in Bangui is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the UNDP-EEG Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) 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;
- c) 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

- d) Inclusion of additional annexes and attachments only as set out here in this Project Document.

SECTION II: STRATEGIC RESULTS FRAMEWORK (SRF) AND GEF INCREMENT

PART I: Strategic Results Framework, SRF (formerly GEF Logical Framework) Analysis

INDICATOR FRAMEWORK AS PART OF THE SRF

| Objective/ Outcome | Indicator | Baseline (2010) | End of Project target | Source of Information | Risks and assumptions |
|---|---|--|--|--------------------------|---|
| Objective – To conserve globally important biodiversity through strengthened community-based management of a consolidated protected area network in the Central African Republic | Change in PA area, area (with % National PA cover estate expansion) | 6,320,000 ha | Approx 700,000 ha (11 % expansion) | Official Law creating PA | <u>Risks:</u> Loss of government support, international professional poaching, political instability. <u>Assumption:</u> Government agrees to extend the existing protected area system Potentially conflicting land-use resolved between PA and uranium mining concession Local communities agree to create a PA on their territories No large-scale and professional poaching activities conducted by groups of people native to neighboring countries |
| | Population of African Elephant in the new PA | To be determined in yr1 | Population of African Elephant remains stable | Survey data and reports | |
| | Deforestation rate in Basse Lobaye Biosphere Reserve | Baseline annual deforestation rate is around 0.5% of forested areas (i.e., 0.5% of 19,000 ha per year = 950 ha per year) | No deforestation in the Basse-Lobaye Biosphere Reserve | Survey data and reports | |

| Objective/ Outcome | Indicator | Baseline (2010) | End of Project target | Source of Information | Risks and assumptions |
|---|---|---|--|---|--|
| Outcome 1 – Systemic and institutional capacity for the co-management of a consolidated national PA system (<i>through the promotion of an effective involvement of local communities in its management</i>) is in place | Legislation/decrees on PA co-management | Laws exist for natural resource management (Forest, Wildlife & Environment) which allude to community roles to a certain extent | Law & enabling decrees enacted which allow for delegated and/or sub-contracted IUCN category IV & VI protected area management to non-state actors including local communities | Law & Application decrees | <u>Risk</u> : long delays in passing legislation, conflicts with private sector extractive industries <u>Assumption</u> : No delays to enacting policies, strategies, legislation and/or regulations |
| | Guidelines and standards for the effective involvement of local communities in PAs management | No national guidelines and standards developed for the effective involvement of local communities in PAs management | Guidelines & standards published | Publication and implementation of agreed guidelines & standards | Government agrees to extend the existing protected area system |
| | Change in PA area, area (with % National PA cover estate expansion) | 6,320,000 ha | Approx 700,000 ha (11 % expansion) | Official Law creating new PA | |
| | Improved financial sustainability for National PAs system, through implementation of sustainable financing strategy and associated funding mechanisms designed for community-based PA, measured by the Financial Sustainability Scorecard (Annex C) | | | Financial Sustainability scorecard | |

| Objective/ Outcome | Indicator | Baseline (2010) | End of Project target | Source of Information | Risks and assumptions |
|--------------------|---|-----------------|-----------------------|-------------------------------|-----------------------|
| | Legal, regulatory and institutional framework | 23/82 (28 %) - | 44/82 (54%) | | |
| | Business planning | 16/67 (24%) | 34/67 (51%) | | |
| | Tools for revenue generation | 18/57 (32%) | 30/57 (53%) | | |
| | Total | 57/206 (28%) | 108/206 (52%) | | |
| | Capacity Assessment Scorecard | | | Capacity assessment scorecard | |
| | Policy formulation | | | | |
| | Systemic | 3/6 (50%) | 5/6 (83%) | | |
| | Institutional | 1/3 (33%) | 2/3 (67%) | | |
| | Implementation | | | | |
| | Systemic | 4/9 (44%) | 7/9 (78%) | | |
| | Institutional | 5/27 (19%) | 15/27 (56%) | | |
| | Individual | 5/12 (42%) | 6/12 (50%) | | |
| | Engagement and consensus | | | | |
| | Systemic | 3/6 (50%) | 4/6 (67%) | | |
| | Institutional | 3/6 (50%) | 4/6 (67%) | | |
| | Individual | 2/3 (67%) | 2/3 (67%) | | |
| | Mobilize info and knowledge | | | | |
| | Systemic | 1/3 (33%) | 2/3 (67%) | | |
| | Institutional | 1/3 (33%) | 2/3 (67%) | | |
| | Individual | 1/3 (33%) | 2/3 (67%) | | |
| | Monitoring | | | | |
| | Systemic | 2/6 (33%) | 4/6 (67%) | | |
| | Institutional | 2/6 (33%) | 3/6 (50%) | | |

| Objective/ Outcome | Indicator | Baseline (2010) | End of Project target | Source of Information | Risks and assumptions |
|--|---|---|---|---|---|
| | Individual | 1/3 (33%) | 2/3 (67%) | | |
| | Total | | | | |
| | Systemic | 13/30 (42%) | 22/30 (72%) | | |
| | Institutional | 12/45 (34%) | 26/45 (61%) | | |
| | Individual | 9/21 (44%) | 12/21 (63%) | | |
| Outcome 2 – Effective sustainable and replicable models for community-based PA management are piloted in two selected sites: Mourou-Fadama/Ndanda/Banabongo-Mani (MF/ND/BM) multiple use area and Basse Lobaye Biosphere Reserve (BLBR) | Management Effectiveness of PAs at project sites (METT Scorecard) | Adapted METT ⁴ MF-CSHZ = 56% Not assessed: MF foreseen CHZ extension ND & BM CSHZ & CHZ foreseen extensions BLBR = 11% | New PA = 65% BLBR = 60% | Application of METT in line with monitoring and evaluation component of the project | <u>Risks:</u> lack of engagement of communities in PA vision and sustainable management <u>Assumptions:</u> there will be adequate economic incentives to convince local communities to engage in PA management and sustainable use methods. |
| | Adapted community capacity scorecard | CED / CLED MF / CLED ND / CLED BM: Not assessed (to be assessed by end of yr 1) Basse Lobaye Reserve Local management committees: Not assessed (to be assessed by end of yr 1) | Targets for 2014 set in Yr 1 after assessment | Capacity scorecards | |
| | Community-based PA | CSHZ | Management | Management plans | |

⁴ The METT was adapted because the MF-CSHZ is not a PA *stricto sensu* and tourism is currently safari hunting

| Objective/ Outcome | Indicator | Baseline (2010) | End of Project target | Source of Information | Risks and assumptions |
|--------------------|--|----------------------------------|--|--|-----------------------|
| | management plans based on natural resources sustainable use management systems | management plan exists for MF | plans finalized, endorsed, implemented and monitored effectively for the new PA & Basse Lobaye Biosphere Reserve | | |
| | Community-based PA business plans based on sustainable financing mechanisms | CSHZ business plan exists for MF | Business plans finalized, endorsed, implemented and monitored effectively for the new PA & Basse Lobaye Biosphere Reserve | Business plans | |
| | Alternative livelihood programs for conservation-compatible targets | MF-CSHZ = 0 BLBR = 1 | New PA: 50% of people around PA benefiting from enhanced, alternative livelihoods (as measured by progress towards conservation-compatible targets) BLBR: 50% of people around PA benefiting from enhanced, alternative livelihoods (as measured by | Monitoring and evaluation component for livelihood targets | |

| Objective/ Outcome | Indicator | Baseline (2010) | End of Project target | Source of Information | Risks and assumptions |
|--------------------|-----------|-----------------|---|-----------------------|-----------------------|
| | | | progress towards conservation-compatible targets) | | |

LIST OF ACTIVITIES PER OUTPUT AND OUTCOME AS PART OF THE SRF

Objective: To conserve globally important biodiversity through strengthened community-based management of a consolidated protected area network in the Central African Republic

Outcome 1: Systemic and institutional capacity for the co-management of a consolidated national PA system (*through the promotion of an effective involvement of local communities in its management*) is in place.

| Output | Activities |
|---|---|
| Output 1.1 Legal and policy frameworks adopted to allow management of PAs by local committees | <ol style="list-style-type: none"> 1. In-depth review and analysis of policies, legislations and regulations and proposals for improvement/updates where necessary 2. Organization of a workshop to present findings and recommendations to key decision-makers and technical staff 3. Preparation of draft texts in the required format following the result of the workshop 4. Presentation of the draft texts to the MEFCP & MEE 5. Submission to the parliament for enactment when necessary |
| Output 1.2 Guidelines and standards developed for the effective involvement of local communities in PA management | <ol style="list-style-type: none"> 1. Review of existing co-management process, including those developed in 'Outcome 2', and their associated natural resource management systems / sustainable financing mechanisms 2. Preparation of draft guidelines and standards 3. Presentation of the draft to the MEFCP 4. Publication of the guidelines and standards |
| Output 1.3 Legal documents for the creation of new PA approved by Parliament | <ol style="list-style-type: none"> 1. Development of participative proposal for PA zoning 2. Preparation of draft texts in the required format following the proposal 3. Presentation of the draft texts to the MEFCP & MEE 4. Submission to the parliament for enactment |
| Output 1.4 New PA gazetted and | <ol style="list-style-type: none"> 1. Development of participative proposal for PA zoning |

| Outcome 1: Systemic and institutional capacity for the co-management of a consolidated national PA system (<i>through the promotion of an effective involvement of local communities in its management</i>) is in place. | |
|---|---|
| Output | Activities |
| boundary demarcated in a participatory manner | <ol style="list-style-type: none"> 2. Preparation of draft texts in the required format following the proposal 3. Presentation of the draft texts to the MEFCP & MEE 4. Submission to the parliament for enactment 5. Official creation of the PA 6. Field information campaign on PA boundaries |
| Output 1.5 Sustainable financing strategy and associated mechanisms designed for community-based PA management | <ol style="list-style-type: none"> 1. Assessment of the financial cost of existing community-based PA management 2. Identification of the existing and potential financing mechanisms 3. Preparation of draft strategy 4. Presentation of the draft to the MEFCP |
| Output 1.6 Training for at least 100 members of MEFCP, MEE, National NGOs and local committees staff in PA and sustainable resource management | <ol style="list-style-type: none"> 1. Identification of the training modules 2. Development of the learning material 3. Implementation of the 03 training sessions |

| Outcome 2: Effective sustainable and replicable models of community-based PA management piloted in two selected PAs: Mourou-Fadama/Ndanda/Banabongo-Mani (MF/ND/BM) multiple use area and Basse Lobaye Biosphere Reserve (BLBR) | |
|--|---|
| Output | Activities |
| Output 2.1 Local management committees created and operational | <ol style="list-style-type: none"> 1. Creation of local committees 2. Development and signature of a temporary agreement between local committees and MEFCP which articulates roles and responsibilities for each of the actors regarding PA management, including revenue generation and revenue retention within the pilot site 3. Functional strengthening of local committees 4. Technical strengthening of local committees 5. Development and signature of a definitive agreement between local committees and MEFCP which articulates roles and responsibilities for each of the actors regarding PA management, including revenue generation and revenue retention within the pilot site |
| Output 2.2 Establishment of sustainable use management systems for resources harvested by | <ol style="list-style-type: none"> 1. Development of methods for the NR (NFWP and wildlife) baseline surveys in pilot sites, staff training in data collection methodologies, implementation of surveys and data analysis 2. Development of methods for the assessment of the extension of Community territories and associated |

| Outcome 2: .Effective sustainable and replicable models of community-based PA management piloted in two selected PAs: Mourou-Fadama/Ndanda/Banabongo-Mani (MF/ND/BM) multiple use area and Basse Lobaye Biosphere Reserve (BLBR) | |
|---|--|
| Output | Activities |
| local communities (resource inventories, quotas for commercial hunting, sustainable use threshold, enforcement system in place) | <ul style="list-style-type: none"> traditional/existing access and NR (NWFP & wildlife) management community-based rights in pilot sites, staff training in data collection methodologies, implementation of surveys and data analysis 3. Development of methods for the assessment of the NR product (NWFP and bushmeat) market chains in the pilot sites, staff training in data collection methodologies, implementation of surveys and data analysis 4. Assessment of the sustainability of the existing NR community-based management systems and the associated threats to their sustainability, identification of best practices 5. Development of proposal for PA internal zoning 6. Development of adaptative NR (NWFP & wildlife) sustainable management systems for the pilot sites based on community-based NR management best practices, including ecological monitoring system, based on activities 4 & 5 7. Final adoption of the proposed zoning and temporary adoption of the systems by relevant stake-holders (local committees, MEFCP and private sector when necessary) through the organization of participative processes 8. Implementation and monitoring of the NR (NWFP & wildlife) sustainable management systems in pilot sites through training of local committee and MEFCP staff 9. Final participative review and sustainability assessment of the systems 10. Final adoption of the systems by relevant stake-holders (local committees, MEFCP and private sector when necessary) through the implementation of a participative process 11. Implementation and monitoring of the NWFP & wildlife sustainable management systems |
| Output 2.3 Community-based PA management plan developed, adopted by local committees and implemented | <ul style="list-style-type: none"> 1. Development and signature of a temporary agreement between local committees and MEFCP which articulates roles and responsibilities for each of the actors regarding PA management, including revenue generation and revenue retention within the pilot site 2. Final adoption of the proposed zoning by relevant stake-holders (local committees, MEFCP and private sector when necessary) through the organization of participative processes 3. Evaluate the management requirements necessary to implement the NR sustainable management systems, including threat mitigations, according to the PA zoning 4. Draft the temporary management plan 5. Temporary adoption of the draft management plan 6. Implementation and monitoring of the draft management plan 7. Final participative review of the draft management plan and finalization of the document 8. Final adoption of the management plan by relevant stake-holders (local committees, MEFCP and |

| Outcome 2: .Effective sustainable and replicable models of community-based PA management piloted in two selected PAs: Mourou-Fadama/Ndanda/Banabongo-Mani (MF/ND/BM) multiple use area and Basse Lobaye Biosphere Reserve (BLBR) | |
|---|---|
| Output | Activities |
| | <p>private sector when necessary) through the implementation of a participative process</p> <p>9. Development and signature of a definitive agreement between local committees and MEFCP which articulates roles and responsibilities for each of the actors regarding PA management, including revenue generation and revenue retention within the pilot site</p> <p>10. Implementation and monitoring of the management plan</p> |
| Output 2.4 Establishment of sustainable financing mechanisms for community-based management | <p>1. Development of methods for the NR (NWFP and wildlife) baseline surveys in pilot sites, staff training in data collection methodologies, implementation of surveys and data analysis</p> <p>2. Development of methods for the assessment of the extension of Community territories and associated traditional/existing access and NR (NWFP & wildlife) management community-based rights in pilot sites, staff training in data collection methodologies, implementation of surveys and data analysis</p> <p>3. Development of methods for the assessment of the NR product (NWFP and bushmeat) market chains in the pilot sites, staff training in data collection methodologies, implementation of surveys and data analysis</p> <p>4. Economical and financial assessment of existing NR community-based management systems</p> <p>5. Development of sustainable financing mechanisms for community-based management based on revenue generation of NR (NWFP & wildlife) sustainable management systems</p> <p>6. Temporary adoption of the sustainable financing mechanisms by relevant stake-holders (local committees, MEFCP and private sector when necessary) through the organization of participative processes</p> <p>7. Implementation and monitoring of the sustainable financing mechanisms</p> <p>8. Final participative review and sustainability assessment of the financing mechanisms</p> <p>9. Final adoption of the financing mechanisms by relevant stake-holders (local committees, MEFCP and private sector when necessary) through the implementation of a participative process</p> <p>10. Implementation and monitoring of the sustainable financing mechanisms</p> |
| Output 2.5 Community-based PA business plans developed, adopted by local committees and implemented | <p>1. Development and signature of a temporary agreement between local committees and MEFCP which articulates roles and responsibilities for each of the actors regarding PA management, including revenue generation and revenue retention within the pilot site</p> <p>2. Final adoption of the proposed zoning by relevant stake-holders (local committees, MEFCP and private sector when necessary) through the organization of participative processes</p> <p>3. Evaluation of the costs required to implement the management plan</p> <p>4. Draft the temporary business plan</p> <p>5. Temporary adoption of the draft business plan</p> |

| Outcome 2: .Effective sustainable and replicable models of community-based PA management piloted in two selected PAs: Mourou-Fadama/Ndanda/Banabongo-Mani (MF/ND/BM) multiple use area and Basse Lobaye Biosphere Reserve (BLBR) | |
|---|---|
| Output | Activities |
| | <ol style="list-style-type: none"> 6. Implementation and monitoring of the draft business plan 7. Final participative review of the draft business plan and finalization of the document 8. Final adoption of the business plan by relevant stake-holders (local committees, MEFCP and private sector when necessary) through the implementation of a participative process 9. Development and signature of a definitive agreement between local committees and MEFCP which articulates roles and responsibilities for each of the actors regarding PA management, including revenue generation and revenue retention within the pilot site 10. Implementation and monitoring of the business plan |
| Output 2.6 Long-term ecological and socio-economical monitoring systems developed and implemented | <ol style="list-style-type: none"> 1. Development of adaptative NR (NWFP & wildlife) sustainable management systems for the pilot sites based on community-based NR management best practices, including ecological monitoring system 2. Implementation and monitoring of the NR (NWFP & wildlife) sustainable management systems in pilot sites through training of local committee and MEFCP staff 3. Development of a socio-economical monitoring system 4. Implementation of the socio-economical monitoring system |
| Output 2.7 PA headquarters and staff equipped with infrastructure and essential facilities (administrative buildings; communication; enforcement equipment; monitoring materials) | <ol style="list-style-type: none"> 1. Identification of critical needs (infrastructure and equipment) 2. Order/purchasing of the equipment and materials 3. Delivery of the equipment on sites and building of infrastructure |
| Output 2.8 Viable economic alternatives and in place | <ol style="list-style-type: none"> 1. Design of an alternative livelihood program for conservation-compatible targets 2. Implementation of the program through capacity building and micro-credits opportunities |

Part II: Incremental Cost Analysis

Baseline trend of development of community based PA management and key baseline programs

136. Baseline programs can be divided into two main areas, corresponding with the two project outcomes. These are described below.

137. Outcome 1: Systemic and institutional capacity for the co-management of a consolidated national PAs system (through the promotion of an effective involvement of local communities in its management). Government investment in the national PA system is very low, consisting exclusively in paying the salaries of the guards and some actions of enforcement, through the Defense Ministry, with the provision of military forces. CAS-DF, the Forestry Development Fund) created in 2000 in order to channel a share of taxes and fees coming from logging and hunting (both Safari and community hunting), seeks to provide counterpart funding for donor-funded projects and support some of MEFCP's operational costs (mostly "emergency" activities). This flexible tool has been used to provide important financial support to the MEFCP particularly in the field of PA management through the ECOFAC and Dzanga-Sangha projects counterpart funding. Annual grants range from 30,000 euros for Dzanga-Sangha to 100,000 euros for ECOFAC in 2008. This financing also covers emergency anti-poaching operations in the related PAs. Unfortunately the ongoing tropical timber trade crisis has considerably reduced the revenues originating from logging, and in combination with some mismanagement, has resulted in the near bankruptcy of the Fund in 2009. Some strong political decisions were taken to allow a rapid restoration of the CAS-DF functions when logging activities will return to their previous level.

138. For more than a decade, the MEFCP have developed a wildlife co-management model targeting safari hunting activities together with partners including local communities. The aim was to promote sustainable biodiversity management along with local development. Operational models exist and have proven their effectiveness to a certain extent, particularly compared to the traditional and totally ineffectual state-centric PA management model in the absence of direct international support. However, the legal baseline is inadequate and does not fully support these models. The EU-funded program ECOFAC IV (2007-2010) should normally lead the revision of the Wildlife Code. But given the short time laps before the end of this program (July 2010) and the considerable amount of work and consultations necessary to integrate the necessary major reforms, it is unlikely that the task can be fully performed on time. On the assumption that ECOFAC could perform it, all the critical enabling texts would remain uncompleted. Moreover, other wildlife uses (eg. community hunting) and other resources (eg, NWFP) would not be taken into account.

139. Outcome 2: Effective sustainable and replicable models of community-based PA management piloted in two selected PAs: Mourou-Fadama/Ndanda/Banabongo-Mani (MF/ND/BM) multiple use area and Basse Lobaye Biosphere Reserve (BLBR). UNESCO support to the BLBR is currently very limited. Some CBFF funding might be granted in the near future to some national NGOs in order to implement small-scale conservation project in the BLBR area: several proposals have been submitted and short-listed the past few months (March-April 2010) but to date nothing has been confirmed yet. Under the baseline, such initiatives

would remain largely uncoordinated and could eventually generate negative impacts on the BLBR as national NGOs remain in the majority under-skilled. There is also an AFD programme that will intervene in the area with a major emphasis on the strengthening of local governance through the improvement of the management of the forest generated revenues hand out at the local level. The programme cycle has just been launched recently by AFD (March 2010), hence, there is no budget estimate available to date. This future programme will relevantly support the local communities in the BLBR area as rural development (mainly through agriculture development in accordance with the sustainable forestry management plan designed by the currently finishing AFD-funded PARPAF project, the development of community enterprises and community-based natural resources management models) will be a major focus. Nevertheless, as the focus of this Programme will have a loose link with biodiversity conservation, some activities could negatively impact the BLBR. Finally, the EU will develop a new biodiversity conservation project in CAR which will target the Mbaéré-Bodingué National Park (located nearby the BLBR) and will keep on working on the management of community hunting activities in the NP buffer zone. Given the innovative nature of such project targeting the sustainable management of community hunting activities in the Congo Basin and in CAR, the approaches that will be developed by the EU-funded will be difficult to replicate in the BLBR under the baseline.

140. In Mourou-Fadama the existing ZCV model has been implemented since 2006 through a partnership with a private safari company, with the support of a FFEM-funded project implemented in parallel with the GEF-funded CAF/95/G31 Project “A Highly Decentralized Approach to Biodiversity Protection and Use in the Bangassou Dense Forest”. However the lack of effective management led to the departure of the private company. The poaching pressure coupled with illegal grazing strongly undermined the existing system. Under the baseline, there is no investor or private sector partner to the Mourou-Fadama area. In addition, the communities and the MEFCP do not have the capacity to implement any relevant management activities. Further, the Ndanda and Banabongo-Mani local management models and their associated UGED specific land-use sub-unit types remain ineffective.

141. The four-year EU-funded ECOFAUNE project, which should normally start in late 2010, with a funding of 4 million Euros, will take over ECOFAC role regarding support to the management of PAs and the associated ZCVs in Northern CAR (Prefectures of Bamingui-Bangoran and Vakaga). The overall goal of this support project is to improve governance and sustainable management of natural resources and biodiversity of the RCA, with a view to reduce poverty while the main expected outcomes of the project are (i) support to the conservation of fauna in the targeted area, (ii) support to the reinforcement of ZCVs and (iii) support in community land-use planning. The two latter points will be of paramount importance for the CAR as the activities that will be developed within their frame will be highly complementary with the foreseen GEF support: strengthening of the RZCVN, training of MEFCP staff and local committees, strengthening of the DFAP (equipment, scholarship for wildlife technicians, etc.), development of innovative and viable alternative activities, and so on. Both funding will consequently give an unprecedented boost to the national PA system through a comprehensive and multi-donor approach.

Global Environmental Objective

142. The global environmental objective of GEF support is to conserve globally important biodiversity – particularly the population of elephants in north-eastern CAR – through strengthened community-based management of a consolidated protected area network in the CAR.

Alternative

143. Under the GEF alternative scenario, based on the positive results on natural resources management by local committees already evidenced in the country, the policy and regulatory framework for the co-management model will be put in place and the effectiveness of the PAs will be enhanced through this model, through strengthened capacities of local communities to manage natural resources thereby contributing to increased livelihoods in project sites. In addition, the PA network will be more representative of the high biodiversity value of the country. The demonstrated model will later be replicated in other areas in the country.

System Boundary

144. The two project sites are the Mourou-Fadama-Ndanda-Banabongo-Mani multiple-use area and the Basse Lobaye Biosphere Reserve.

Summary of Costs

145. The total cost of the project, including co-financing and GEF funds, amounts to US\$3,767,587. Of this total, co-funding constitutes 53%. GEF financing comprises the remaining 47% of the total, or US\$1,768,182.

SECTION III: Total Budget and Workplan

| | | | |
|---------------------|---|--|--|
| Award ID: | t.b.d. | Business Unit: | CAF10 |
| Project ID: | t.b.d. | Project Title: | PIMS 4184 CBSP - Strengthened management of the national protected areas system through involvement of local communities |
| Award Title: | PIMS 4184 BD Strengthening CAR Protected Areas System | Implementing Partner (Executing Agency) | MEFCPE/MEE |

TOTAL BUDGET AND WORKPLAN

| GEF Outcome/Atlas Activity | Responsible Party/ Implementing Agent | Fund ID | Donor Name | Atlas Account Code | ATLAS Budget Description | Amount Year 1 (USD) | Amount Year 2 (USD) | Amount Year 3 (USD) | Amount Year 4 (USD) | Total (USD) | Budget note |
|---|--|---------|------------|------------------------|----------------------------------|------------------------|------------------------|------------------------|------------------------|----------------|----------------|
| COMPONENT 1: Systemic and institutional capacity for the co-management of a consolidated national PA system (<i>through the promotion of an effective involvement of local communities in its management</i>) is in place | MEE | | GEF | 71200 | International Consultants | 33 000 | 51 000 | 38 000 | 28 000 | 150 000 | 1 |
| | | | | 71300 | Local Consultants | 0 | 6 000 | 6 000 | 6 000 | 18 000 | 2 |
| | | | | 71600 | Travel | 17 062 | 35 219 | 25 198 | 19 574 | 97 053 | 3 |
| | | | | 71400 | Contractual Services-Individuals | 24 000 | 24 000 | 24 000 | 24 000 | 96 000 | 4 |
| | | | | 72100 | Contractual Services-Companies | 25 424 | 36 177 | 36 177 | 48 568 | 146 346 | 5 |
| | | | | 72300 | Materials & Goods | 4 560 | 0 | 0 | 0 | 4 560 | 6 |
| | | | | 72400 | Communic & Audio Visual Equip | 4 239 | 0 | 0 | 0 | 4 239 | 7 |
| | | | | 72800 | Information Technology Equipmt | 16 109 | 0 | 0 | 0 | 16 109 | 8 |
| | | | | 74200 | Audio Visual&Print Prod Costs | 0 | 6 505 | 6 505 | 32 321 | 45 331 | 9 |
| | | | | Total Outcome 1 | | | | | | 124 394 | 158 901 |
| COMPONENT 2: Effective sustainable and replicable models for community-based PA | MEE | | GEF | 71200 | International Consultants | 108 000 | 9 000 | 9 000 | 60 000 | 186 000 | 10 |
| | | | | 71300 | Local Consultants | 29 000 | 12 000 | 12 000 | 16 000 | 69 000 | 11 |
| | | | | 71400 | Contractual Services-Individuals | 44 964 | 47 688 | 47 688 | 47 688 | 188 028 | 12 |

| | | | | | | | | | | | | |
|--|-------------------------|----------------|----------------|-------------------------------------|------------------------------------|--------------------------------|----------------|----------------|----------------|------------------|--------------|----|
| management are piloted in two selected PAs: Mourou-Fadama/Ndanda/Banabongo-Mani (MF/ND/BM) multiple use area and Basse Lobaye Biosphere Reserve (BLBR) | | | | 71600 | Travel | 5000 | 5000 | 5000 | 5000 | 20 000 | 13 | |
| | | | | 72100 | Contractual Services-Companies | 91 995 | 81 000 | 81 000 | 76 000 | 329 995 | 14 | |
| | | | | 72200 | Equipment and Furniture | 40 598 | 16 114 | 10 000 | 0 | 66 712 | 15 | |
| | | | | 72300 | Materials & Goods | 8 856 | 9 872 | 0 | 1 867 | 20 595 | 16 | |
| | | | | 72400 | Communic & Audio Visual Equip | 7 575 | 9 103 | 3 299 | 3 299 | 23 276 | 17 | |
| | | | | 72500 | Supplies | 3 717 | 3 717 | 3 717 | 3 717 | 14 868 | 18 | |
| | | | | 72600 | Grants | 12 500 | 12 500 | 12 500 | 12 500 | 50 000 | 19 | |
| | | | | 72800 | Information Technology Equipmt | 13 217 | 8 612 | 3 036 | 3 036 | 27 901 | 20 | |
| | | | | 73400 | Rental & Maint of Other Equip | 2 879 | 5 341 | 6 786 | 7 509 | 22 515 | 21 | |
| | | | | Total GEF Outcome 2 | | 368 301 | 219 947 | 194 026 | 236 616 | 1 018 890 | | |
| | | | UNDP | 71600 | Travel | 47 816 | 19 171 | 19 171 | 34 087 | 120 245 | 22 | |
| | | | | 72200 | Equipment and Furniture | 55 000 | 0 | 0 | 0 | 55 000 | 23 | |
| | | | | 72100 | Contractual Services-Companies | 12 500 | 12 500 | 12 500 | 12 500 | 50 000 | 24 | |
| | | | | Total UNDP Outcome 2 | | 115 316 | 31 671 | 31 671 | 46 587 | 225 245 | | |
| Total Outcome 2 | | 483 617 | 251 618 | 225 697 | 283 203 | 1 244 135 | | | | | | |
| TOTAL OUTCOME 1-2 | | 608 011 | 410 519 | 361 577 | 441 666 | 1 821 773 | | | | | | |
| PROJECT MANAGEMENT | | | | 71200 | International Consultants | 0 | 20 000 | 0 | 20 000 | 40 000 | 25 | |
| | | | | 71300 | Local Consultants | 0 | 8 000 | 0 | 8 000 | 16 000 | 26 | |
| | | | | 71400 | Contractual Services - Individuals | 15 000 | 15 000 | 15 000 | 15 000 | 60 000 | 27 | |
| | | | | 71600 | Travel | 9 244 | 9 244 | 7 228 | 7 228 | 32 944 | 28 | |
| | | | | 72400 | Communic & Audio Visual Equip | 1 613 | 743 | 743 | 743 | 3 842 | 29 | |
| | | | | 72200 | Equipment and Furniture | 9 000 | 504 | 0 | 0 | 9 504 | 30 | |
| | | | | 73400 | Rental & Maint of Other Equip | 1 446 | 2 136 | 2 891 | 2 891 | 9 364 | 31 | |
| | | | | Total GEF Project Management | | 36 303 | 55 627 | 25 862 | 53 862 | 171 654 | | |
| | | | | UNDP | 71600 | Travel | 2 016 | 2 016 | 2 016 | 2 016 | 8 064 | 32 |
| | | | | | 72100 | Contractual Services-Companies | 0 | 4 000 | 0 | 4 000 | 8 000 | 33 |
| 72200 | Equipment and Furniture | 40 000 | 0 | | 0 | 0 | 40 000 | 34 | | | | |

| | | | | | | | | | | | |
|--|--|--|--|--------------------------------------|--------------------------------|----------------|----------------|----------------|----------------|------------------|----|
| | | | | 72500 | Supplies | 2 239 | 1 851 | 1 851 | 1 851 | 7 792 | 35 |
| | | | | 72800 | Information Technology Equipmt | 5 597 | 2434 | 1434 | 1434 | 10 899 | 36 |
| | | | | Total UNDP Project Management | | 49 852 | 10 301 | 5 301 | 9 301 | 74 755 | |
| | | | | Total Project Management | | 86 155 | 65 928 | 31 163 | 63 163 | 246 409 | |
| | | | | TOTAL GEF | | 528 998 | 434 475 | 355 768 | 448 941 | 1 768 182 | |
| | | | | TOTAL UNDP | | 165 168 | 41 972 | 36 972 | 55 888 | 300 000 | |
| | | | | PROJECT TOTAL | | 694 166 | 476 447 | 392 740 | 504 829 | 2 068 182 | |

| Budget Notes | |
|---------------------|---|
| 1 | Cost of contractual appointment of international consultants (Policy, GIS&DBMS, PA financing, PES, Tourism, International Agribusiness, Farm-produce technologies & Alternative Activities specialists), totalizing 88 weeks of international consultant time compensated as in Annex C (\$3,000/week) |
| 2 | Cost of contractual appointment of local consultants (Agribusiness & Alternative Activities consultants), totalizing 18 weeks of local consultant time compensated as in Annex C (\$1,000/week) |
| 3 | <i>Pro rata</i> travel costs for international and local consultants: 19 international RT tickets @\$1,500/ticket (economy class travel); 371 days international subsistence in Bangui @\$150/day; 273 days international subsistence in Project sites ~@\$36/day; 84 days local subsistence in Project sites ~@\$36/day |
| 4 | Cost of contractual appointment of the Project Director, totalizing 48 months of salary compensated as in Annex C (@\$2,000/month) |
| 5 | Costs associated with: <ul style="list-style-type: none"> organizing project workshops, PA training sessions for 100 participants over 3 years (subcontract, venue, lodging and accommodation of participants, training room) and design costs of communications resources (guideline booklets and awareness posters); support RZCVN activities (advocacy & lobbying, Bangui's support to project's CSHZs). |
| 6 | Acquisition of GPS units (12@\$380) for MEE & MEFCP |
| 7 | Acquisition of video-projectors (2@\$620) and digital camera (12@\$250) for MEE & MEFCP |
| 8 | Acquisition of Laptops (6-@US\$1033), desktops (4-@US\$1,342), portable hard drive (8-@US\$207), A3 colour printer (2-@US\$516), A4 B&W combined scanner-printer (2-@US\$929) for MEE & MEFCP central offices |
| 9 | Costs associated with the printing of communications resources (guideline booklets and awareness posters) and training session materials for 100 participants (booklet) |
| 10 | Cost of contractual appointment of international consultants (Forest ecology, Ethno botanist, PA/CBNRM planning & management, PA//CBWM planning & management, Wildlife management specialists), totalizing 62 weeks of international consultant time compensated as in Annex C (\$3,000/week) |
| 11 | Cost of contractual appointment of local consultants totalizing (Socio-anthropology, Civil society organisation, & Alternative activities specialists) 69 weeks of local consultant time compensated as in Annex C (\$1,000/week) |
| 12 | Costs of contractual appointment of PAs' staff: MEFCP warden, MEFCP guards, local committees management officer & deputy officers, accountant and community guards compensated as in Annex C. |
| 13 | Cost of gas supplies (\$20,000) of the 4WD vehicle, motorcycles and electrical generator of local committees and MEFCP field offices. |

| Budget Notes | |
|--------------|---|
| 14 | Costs associated with: <ul style="list-style-type: none"> • subcontracting local committees (BLBR, CED & CLED-MF) for i) the implementation of the baseline surveys (\$30,000); ii) the organization of meetings (\$10,000); iii) the implementation of social support programs (\$21,500); iv) employment-intensive-infrastructure buildings programs in the PAs (\$10,500); v) law enforcement (\$98,995); • subcontracting national NGOs (OCDN & MEFP) for technical support in the BLBR (\$25,000); • subcontracting international NGO (WWF) for development of community-based PA management plans, business plans and establishment of sustainable financing mechanisms (\$72,000); • organizing PAs' workshops (including PAs' meetings in Bangui) (\$30,200) and purchasing and installing solar panel systems for local committees' offices (\$31,800) |
| 15 | Acquisition of motorcycles(8 ~@\$6,196), bikes (28 ~@\$155), electrical generators (04 ~@\$1,652) and furniture for local committees and MEFCP field offices |
| 16 | Acquisition of GPS units (22@\$380), uniforms (\$4169) and camping equipment (\$8066) for local committees and MEFCP field offices |
| 17 | Acquisition of video-projectors (4@\$620), digital camera (19@\$250), Sat phones (4 @ \$1033) for local committees and MEFCP field offices. Procurement of Sat phone and mobile phone credits for local committees and MEFCP field offices. |
| 18 | Procurement of office stationery for local committees and MEFCP field offices |
| 19 | Yearly grants to local committees (BLBR, CED & CLED-MF) for micro-capital credits (\$50,000). |
| 20 | Acquisition of Laptops (6-@US\$1033), desktops (2-@US\$1,342), portable hard drive (10-@US\$207), A3 colour printer (2-@US\$516), A4 B&W combined scanner-printer (5-@US\$929) and printer supplies (\$11,272) for local committees and MEFCP field offices |
| 21 | Cost of maintaining 4WD vehicle, motorcycles, bikes and electrical generators of MEFCP & local committees |
| 22 | <i>Pro rata</i> travel costs for international consultants (15 international RT tickets ~@\$1,500/ticket in economy class travel) and international & local consultant daily subsistence. Cost of gas supplies (\$55,000) of the 4WD vehicle, motorcycles and electrical generator of local committees and MEFCP field offices. |
| 23 | Acquisition of a 4WD vehicle (1@\$55,00) for the MEFCP field office in MF-ND-BM |
| 24 | Costs associated with subcontracting local committees (CLED-ND & CLED-BM) for i) the implementation of the baseline surveys (\$7,000); ii) the organization of meetings (\$7,000); iii) the implementation of social support programs (\$20,000); iv) employment-intensive-infrastructure buildings programs in the Pas (\$16,000) |
| 25 | Costs of contractual appointment of monitoring and evaluation experts (for mid-term and final evaluation) totalizing 16 weeks of international consultant time compensated as \$2,500/week |
| 26 | Costs of contractual appointment of monitoring and evaluation experts (for mid-term and final evaluation) totalizing 16 weeks of local consultant time compensated as \$1,000/week and financial audit expert totalizing 4 weeks @\$1,000/week |
| 27 | Cost of contractual appointment of the Project Financial Manager, totalizing 48 months of salary compensated as in Annex C (@\$1,250/month) |
| 28 | Cost of gas supplies (~\$29,000) of the project coordination 4WD vehicle. Cost of daily subsistence in project sites for the Project Financial Manager, totalizing 112 days ~@\$36/day |
| 29 | Acquisition of video-projectors (1@\$620) and digital camera (1@\$250) for project coordination office. Procurement of mobile phone credits for project coordination |
| 30 | Acquisition of furniture for the project coordination office |
| 31 | Cost of maintaining 4WD vehicle of project coordination 4WD vehicle |
| 32 | Cost of daily subsistence in project sites for the Project Director, totalizing 224 days ~@\$36/day |

| Budget Notes | |
|---------------------|---|
| 33 | <i>Pro rata</i> cost of 2 financial audits (mid-term and final audits) @\$4,000/audit |
| 34 | Acquisition of a 4WD vehicle (1@\$40,00) for project coordination |
| 35 | Procurement of office stationery for project coordination office |
| 36 | Acquisition of Laptops (3-@US\$1033), desktops (1-@US\$1,342), portable hard drive (4-@US\$207), A4 B&W combined scanner-printer (1-@US\$929) for project coordination office and printer supplies & other IT Equipment |

COFINANCING

TOTAL BUDGET SUMMARY

| Responsible Party/ Implementing Agent | Amount Year 1 (USD) | Amount Year 2 (USD) | Amount Year 3 (USD) | Amount Year 4 (USD) | Total (USD) |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|------------------------|
| GEF | 520,932 | 461,497 | 347,790 | 437,963 | 1,768,182 |
| UNDP-CO (Cash) | 206,418 | 28,222 | 23,222 | 42,138 | 300,000 |
| Government of CAR-in kind | 200,000 | 200,000 | 150,000 | 150,000 | 700,000 |
| Ministry of Planning, Economy and International Cooperation (ECOFAUNE) | 250,000 | 250,000 | 250,000 | 249,405 | 999,405 |
| GRAND TOTAL | 1,177,350 | 939,719 | 771,012 | 879,506 | 3,767,587 |

SECTION IV: ADDITIONAL INFORMATION

PART I: Other agreements

CO-FINANCING LETTERS

[Refer to separate file for the letters]

Table 8: Overview of the Project's co-financing letters

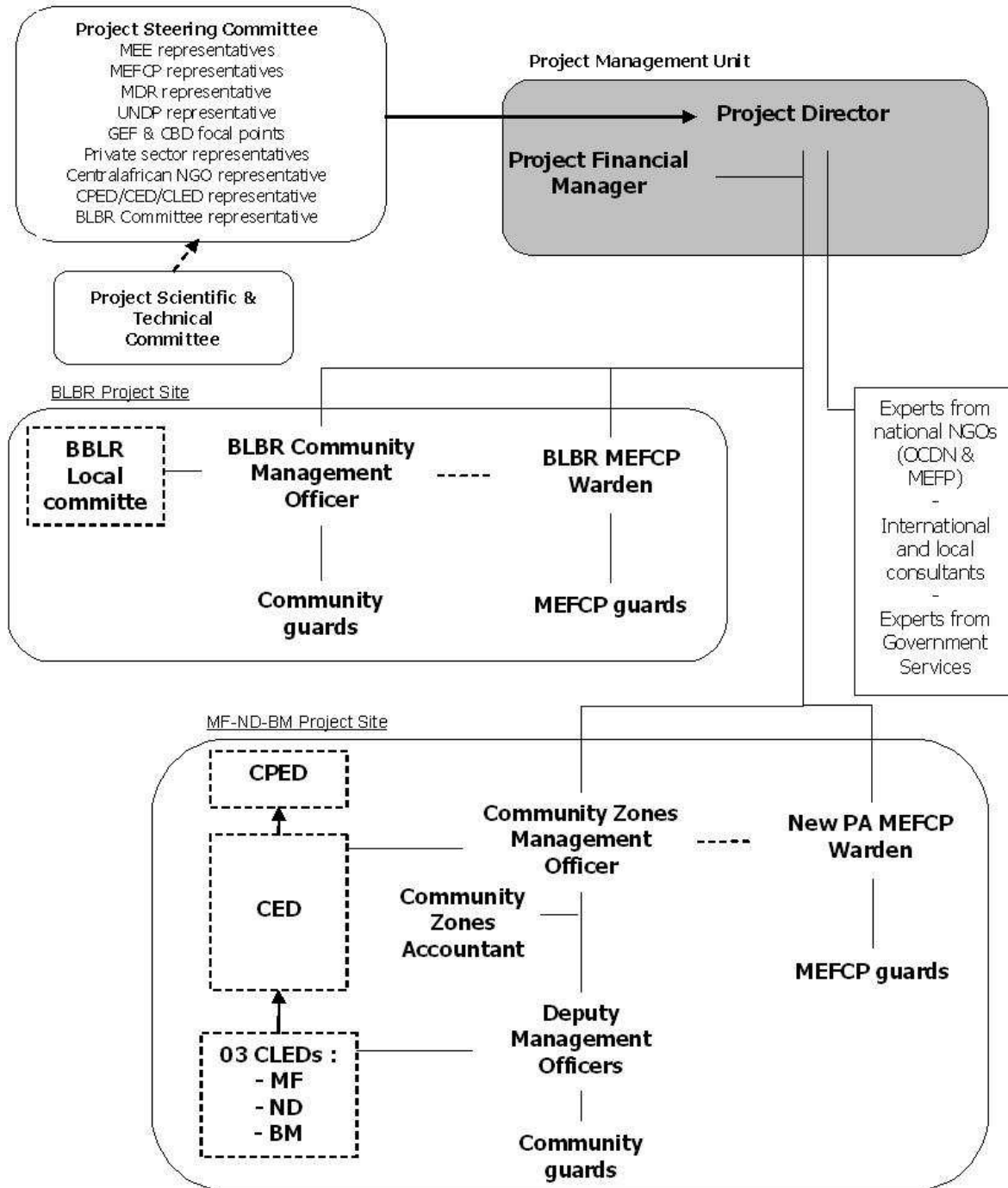
| <i>Name of Co-financier</i> | <i>Date</i> | <i>Page in the separate file</i> | <i>Language **</i> | <i>Amounts mentioned in letters</i> | <i>Amounts considered as project co-financing (in USD)</i> |
|---|--------------|----------------------------------|--------------------|-------------------------------------|--|
| Ministry of Ecology and Environment (MEE) | 17-May-2010 | 2 | French | 700,000 USD | 700,000 |
| UNDP Resident Representative in CAR / UNDP core funds (*) | 14-May-2010 | 4 | French | 300,000 USD | 300,000 |
| Ministry of Planning, Economy and International Cooperation | 24-June-2010 | 6 | French | 999,405 USD | 999,405 |
| Total | | | | | 1,999,405 |

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: Organigram of Project



PART III: Terms of References for key project staff

The ToRs for key project staff and consultants are presented below.

| Position titles | Estimated person weeks or months | US \$ / person week or person month | Tasks to be performed |
|-------------------------------|----------------------------------|-------------------------------------|---|
| For Project Management | | | |
| Project Coordinator | 48 months | \$2,000/month | <ul style="list-style-type: none"> - 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 - Assume responsibility for strategic project management - both organizational and substantive matters – budgeting, planning and monitoring of the project - Ensure adherence to the project’s work plan, prepare revisions of the work plan, if required - Assume overall responsibility for ensuring that GEF quarterly project progress reports are prepared, as well as any other reports requested by UNDP - Assume overall responsibility for supporting PSC effectiveness - Provide general, day-to-day administrative support to ensure the smooth running of the project management unit - Prepare terms of reference for national and international consultants - Keep files with project documents, expert reports - Assume overall responsibility for the proper handling of logistics related to project missions, workshops and events - Monitor the expenditures, commitments and balance of funds under the project budget lines, and draft project budget revisions - Organize and coordinate the procurement of services and goods under the project - Supervise the Project Financial Manager - Supervise the MEFCP wardens and local committee management officers located at the site level - Maintain regular contact with UNDP on project implementation issues - Liaise with the MEFCP & MEE - Ensure Government co-financing contributions are provided within the agreed terms - Ensure adequate information flow, discussions and feedback among the various stakeholders of the project; |
| <i>Contractual Services</i> | | | |
| Project Financial Manager | 48 months | \$1,240/month | <ul style="list-style-type: none"> - Under supervision of Project Director, responsible for all aspects of project financial management - Maintain the project's disbursement ledger and journal - Organize control of budget expenditures by preparing payment documents, and compiling financial reports - Assume overall responsibility for the meeting financial delivery targets set out in the agreed annual work plans, reporting on project funds and related record keeping; - Assist the Project Director in providing general, day-to-day administrative support to ensure the smooth running of the project management unit - Assist the Project Director in organizing and coordinating the procurement of services and goods under the project |
| <i>Contractual Services</i> | | | |

| | | | |
|--|-------------------------|--------------------|--|
| | | | <ul style="list-style-type: none"> - Arrange duty travel - During the visits of foreign experts, bear the responsibility for their visa support, transportation, hotel accommodation etc - Draft correspondence and documents; finalize correspondence of administrative nature - Control the usage of expendable and non-expendable equipment (record keeping, drawing up regular inventories) - Ensure project financial transparency - Perform any other administrative duties as requested by the project Director - Provide field based staff (wardens & community officers / accountant) with technical assistance regarding financial management |
| <p>Newly created PA</p> <p>MEFCP Warden (MF-ND-BM)</p> <p><i>MEFCP</i></p> <p><i>executive</i></p> <p><i>staff</i></p> | <p>16</p> <p>months</p> | <p>\$258/month</p> | <ul style="list-style-type: none"> - Under the supervision of the PD, and in collaboration with the Community Zones management officer, supervise and carry out implementation activities leading to the accomplishment of project Outputs and Outcomes for the MF-ND-BM project site - Under supervision of Project Financial manager, responsible for all financial aspects of MEFCP activities implemented on site - Maintain the MEFCP activities' disbursement ledger and journal - Participate in field work to establish the baselines - Participate in the new PA delimitation proposal - Participate in the preparation and validation of the management and business plans - Co-lead and supervise in collaboration with the Community zones management officer the implementation of the management and business plans - Assist Local committees (CED-CLED) in providing technical support - Lead and supervise MEFCP game guard teams in implementing the law enforcement component of the management plan - Liaise with regional authorities in order to ensure a support for project activities - Assist in providing logistical and other support for consultants and government staff working on project activities - Regularly and as requested provide the Project Director with updates on the status of project implementation activities - Control the usage of expendable and non-expendable equipment (record keeping, drawing up regular inventories) on site |
| <p>BLBR</p> <p>MEFCP Warden (BLBR)</p> <p><i>MEFCP</i></p> <p><i>executive</i></p> <p><i>staff</i></p> | <p>16</p> <p>months</p> | <p>\$258/month</p> | <ul style="list-style-type: none"> - Under the supervision of the PD, and in collaboration with the Community Reserve management officer, supervise and carry out implementation activities leading to the accomplishment of project Outputs and Outcomes for the BLBR project site - Participate in the preparation and validation of the management and business plans - Supervise in collaboration with the Community Reserve management officer the implementation of the management and business plans - Lead and supervise MEFCP game guards team in implementing the law enforcement component of the management plan - Liaise with regional authorities in order to ensure a support for project activities - Assist in providing logistical and other support for consultants and government staff working on project activities - Regularly and as requested provide the Project Director with updates on the status of project implementation activities - Control the usage of expendable and non-expendable equipment (record keeping, drawing up regular inventories) on site |

| | | | |
|--|--------------|-------------|---|
| Community Zones Management Officer (CED staff) (MF-ND-BM) | 24 months | \$279/month | <ul style="list-style-type: none"> - Under the supervision of the PD, and in collaboration with the MEFCP warden, supervise and carry out implementation activities leading to the accomplishment of project Outputs and Outcomes for the MF-ND-BM project site - Participate in field work to establish the baselines - Participate in the new PA delimitation proposal - Participate in the preparation and validation of the management and business plans - Co-lead and supervise the implementation of the management and business plans - Supervise the CLED Deputy management officers - Supervise the implementation of the grants provided to the CED-CLED (including micro-credits) by in order to ensure financial transparency - Lead and supervise CLED guards team in implementing the management plan - Assist in providing logistical and other support for consultants and government staff working on project activities |
| Community Zones Accountant (CED staff) (MF-ND-BM) | 24 months | \$227/month | <ul style="list-style-type: none"> - Under supervision of Community zones Management officer and Project Financial manager, responsible for all financial aspects of community-based activities - Maintain the community-based activities' disbursement ledger and journal - Organize control of budget expenditures by preparing payment documents, and compiling financial reports - Control the usage of expendable and non-expendable equipment (record keeping, drawing up regular inventories) on site - Liaise with Project Financial Manager when required |
| MF Deputy Management Officer (CED staff) (MF-ND-BM) | 24 months | \$165/month | <ul style="list-style-type: none"> - Under the supervision Community zones Management officer, and in collaboration with the MEFCP warden, carry out implementation activities leading to the accomplishment of project Outputs and Outcomes for the MF project site |
| ND Deputy Management Officer (CED staff) (MF-ND-BM) | 24 months | \$165/month | <ul style="list-style-type: none"> - Under the supervision Community zones Management officer, and in collaboration with the MEFCP warden, carry out implementation activities leading to the accomplishment of project Outputs and Outcomes for the MF project site |
| BM Deputy Management Officer (CED staff) (MF-ND-BM) | 24 months | \$165/month | <ul style="list-style-type: none"> - Under the supervision Community zones Management officer, and in collaboration with the MEFCP warden, carry out implementation activities leading to the accomplishment of project Outputs and Outcomes for the MF project site |
| Community BLBR Management Officer (CED staff) (BLBR) | 24 months | \$279/month | <ul style="list-style-type: none"> - Under the supervision of the PD, and in collaboration with the MEFCP warden, supervise and carry out implementation activities leading to the accomplishment of project Outputs and Outcomes for the MF-ND-BM project site - Participate in field work to establish the baselines - Participate in the preparation and validation of the management and business plans - Co-lead and supervise the implementation of the management and business plans |

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| | | | <ul style="list-style-type: none"> - Supervise the implementation of the grants provided to the local committee (including micro-credits) by in order to ensure financial transparency - Lead and supervise BLBR community guards in implementing the management plan - Assist in providing logistical and other support for consultants and government staff working on project activities - Under supervision of Project Financial manager, responsible for all financial aspects of community-based activities - Maintain the community-based activities' disbursement ledger and journal - Organize control of budget expenditures by preparing payment documents, and compiling financial reports - Control the usage of expendable and non-expendable equipment (record keeping, drawing up regular inventories) on site - Liaise with Project Financial Manager when required |
| BLBR Local Committee Guards (x4) (BLBR) | 48 months | \$77/month | |
| ND local guards (x6) (MF-ND-BM) | 48 months | \$77/month | |
| MF local guards (x8) (MF-ND-BM) | 48 months | \$77/month | |
| BM local guards (MF-ND-BM) | 48 months | \$77/month | |
| For Technical Assistance | | | |
| <u>International consultants</u> | | | |
| Policy, legal and institutional Consultant - | 4 weeks - | \$3,000/week - - | <p>Output 1.1 Review the existing policy, legislation and regulation frames and propose improvements where necessary</p> <p>Output 1.1 Organize a workshop to present findings and recommendations to key decision-makers and MEFCP/MEE technical staff</p> <p>Output 1.1 Prepare the draft texts in the required format and present them to the MEFCP & MEE</p> |
| PA/CBNRM Planning & Management Consultant | 9 weeks | \$3,000/week - | <p>Output 1.2 Review of existing co-management processes, including those developed in 'Outcome 2', and their associated natural resource management systems / sustainable financing mechanisms / management & business plans</p> <p>Output 1.2 Preparation of draft guidelines and standards</p> <p>Output 1.2 Presentation of the drafts to the MEFCP</p> <p>Output 1.2 Develop the final version of the guidelines and standards, including a operational policy, legislation and regulations review</p> |
| GIS&DBMS Consultant | 10 weeks | \$3,000/week | <p>Output 1.6 Review the MEFCP existing GIS&DBMS procedures regarding national PA system data management (including operating ZCV co-management models)</p> <p>Output 1.6 Propose improvements when necessary</p> |

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| | | | <p>Output 1.6 Assess the MEFCP / other relevant stake-holders (national NGOs, local committees staff) capacities in this field</p> <p>Output 1.6 Propose a stake-holder capacity strengthening plan in this field</p> <p>Output 1.6 Develop training materials</p> <p>Output 1.6 Train the MEFCP and other stake-holders in GIS&DBMS</p> <p>Output 1.6 / Output 2.1 / Output 2.3 Provide technical support to the project sites for the implementation of GIS&DMS associated with the management plans</p> |
| PA financing Consultant | 9 weeks | \$3,000/week - | <p>Output 1.5 Assessment of the financial cost of existing community-based PA management, including those developed in 'Outcome 2' and operating ZCV co-management models</p> <p>Output 1.5 Identification of the existing and other potential financing mechanisms</p> <p>Output 1.5 Preparation of draft strategy</p> <p>Output 1.5 Finalization of the strategy based on other consultants outputs (PES, Tourism)</p> |
| PES Consultant | 12 weeks | \$3,000/week - | <p>Output 1.5 / Output 2.4 Assess opportunities & constraints of project sites and operating ZCV co-management models sites to access PES</p> <p>Output 1.5 / Output 2.4 Develop a plan aiming at strengthening opportunities for the project sites and operating ZCV co-management models sites to access PES</p> <p>Output 1.5 / Output 2.4 Implement the plan</p> |
| Tourism Consultant | 6 weeks | \$3,000/week - | <p>Output 1.5 / Output 2.4 Assess opportunities & constraints of project sites to develop tourism activities</p> <p>Output 1.5 / Output 2.4 Develop a plan aiming at strengthening opportunities for the project sites and operating ZCV co-management models sites to develop tourism activities</p> |
| Agribusiness market chain analysis & marketing Consultant | 6 weeks | \$3,000/week - | <p>Output 1.5 / Output 2.4 / Output 2.8 In collaboration with the Farm-produce technologies consultant, assess opportunities & constraints of project sites NWFP & agricultural products to access international markets</p> <p>Output 1.5 / Output 2.4 / Output 2.8 In collaboration with the Farm-produce technologies consultant, develop a plan aiming at strengthening opportunities & capacities for the project sites to access international markets</p> |
| Farm-produce technologies | 6 | \$3,000/week | Output 1.5 / Output 2.4 / Output 2.8 In collaboration with the International Agribusiness consultant, assess opportunities & constraints of project sites NWFP & agricultural products to access international markets |

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| Consultant | weeks | - | Output 1.5 / Output 2.4 / Output 2.8 In collaboration with the International Agribusiness consultant, develop a plan aiming at strengthening opportunities & capacities for the project sites to access international markets |
| Alternative activities Consultant | 12 weeks | \$3,000/week | Output 1.5 / Output 2.4 / Output 2.8 Implement the plan (precise topic to be defined) |
| Wildlife management Expert (MF-ND-BM) | 14 weeks | \$3,000/week | Output 1.4 / Output 2.2 Develop methods for the wildlife baseline survey in proposed new PA area (to establish the mammal species population base line) Output 2.1 / Output 2.6 Train local management committee staff in baseline wildlife survey data collection methodologies Output 1.4 / Output 2.2 Lead the data analysis of the wildlife baseline survey Output 1.4 Formulate recommendations for the delimitation of the proposed new PA based on the analysis of the wildlife baseline survey data Output 2.2 Assess the existing wildlife management systems (safari+community hunting) Output 2.2 In coordination with the PA/CBWM Planning and management expert & Socio anthropology expert, establish an adaptive wildlife population sustainable management system for the proposed new PA (both Safari and community hunting zones) Output 2.3 Participate in the preparation of the new PA management plan Output 2.6 In coordination with the PA/CBWM Planning and management expert, develop methods for long-term wildlife monitoring system in proposed new PA Output 2.1 / Output 2.6 Train local management committee staff in long-term wildlife monitoring capacities |
| Forest ecology Expert (BLBR) | 13 weeks | \$3,000/week | Output 2.2 In coordination with the Ethno-botanist expert & the Socio anthropology consultant, develop methods for the NR (NTFP+Medicinal plants+wildlife) baseline survey in BLBR Output 2.1 / Output 2.6 Train local management committee staff (& MEE staff) in NR baseline survey data collection methodologies Output 2.2 Lead the data analysis of the NR baseline survey Output 2.2 / Output 2.3 In collaboration with the Socio anthropology expert, formulate recommendations for a BLBR internal land-use zoning delimitation Output 2.2 Assess the existing NR management systems Output 2.2 In coordination with the PA/CBWM Planning and management expert, the Socio anthropology expert & the Ethno botanist expert, establish an adaptive sustainable NR management system for the BLBR Output 2.3 Participate in the preparation of the BLBR management plan |

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| | | | <p>Output 2.6 In coordination with the PA/CBWM Planning and management expert, the Socio anthropology expert & the Ethno botanist expert, develop methods for a long-term NR (NWFP+Medicinal plants+wildlife) monitoring system in BLBR</p> <p>Output 2.1 / Output 2.6 Train local management committee staff in long-term NR monitoring capacities</p> |
| <p>Ethno Botanist Expert</p> <p>(BLBR)</p> | <p>11</p> <p>weeks</p> | <p>\$3,000/week</p> | <p>Output 2.2 In coordination with the Socio anthropology expert , identify the main NWFP and medicinal plants harvested by local communities and document their uses.</p> <p>Output 2.2 Assist the forest ecology expert in developing methods for the NWFP and medicinal plant baseline survey</p> <p>Output 2.1 / Output 2.6 In collaboration with the Forest ecology expert, train local management committee staff in NR baseline survey data collection methodologies</p> <p>Output 2.2 In collaboration with the Forest ecology expert, participate in the analysis of the NWFP and medicinal plants baseline data</p> <p>Output 2.2 Assist the PA/CBNRM Planning and management expert in assessing the existing NR management systems and in establishing a NWFP and medicinal plant adaptive sustainable management systems</p> <p>Output 2.3 Participate in the preparation of the BLBR management plan</p> <p>Output 2.6 In coordination with the PA/CBWM Planning and management expert, assist the Forest ecology expert in developing methods for a long-term NR (NTFP+Medicinal plants+wildlife) monitoring system in BLBR</p> <p>Output 2.1 / Output 2.6 Train local management committee staff in long-term NR monitoring capacities</p> |
| Contractual services | | | |
| <p>PA/CBNRM Training</p> | <p>14</p> <p>weeks</p> | <p>\$3,000/week</p> | <p>Output 1.6 Assessment the MEFCP / other relevant stake-holders (national NGOs, local committees staff) capacities in PA management</p> <p>Output 1.6 Identify the training modules based on the assessment</p> <p>Output 1.6 Develop the training material</p> <p>Output 1.6 Lead the training sessions</p> |
| <p>PA/CBWM Plan. & Management</p> <p>(MF-ND-BM)</p> | <p>16</p> <p>weeks</p> | <p>\$3,000/week</p> | <p>Output 1.4 Propose a delimitation of the proposed new PA, based on the recommendations made by the Wildlife ecology and Socio anthropology experts and prepare the participative validation process</p> <p>Output 2.3 Develop the Community-based PA management plan which includes adaptive NR sustainable management systems (Output 2.2), long-term monitoring systems (Output 2.6) & identification of management equipment and infrastructures (Output 2.7), and prepare the participative validation process</p> |

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| | | | <p>Output 2.4 Establish sustainable financing mechanisms for community-based management of the PA</p> <p>Output 2.5 Develop the Community-based business plan based on the sustainable financing mechanisms and prepare the participative validation process</p> <p>Output 2.1 / Output 2.3 / Output 2.5 Provide technical support & training for Local committees staff (Community Zones Management & deputy management Officers) and new PA MEFCP warden on the implementation of the management & business plans</p> |
| PA/CBWM Plan. & Management (BLBR) | 8 weeks | \$3,000/week | <p>Output 2.2 In collaboration with the Forest ecology expert and the Socio anthropology expert, propose a BLBR internal land-use zoning delimitation</p> <p>Output 2.3 In collaboration with the Forest Ecology expert and the Socio anthropology expert, develop the Community-based PA management plan which includes adaptive NR sustainable management systems (Output 2.2) and long-term monitoring systems (Output 2.6) & identification of management equipment and infrastructures (Output 2.7), and prepare the participative validation process</p> <p>Output 2.4 Establish sustainable financing mechanisms (PA NR management & viable economic alternatives) for community-based management of the PA</p> <p>Output 2.5 Develop the Community-based business plan based on the sustainable financing mechanisms and prepare the participative validation process</p> <p>Output 2.1 / Output 2.3 / Output 2.6 Provide technical support & training for Local committees staff (Community Zones Management & deputy management Officers) and new PA MEFCP warden on the implementation of the management & business plans</p> |
| Local consultants | | | |
| Agribusiness Consultant | 6 weeks | \$1,000/week - | <p>Output 1.5 / Output 2.4 / Output 2.8 Assist the International Agribusiness consultant and the Farm-produce technologies consultant in assessing opportunities & constraints of project sites NWFP & agricultural products to access international markets</p> <p>Output 1.5 / Output 2.4 / Output 2.8 Assist the International Agribusiness consultant and the Farm-produce technologies consultant in developing a plan aiming at strengthening opportunities & capacities for the project sites to access international markets</p> |
| Alternative activities Consultant | 12 weeks | \$1,000/week - | Output 1.5 / Output 2.4 / Output 2.8 Implement the plan (precise topic to be defined) |
| Socio anthropology Expert (MF-ND-BM) | 14 weeks | \$1,000/week - | <p>Output 1.4 / Output 2.2 Develop methods for the assessment of the extension of Community areas and associated traditional/existing access and NR (NWFP & wildlife) management community-based rights & NWFP and bushmeat market chains in the proposed new PA area</p> <p>Output 2.1 / Output 2.6 Train local management committee staff in socio-anthropology baseline study data collection</p> <p>Output 1.4 / Output 2.2 Lead the data analysis of the socio-anthropology baseline study</p> |

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| | | | <p>Output 1.4 Formulate recommendations for the delimitation of the proposed new PA based on the results of the socio anthropology baseline study</p> <p>Output 2.2 In coordination with the PA/CBWM Planning and management expert, assist Wildlife ecology expert and Forest ecology specialist in establishing NR sustainable management systems</p> <p>Output 2.3 Participate in the preparation of the new PA management plan</p> <p>Output 2.6 In coordination with the PA/CBWM Planning and management expert, develop methods for long-term socio-economical monitoring system in proposed new PA</p> <p>Output 2.1 / Output 2.6 Train local management committee staff in long-term socio-economical monitoring capacities</p> |
| SCO Expert (MF-ND-BM) | 17 weeks | \$1,000/week - | <p>Output 2.1 Assess the frame, functioning processes and capacities of the existing local committees</p> <p>Output 2.1 Propose a plan to create a BLBR local management committee and build functioning processes and capacities</p> <p>Output 2.1 Implement the local committees strengthening plan</p> |
| Alternative activities Consultant (MF-ND-BM) | 8 weeks | \$1,000/week - | Output 2.8 / Output 2.2 precise topics to be defined |
| Socio anthropology Expert (BLBR) | 11 weeks | \$1,000/week - | <p>Output 2.2 Develop methods for the assessment of the extension of Community areas in the BLBR and associated traditional/existing access and NR (NWFP, medicinal plants & wildlife) management community-based rights in BLBR & NR market chains</p> <p>Output 2.1 / Output 2.6 Train local management committee staff in socio-anthropology baseline study data collection</p> <p>Output 2.2 Lead the data analysis of the socio-anthropology baseline study</p> <p>Output 2.2 / Output 2.3 In collaboration with the Forest ecology expert, formulate recommendations for a BLBR internal land-use zoning</p> <p>Output 2.2 In coordination with the PA/CBWM Planning and management expert & the Ethno botanist expert, establish an adaptive sustainable NR management system for the BLBR</p> <p>Output 2.3 Participate in the preparation of the BLBR management plan</p> <p>Output 2.6 In coordination with the PA/CBWM Planning and management expert, develop methods for long-term socio-economical monitoring system in the BLBR</p> |

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| | | | Output 2.1 / Output 2.6 Train local management committee staff in long-term socio-economical monitoring capacities |
| SCO Expert (BLBR) | 17 weeks | \$1,000/week - | Output 1.2 Propose a frame for the BLBR local committee and assist the local community in establishing the committee Output 1.2 Propose a plan to strengthen the frame, functioning processes and capacities of the BLBR local committee Output 1.2 Implement the local committees strengthening plan |
| Alternative activities Consultant (BLBR) | 9 weeks | \$1,000/week - | Output 2.8 / Output 2.2 precise topics to be defined |
| <u>MEFCP Staff</u> | | | |
| Policy, legal and institutional Specialist | 2,25 months | | Output 1.1 Assist the Policy consultant in reviewing the existing policy, legislation and regulation frames and propose improvements where necessary Output 1.1 Assist the Policy consultant in organizing a workshop to present findings and recommendations to key decision-makers and MEFCP/MEE technical staff Output 1.1 Assist the Policy consultant in preparing the draft texts in the required format and in presenting them to the MEFCP & MEE Output 1.3 Assist the Project in preparing the legal documents for the creation of the new PA Output 1.1 Provide the project with a final policy, legislation and regulation review that will be integrated in the Guidelines and standards |
| PA/CBNRM Specialist | 2 months | | Output 1.2 Assist the PA/CBNRM consultant in reviewing the existing co-management process, including those developed in 'Outcome 2', and their associated natural resource management systems / sustainable financing mechanisms Output 1.2 Assist the PA/CBNRM consultant in preparing the draft guidelines and standards Output 1.2 Assist the PA/CBNRM consultant in presenting the drafts to the MEFCP Output 1.2 Assist the PA/CBNRM consultant in developing the final version of the guidelines and standards, including a operational policy, legislation and regulations review - and provide a sango translated version |
| GIS&DBMS Specialist | 3,5 months | | Output 1.6 Assist the GIS&DBMS consultant in reviewing the MEFCP existing GIS&DBMS procedures regarding national PA system data management (including operating ZCV co-management models) Output 1.6 Assist the GIS&DBMS consultant in proposing improvements when necessary Output 1.6 Assist the GIS&DBMS consultant in assessing the MEFCP / other relevant stake-holders (national NGOs, local committees staff) capacities in this field |

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| | | <p>Output 1.6 Assist the GIS&DBMS consultant in proposing a stakeholder capacity strengthening plan in this field</p> <p>Output 1.6 Assist the GIS&DBMS consultant in developing training materials</p> <p>Output 1.6 Train the MEFCP and other stake-holders in GIS&DBMS</p> <p>Output 1.6 / Output 2.1 / Output 2.3 Provide technical support to the project sites for the implementation of GIS&DMS associated with the management plans</p> |
| PA/CBNRM Training Specialist | 3,5 months | <p>Output 1.6 Assist the PA/CBNRM training consultant in assessing the MEFCP / other relevant stake-holders (national NGOs, local committees staff) capacities in PA management</p> <p>Output 1.6 Assist the PA/CBNRM training consultant in identifying the training modules based on the assessment</p> <p>Output 1.6 Assist the PA/CBNRM training consultant in developing the training material</p> <p>Output 1.6 Assist the PA/CBNRM training consultant in leading the training sessions</p> |
| CBNRM Specialist (MF-ND-BM) | 6 months | <p>Output 1.4 Assist the Socio anthropology expert in developing methods for the assessment of the extension of Community areas and associated traditional/existing access and NR (NWFP & wildlife) management community-based rights & NWFP and bushmeat market chains in the proposed new PA area</p> <p>Output 2.1 / Output 2.6 Assist the Socio anthropology expert in training local management committee staff in socio-anthropology baseline study data collection</p> <p>Output 1.4 Lead the field assessment of the extension of Community areas and associated traditional/existing access and management community-based rights in proposed new PA</p> <p>Output 1.4 Assist the Socio anthropology expert in analysing the socio-anthropology data and in formulating recommendations for the delimitation of the proposed new PA</p> <p>Output 2.2 In coordination with the PA/CBWM Planning and management expert, assist the Wildlife ecology expert and Forest ecology specialist in establishing NR sustainable management systems</p> <p>Output 2.6 Assist the PA/CBWM Planning and management expert in developing methods for long-term socio-economical monitoring system in proposed new PA</p> <p>Output 2.1 / Output 2.6 Train local management committee staff in long-term socio-economical monitoring capacities</p> <p>Output 2.1 / Output 2.3 / Output 2.6 Provide technical support for Local committees staff (Community Zones Management & deputy management Officers) and new PA MEFCP warden on the implementation of the management plan (including long-term socio-economical monitoring)</p> |

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| PA/CBWM Specialist (MF-ND-BM) | 8 months | <p>Output 1.4 Assist PA/CBWM Planning and management expert in proposing a delimitation of the new PA, based on the recommendations made by the Wildlife ecology and Socio anthropology experts, and in preparing the participative validation process</p> <p>Output 2.4 Assist the PA/CBWM Specialist in establishing sustainable financing mechanisms</p> <p>Output 2.3 / 2.5 Participate in the development of the Community-based PA management and business plans</p> <p>Output 2.1 / Output 2.3 / Output 2.5 Provide technical support & training for Local committees staff (Community Zones Management & deputy management Officers) and new PA MEFCP warden on the implementation of the management & business plans</p> |
| LEM Training Specialist (MF-ND-BM) | 2 months | <p>Output 2.1 / Output 2.3 Train the local committee staff and MEFCP staff in law-enforcement</p> |
| CBNRM Specialist (BLBR) | 6 months | <p>Output 2.2 Assist the Socio anthropology expert in developing methods for the assessment of the extension of Community areas and associated traditional/existing access and NR (NWFP+Medicinal plants+wildlife) management community-based rights in BLBR & NR (NWFP+Medicinal plants+wildlife) market chains</p> <p>Output 2.1 / Output 2.6 Assist the Socio anthropology expert in training local management committee staff in socio-anthropology baseline study data collection</p> <p>Output 2.2 Lead the field assessment of the extension of Community areas and associated traditional/existing access and management community-based rights in proposed new PA</p> <p>Output 2.2 Assist the Socio anthropology expert in analysing the socio-anthropology data</p> <p>Output 2.2 / Output 2.3 Assist the Socio anthropology expert in formulating recommendations for an BLBR internal land-use zoning</p> <p>Output 2.2 Assist the Forest Ecology expert in assessing the existing NR management systems</p> <p>Output 2.2 Assist the Forest ecology expert in establishing an adaptive sustainable NR management system for the BLBR</p> <p>Output 2.6 In coordination with the PA/CBWM Planning and management expert, develop methods for long-term socio-economical monitoring system in the BLBR</p> <p>Output 2.1 / Output 2.6 Train local management committee staff in long-term socio-economical monitoring capacities</p> <p>Output 2.1 / Output 2.3 / Output 2.6 Provide technical support for Local committee staff and MEFCP staff on the implementation of the management plan (including long-term socio economic monitoring)</p> |
| PA/CBNRM Specialist (BLBR) | 3,5 months | <p>Output 1.4 Assist PA/CBWM Planning and management expert in proposing a BLBR internal delimitation</p> <p>Output 2.4 Assist the PA/CBWM Specialist in establishing sustainable financing mechanisms</p> |

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| | | | <p>Output 2.3 / 2.5 Participate in the development of the Community-based PA management and business plans</p> <p>Output 2.1 / Output 2.3 / Output 2.5 Provide technical support & training for Local committees staff (Community Zones Management & deputy management Officers) and new PA MEFCP warden on the implementation of the management & business plans</p> |
| LEM Training Specialist (BLBR) | 1,5 months | | Output 2.1 / Output 2.3 Train the local committee staff and MEFCP staff in law-enforcement |
| <u>MEE Staff</u> | | | |
| PES Specialist | 3 months | | <p>Output 1.5 / Output 2.4 Assist the PES Consultant in assessing opportunities & constraints of project sites and operating ZCV co-management models sites to access PES</p> <p>Output 1.5 / Output 2.4 Assist the PES Consultant in developing a plan aiming at strengthening opportunities for the project sites and operating ZCV co-management models sites to access PES</p> <p>Output 1.5 / Output 2.4 Assist the PES Consultant in implementing the plan</p> |
| Forest ecology & biodiversity Specialist (MF-ND-BM) | 9 months | | <p>Output 1.4 / Output 2.2 Develop methods for the NWFP baseline survey & assist the Wildlife ecology expert in developing methods for the wildlife baseline survey in proposed new PA area (to establish the mammal species population base line)</p> <p>Output 2.1 / Output 2.6 Train local management committee staff (& MEFCP staff) in NWFP baseline survey data collection methodologies & assist the Wildlife ecology expert in training local management committee staff in wildlife baseline survey data collection methodologies</p> <p>Output 1.4 / Output 2.2 Lead & supervise the implementation of the wildlife baseline survey & NWFP baseline survey in proposed new PA in coordination with the local committees</p> <p>Output 1.4 / Output 2.2 Analyse NWFP baseline data & assist the Wildlife ecology expert consultant in analysing the wildlife baseline survey data and formulating recommendations for the delimitation of the proposed new PA</p> <p>Output 2.2 Assess the existing NWFP management systems</p> <p>Output 2.2 In coordination with the PA/CBWM Planning and management expert & Socio anthropology expert, establish a NWFP management system & assist the Wildlife ecology expert in establishing an adaptive wildlife population sustainable management system for the proposed new PA,</p> <p>Output 2.3 Participate in the preparation of the new PA management plan</p> <p>Output 2.6 Develop a NWFP monitoring system and assist the Wildlife ecology expert in developing methods for long-term wildlife monitoring system in the proposed new PA, in coordination with the PA/CBWM Planning and management expert</p> <p>Output 2.1 / Output 2.6 Train local management committee staff in long-term NWFP monitoring capacities & assist the Wildlife ecology expert in training local management committee staff in long-term wildlife monitoring capacities</p> |

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| | | | Output 2.1 / Output 2.3 / Output 2.6 Provide technical support for Local committees staff (Community Zones Management & deputy management Officers) and new PA MEFCP warden on the implementation of the management plan (including long-term ecological monitoring) |
| Botanist Specialist (BLBR) | 7 months | | <p>Output 2.2 Assist the Ethno botanist expert in identifying the main NWFP and medicinal plants harvested by local communities and documenting their uses.</p> <p>Output 2.2 Assist the Forest ecology expert in developing methods for the NR (NWFP+Medicinal plants+wildlife) baseline survey in BLBR</p> <p>Output 2.1 / Output 2.6 Assist the Forest ecology expert in training local management committee staff in NR baseline survey data collection methodologies</p> <p>Output 2.2 Lead & supervise the implementation of the NR (NWFP, medicinal plants & wildlife) baseline survey in BLBR in coordination with the local committees</p> <p>Output 2.2 Assist the Forest ecology expert in analysing the NR baseline survey</p> <p>Output 2.2 / Output 2.3 Assist the Forest ecology expert in formulating recommendations for an BLBR internal land-use zoning</p> <p>Output 2.2 Assist the Forest ecology expert in establishing an adaptative sustainable NR management system for the BLBR</p> <p>Output 2.3 Participate in the preparation of the BLBR management plan</p> <p>Output 2.6 Assist the Forest Ecology expert, in developing methods for a long-term NR (NWFP+Medicinal plants+wildlife) monitoring system in BLBR</p> <p>Output 2.1 / Output 2.6 Train local management committee staff in long-term NR monitoring capacities</p> <p>Output 2.1 / Output 2.3 / Output 2.6 Provide technical support for Local committees staff and MEFCP staff on the implementation of the management plan (including long-term ecological monitoring)</p> |
| <u>MDR-ICRA Staff</u> | | | |
| Agronomy Specialist (MF-ND-BM) | 4 | | <p>Output 2.8 Assess the existing agriculture & animal breeding/husbandry practices in the proposed new PA area</p> <p>Output 2.8 In coordination with the Agro economy Specialist, propose a plan to improve agriculture & animal breeding/husbandry practices in the proposed new PA area and access to internal & external markets for farm products and to develop associated micro-enterprises</p> <p>Output 2.8 In coordination with the Agro economy Specialist, implement the plan</p> |
| Agro economy Specialist (MF-ND-BM) | 5 | | <p>Output 2.8 Analyse the market chains of the farm products that come from the proposed new PA area (internal & external chains)</p> <p>Output 2.8 In coordination with the Agronomy Specialist, propose a plan to improve both agriculture & animal breeding/husbandry practices in the proposed new PA area and access to internal & external markets for farm products and to develop associated micro-enterprises</p> <p>Output 2.8 In coordination with the Agro economy Specialist, implement the plan</p> <p>Output 2.2 In coordination with the Forest ecology specialist & Socio anthropology expert, propose a plan to improve NWFP access to internal & external markets for NWFP and to develop associated micro-enterprises</p> <p>Output 2.2 In coordination with the Forest ecology specialist & CBNRM specialist, implement the plan</p> |
| Agronomy Specialist | 3 | | Output 2.8 Assess the existing agriculture & animal breeding/husbandry practices in the BLBR area |

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| (BLBR) | | <p>Output 2.8 In coordination with the Agro economy Specialist, propose a plan to improve agriculture & animal breeding/husbandry practices in the proposed new PA area and access to internal & external markets for farm products and to develop associated micro-enterprises</p> <p>Output 2.8 In coordination with the Agro economy Specialist, implement the plan</p> |
| Agro economy Specialist (BLBR) | 3,75 | <p>Output 2.8 Analyse the market chains of the farm products that come from the BLBR area (internal & external chains)</p> <p>Output 2.8 In coordination with the Agronomy Specialist, propose a plan to improve both agriculture & animal breeding/husbandry practices in the proposed new PA area and access to internal & external markets for farm products and to develop associated micro-enterprises</p> <p>Output 2.8 In coordination with the Agro economy Specialist, implement the plan</p> <p>Output 2.2 In coordination with the Forest ecology specialist & Socio anthropology expert, propose a plan to improve NWFP access to internal & external markets for NWFP and to develop associated micro-enterprises</p> <p>Output 2.2 In coordination with the CBNRM specialist , implement the plan</p> |
| <u>MDTA Staff</u> | | |
| Tourism Specialist | 3 months | <p>Output 1.5 / Output 2.4 Assist the Tourism consultant in assessing opportunities & constraints of project sites to develop tourism activities</p> <p>Output 1.5 / Output 2.4 Assist the Tourism consultant in developing a plan aiming at strengthening opportunities for the project sites and operating ZCV co-management models sites to develop tourism activities</p> <p>Output 1.5 / Output 2.4 Implement the plan</p> |

PART IV: Stakeholder Involvement Plan

146. The PPG phase included consultations with the project's key stakeholders at the national and local levels. Field trips were carried out to the BLBR area and the Bangassou Forest area, where most project sites were visited. It should be noted that the poor road conditions associated with the limited time period available for the field trips impede the visit of the Ndanda area. Local authorities and community organizations were presented to the project proposal. Two workshops at the national level were also held and the project was thoroughly discussed. In addition, several bilateral meetings were held, mostly with donors and key stakeholders who could not attend the workshops. Generally, project design was a highly participatory process, in line with UNDP's and GEF's requirements.

147. A full Stakeholder Involvement Plan remains however to be prepared upon project inception and this is already an identified activity. For the sake of information and reference, the project's key stakeholders are listed in Box 1 below, furthermore, outlines the coordination with other related initiatives.

Table 7. Coordination and collaboration between project and related initiatives

| INITIATIVES / INTERVENTIONS | HOW COLLABORATION WITH THE PROJECT WILL BE ENSURED |
|--|--|
| Dzanga-Sangha Protected Areas – MEFCP & WWF | Some representatives of this project will chair the PSTC, aiming a relevant collaboration between the two initiatives. |
| Natural resources conservation and sustainable management EU- funded project that will follow ECOFAC IV – MEFCP & international partners | Idem |
| Enhancing the contribution of NWFP to poverty alleviation and food security in Central Africa – FAO & MEFCP | Idem |

Box 2. List of the Project's key Stakeholders

| NATIONAL LEVEL | | | LOCAL LEVEL | |
|--|-------------------|---|--|--|
| Government bodies: <ul style="list-style-type: none"> • MEFCP • MEE • MDR • MDTA Civil Society: <ul style="list-style-type: none"> • RZCVN • OCDN • MEFP Development Partners <ul style="list-style-type: none"> • UNDP • Private sector • WWF • | At BLBR | | At MF-ND-BM | |
| | Local communities | | CPED-CED-CLED and private sector companies | |
| Civil society and development partners working at the local level | | Civil society and development partners working at the local level | | |

Project Annexes

Annex 1. METT Scorecards for Basse Lobaye Biosphere Reserve & Mourou-Fadama Community Safari Hunting Zone

| | | | | |
|---|--|---|--|-------|
| Nom, affiliation et adresse de la personne responsable de l'application de l'Instrument de Suivi (email etc.) | | Pélissier Cyril E-mail : c_pelissier@yahoo.fr Tél.: +33 6 89 52 46 09 | | |
| Date de conduite de l'évaluation | 19 Janvier 2010 | | | |
| Nom de l'aire protégée | Réserve de Biosphère de la Basse Lobaye | | | |
| Code du site WDPA (ces codes sont accessibles sur : www.unep-wcmc.org/wdpa/) | | | | |
| Désignations | National Réserve de Biosphère | Catégorie IUCN VI | International (veuillez également remplir la feuille au verso) | |
| Pays | République Centrafricaine | | | |
| Emplacement de l'aire protégée (province et référence cartographiée si possible) | | Préfecture de la Lobaye - 03°40'N; 17°50'E | | |
| Date de création | 18 Mai 1977 | | | |
| Détails de propriété (veuillez cocher) | Etat ✓ | Privé | Communauté | Autre |
| Organisme assurant la supervision de la gestion des opérations. | - | | | |
| Superficie de l'aire protégée (ha) | 19.000 ha | | | |
| Effectif | Permanents 0 | | Temporaires 0 | |
| Budget annuel (US\$) – sans les coûts de la masse salariale | Fonds de roulement 0 | | Fonds du projet ou d'autres sources supplémentaires | |
| Quelles sont les principales valeurs pour lesquelles l'aire est désignée | Forêts de basse altitude et présence de population semi-nomade Baka | | | |
| Citez les deux objectifs principaux de gestion des aires protégées | | | | |
| Objectif de gestion 1 | Conservation des écosystèmes forestiers de la Réserve | | | |
| Objectif de gestion 2 | Assurer la participation des communautés locales dans la gestion des ressources naturelles au travers notamment de la valorisation des savoirs traditionnels | | | |
| Nombre de personnes impliquées dans la conduite de l'évaluation | 9 | | | |

| | | | | |
|--|--|--|---|--|
| Y compris: (cases à cocher) | Responsable de l'AP <input type="checkbox"/> | Personnel de l'AP <input type="checkbox"/> | Autre personnel de l'agence en charge de la gestion de l'AP <input type="checkbox"/> | ONG <input checked="" type="checkbox"/> |
| | Communauté locale <input checked="" type="checkbox"/> | Bailleurs de fonds <input type="checkbox"/> | Experts externes <input checked="" type="checkbox"/> | Autres Représentants territoriaux de l'administration des Eaux et Forêts <input checked="" type="checkbox"/> |
| Veuillez noter si l'évaluation a été menée en collaboration avec un projet donné, pour le compte d'une organisation ou d'un bailleur de fonds. | | | L'évaluation a été pilotée par l'équipe de consultant dans le cadre du PPG PIMS-4184 | |

| | | | | |
|--|--|---|--|-------|
| Nom, affiliation et adresse de la personne responsable de l'application de l'Instrument de Suivi (email etc.) | | Pélessier Cyril E-mail : c_pelissier@yahoo.fr Tél.: +33 6 89 52 46 09 | | |
| Date de conduite de l'évaluation | 19 Janvier 2010 | | | |
| Nom de l'aire protégée | Zone Cynégétique Villageoise de Mourou - Fadama | | | |
| Code du site WDPA (ces codes sont accessibles sur : www.unep-wcmc.org/wdpa/) | | | | |
| Désignations | National Zone Cynégétique Villageoise | Catégorie IUCN - | International (veuillez également remplir la feuille au verso) | |
| Pays | République Centrafricaine | | | |
| Emplacement de l'aire protégée (province et référence cartographiée si possible) | | Préfecture du Mbomou – 22-23°N; 5-6°E | | |
| Date de création | 2006 | | | |
| Détails de propriété (veuillez cocher) | Etat <input checked="" type="checkbox"/> | Privé | Communauté | Autre |
| Organisme assurant la supervision de la gestion des opérations. | CLED Mourou-Fadama & MEFCP | | | |
| Superficie de l'aire protégée (ha) | 220.800 ha | | | |
| Effectif | Permanents 10 | | Temporaires +10 | |
| Budget annuel (US\$) – sans les coûts de la masse salariale | Fonds de roulement 18.000 | | Fonds du projet ou d'autres sources supplémentaires | |
| Quelles sont les principales valeurs pour lesquelles l'aire est désignée | Mosaïque forêt-savane présentant une abondance élevé en grands et moyens mammifères | | | |
| Citez les deux objectifs principaux de gestion des aires protégées | | | | |
| Objectif de gestion 1 | Gestion durable des espèces de grands et moyens mammifères au travers de la chasse safari | | | |
| Objectif de gestion 2 | Assurer la participation des communautés locales dans la gestion des ressources naturelles au travers notamment du partage des revenus issus de l'exploitation de la faune par les sociétés de chasse safari | | | |

| | | | | |
|--|--|--|---|---|
| Nombre de personnes impliquées dans la conduite de l'évaluation | | 15 | | |
| Y compris: (cases à cocher) | Responsable de l'AP <input checked="" type="checkbox"/> | Personnel de l'AP <input checked="" type="checkbox"/> | Autre personnel de l'agence en charge de la gestion de l'AP <input type="checkbox"/> | ONG <input type="checkbox"/> |
| | Communauté locale <input checked="" type="checkbox"/> | Bailleurs de fonds <input type="checkbox"/> | Experts externes <input checked="" type="checkbox"/> | Autres <input checked="" type="checkbox"/> Représentants territoriaux de l'administration des Eaux et Forêts |
| Veuillez noter si l'évaluation a été menée en collaboration avec un projet donné, pour le compte d'une organisation ou d'un bailleur de fonds. | | L'évaluation a été pilotée par l'équipe de consultant dans le cadre du PPG PIMS-4184 | | |

METT Table 1

| Targets and Timeframe | Foreseen at project start (ha) | Achievement at Mid-term Evaluation of Project (ha) | Achievement at Final Evaluation of Project (ha) |
|--|--------------------------------|--|---|
| Total Extent in hectares of protected areas targeted by the project by biome type | | | |
| "Basse Lobaye" Biosphere Reserve | 19 000 | 19 000 | 19 000 |
| Mourou-Fadama Community Safari Hunting Zone | 220 800 | 220 800 | 220 800 |
| Mourou-Fadama Community Hunting Zone | 0 | 110 500 | 110 500 |
| Ndanda Community Safari Hunting Zone | 0 | 177 400 | 177 400 |
| Ndanda Community Hunting Zone | 0 | 48 700 | 48 700 |
| Banabongo-Mani Community Safari Hunting Zone | 0 | 88 000 | 88 000 |
| Banabongo-Mani Community Hunting Zone | 0 | 70 900 | 70 900 |
| Total | 239 800 | 735 300 | 735 300 |

METT Table 2

| # | Name of Protected Area | Is this a new protected area? (Y / N) | Area (ha) | Biome type | Global designation or priority lists [1] (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 | | | | | | |
|---|---|---------------------------------------|-----------|--|---|--|---------------------------------------|----|-----|----|---|----|---|
| | | | | | | | I | II | III | IV | V | VI | |
| 1 | "Basse Lobaye" Biosphere Reserve | N | 19 000 | Northwestern Congolian Lowland Forests | UNESCO Man & Biosphere Reserve, WWF Global 200 | Réserve de Biosphère de la Basse Lobaye | | | | | | | x |
| 2 | Mourou-Fadama Community Safari Hunting Zone | Y | 220 800 | Northeastern Congolian Lowland Forests | WWF Global 200 | Zone Cynégétique Villageoise de Mourou-Fadama | | | | | | | |

METT Data Sheet

| Threats (column below) / METT Target Sites (to the right) | "Basse Lobaye" Biosphere Reserve | Mourou-Fadama Community Safari Hunting Zone |
|---|----------------------------------|---|
| 1. Residential and commercial development within a protected area | | |
| Threats from human settlements or other non-agricultural land uses with a substantial footprint | | |
| 1.1 Housing and settlement | H | L |
| 1.2 Commercial and industrial areas | N/A | H |
| 1.3 Tourism and recreation infrastructure | N/A | N/A |
| 2. Agriculture and aquaculture within a protected area | | |
| Threats from farming and grazing as a result of agricultural expansion and intensification, including silviculture, mariculture and aquaculture | | |
| 2.1 Annual and perennial non-timber crop cultivation | H | L |
| 2.1a Drug cultivation | N/A | N/A |
| 2.2 Wood and pulp plantations | N/A | N/A |
| 2.3 Livestock farming and grazing | L | H |
| 2.4 Marine and freshwater aquaculture | N/A | N/A |
| 3. Energy production and mining within a protected area | | |
| Threats from production of non-biological resources | | |
| 3.1 Oil and gas drilling | N/A | N/A |
| 3.2 Mining and quarrying | H | H |
| 3.3 Energy generation, including from hydropower dams | N/A | N/A |
| 4. Transportation and service corridors within a protected area | | |
| Threats from long narrow transport corridors and the vehicles that use them including associated wildlife mortality | | |
| 4.1 Roads and railroads (include road-killed animals) | H | L |
| 4.2 Utility and service lines (e.g. electricity cables, telephone lines,) | N/A | N/A |
| 4.3 Shipping lanes and canals | N/A | N/A |
| 4.4 Flight paths | N/A | N/A |
| 5. Biological resource use and harm within a protected area | | |
| Threats from consumptive use of "wild" biological resources including both deliberate and unintentional harvesting effects; also persecution or control of specific species (note this includes hunting and killing of animals) | | |
| 5.1 Hunting, killing and collecting terrestrial animals (including killing of animals as a result of human/wildlife conflict) | H | M |
| 5.2 Gathering terrestrial plants or plant products (non-timber) | M | L |
| 5.3 Logging and wood harvesting | M | L |
| 5.4 Fishing, killing and harvesting aquatic resources | H | M |
| 6. Human intrusions and disturbance within a protected area | | |
| Threats from human activities that alter, destroy or disturb habitats and species associated with non-consumptive uses of biological resources | | |
| 6.1 Recreational activities and tourism | N/A | L |
| 6.2 War, civil unrest and military exercises | L | M |

| | | |
|--|-----|-----|
| 6.3 Research, education and other work-related activities in protected areas | L | N/A |
| 6.4 Activities of protected area managers (e.g. construction or vehicle use, artificial watering points and dams) | N/A | L |
| 6.5 Deliberate vandalism, destructive activities or threats to protected area staff and visitors | N/A | N/A |
| 7. Natural system modifications | | |
| Threats from other actions that convert or degrade habitat or change the way the ecosystem functions | | |
| 7.1 Fire and fire suppression (including arson) | L | M |
| 7.2 Dams, hydrological modification and water management/use | N/A | N/A |
| 7.3a Increased fragmentation within protected area | H | L |
| 7.3b Isolation from other natural habitat (e.g. deforestation, dams without effective aquatic wildlife passages) | H | N/A |
| 7.3c Other 'edge effects' on park values | M | L |
| 7.3d Loss of keystone species (e.g. top predators, pollinators etc) | H | M |
| 8. Invasive and other problematic species and genes | | |
| Threats from terrestrial and aquatic non-native and native plants, animals, pathogens/microbes or genetic materials that have or are predicted to have harmful effects on biodiversity following introduction, spread and/or increase | | |
| 8.1 Invasive non-native/alien plants (weeds) | M | L |
| 8.1a Invasive non-native/alien animals | L | L |
| 8.1b Pathogens (non-native or native but creating new/increased problems) | L | L |
| 8.2 Introduced genetic material (e.g. genetically modified organisms) | N/A | N/A |
| 9. Pollution entering or generated within protected area | | |
| Threats from introduction of exotic and/or excess materials or energy from point and non-point sources | | |
| 9.1 Household sewage and urban waste water | L | L |
| 9.1a Sewage and waste water from protected area facilities (e.g. toilets, hotels etc) | N/A | L |
| 9.2 Industrial, mining and military effluents and discharges (e.g. poor water quality discharge from dams, e.g. unnatural temperatures, de-oxygenated, other pollution) | N/A | M |
| 9.3 Agricultural and forestry effluents (e.g. excess fertilizers or pesticides) | M | L |
| 9.4 Garbage and solid waste | N/A | L |
| 9.5 Air-borne pollutants | N/A | N/A |
| 9.6 Excess energy (e.g. heat pollution, lights etc) | N/A | N/A |
| 10. Geological events | | |
| Geological events may be part of natural disturbance regimes in many ecosystems. But they can be a threat if a species or habitat is damaged and has lost its resilience and is vulnerable to disturbance. Management capacity to respond to some of these changes may be limited. | | |
| 10.1 Volcanoes | N/A | N/A |
| 10.2 Earthquakes/Tsunamis | N/A | N/A |
| 10.3 Avalanches/ Landslides | N/A | N/A |
| 10.4 Erosion and siltation/ deposition (e.g. shoreline or riverbed changes) | H | L |
| 11. Climate change and severe weather | | |
| Threats from long-term climatic changes which may be linked to global warming and other severe climatic/weather events outside of the natural range of variation | | |
| 11.1 Habitat shifting and alteration | L | L |

| | | |
|--|-----|-----|
| 11.2 Droughts | L | L |
| 11.3 Temperature extremes | N/A | N/A |
| 11.4 Storms and flooding | L | L |
| 12. Specific cultural and social threats | | |
| 12.1 Loss of cultural links, traditional knowledge and/or management practices | M | M |
| 12.2 Natural deterioration of important cultural site values | L | L |
| 12.3 Destruction of cultural heritage buildings, gardens, sites etc | L | L |

METT Assessment form

| FRENCH_Sujets | FRENCH_Critères | ENGLISH_Issues | ENGLISH_Criteria | Note / Score | "Basse Lobaye" Biosphere Reserve | Mourou-Fadama Community Safari Hunting Zone |
|--|--|--|--|--------------|----------------------------------|---|
| 1. Statut juridique | L'aire protégée n'est pas formellement établie | 1. Legal status | The protected area is not gazetted | 0 | | 0 |
| L'aire protégée jouit-elle d'un statut juridique? | Le gouvernement a accepté l'établissement de l'aire protégée, mais la procédure n'est pas encore mise en route | Does the protected area have legal status? | The government has agreed that the protected area should be gazetted but the process has not yet begun | 1 | | |
| <i>Contexte</i> | L'aire protégée est établie par décret. | <i>Context</i> | The protected area is gazetted. | 2 | | |
| | L'aire protégée a été formellement établie (ou dans le cas d'une réserve privée, elle est propriété d'un trust ou similaire) | | The protected area has been legally gazetted (or in the case of private reserves is owned by a trust or similar) | 3 | 3 | |
| 2. Les règlements de l'aire protégée | Il n'existe pas de mécanismes adéquats pour contrôler l'utilisation inappropriée des sols et les activités illégales dans l'aire protégée | 2. Protected area regulations | There are no mechanisms for controlling inappropriate land use and activities in the protected area | 0 | 0 | |
| Les utilisations inappropriées des sols et les activités illégales (par exemple le braconnage) sont-elles sous contrôle? | Les mécanismes pour contrôler l'utilisation inappropriée des sols et les activités illégales dans l'aire protégée existent, mais leur mise en œuvre effective pose des problèmes majeurs | Are inappropriate land uses and activities (e.g. poaching) controlled? | Mechanisms for controlling inappropriate land use and activities in the protected area exist but there are major problems in implementing them effectively | 1 | | |

| | | | | | | |
|--|--|---|---|---|---|---|
| Contexte | Les mécanismes pour contrôler l'utilisation inappropriée des sols et les activités illégales dans l'aire protégée existent, mais leur mise en œuvre effective pose quelques problèmes | Context | Mechanisms for controlling inappropriate land use and activities in the protected area exist but there are some problems in effectively implementing them | 2 | | 2 |
| | Les mécanismes pour contrôler l'utilisation inappropriée des sols et les activités illégales dans l'aire protégée existent et sont effectivement mis en oeuvre | | Mechanisms for controlling inappropriate land use and activities in the protected area exist and are being effectively implemented | 3 | | |
| 3. Application de la loi | Le personnel n'a pas les compétences/ressources pour faire appliquer les règles de droit et le règlement de l'aire protégée | 3. Law enforcement | | 0 | 0 | |
| Le personnel peut-il faire respecter les règles de l'aire protégée efficacement? | Le personnel a de sérieuses lacunes quant à ses compétences/ressources pour faire appliquer les règles de droit et le règlement de l'aire protégée (ex: manque de qualifications, budget de patrouille inexistant) | Can staff enforce protected area rules well enough? | | 1 | | 1 |
| | Le personnel dispose d'un niveau de compétences/ressources acceptable pour faire appliquer les règles de droit et le règlement de l'aire protégée, mais certaines lacunes demeurent | | | 2 | | |

| | | | | | | |
|---|---|---|---|---|----------|----------|
| <i>Contexte</i> | Le personnel dispose de toutes les compétences/ressources nécessaires pour faire appliquer les règles de droit et le règlement de l'aire protégée | <i>Context</i> | | 3 | | |
| 4. Objectifs de l'aire protégée | Aucun objectif ferme n'a été arrêté pour l'aire protégée | 4. Protected area objectives | No firm objectives have been agreed for the protected area | 0 | 0 | |
| Les objectifs ont-ils été arrêtés? | L'aire protégée a arrêté des objectifs, mais elle n'est pas gérée en conséquence | Have objectives been agreed? | The protected area has agreed objectives, but is not managed according to these Objectives | 1 | | 1 |
| | L'aire protégée a arrêté des objectifs, mais ils ne sont que partiellement appliqués | | The protected area has agreed objectives, but these are only partially implemented | 2 | | |
| <i>Planification</i> | L'aire protégée a arrêté des objectifs que les activités de gestion s'efforcent d'atteindre | <i>Planning</i> | The protected area has agreed objectives and is managed to meet these objectives | 3 | | |
| 5. Configuration de l'aire protégée | Dû aux inadéquations de configuration de l'aire protégée, ses objectifs de gestion majeurs sont impossibles à atteindre | 5. Protected area design | Inadequacies in design mean achieving the protected areas major management objectives of the protected area is impossible | 0 | | |
| | La configuration de l'aire protégée est une contrainte à l'atteinte des objectifs majeurs de gestion | | Inadequacies in design mean that achievement of major objectives are constrained to some extent | 1 | | |
| L'aire protégée a-t-elle besoin d'être agrandie (élargir ses corridors, etc.) pour atteindre ses objectifs? | La configuration de l'aire protégée n'est pas une contrainte significative à l'atteinte des objectifs majeurs de gestion, mais elle pourrait être améliorée | Does the protected area need enlarging, corridors etc to meet its objectives? | Design is not significantly constraining achievement of major objectives, but could be improved | 2 | | |

| | | | | | | |
|--|---|---|--|---|---|---|
| <i>Planification</i> | La configuration de l'aire protégée est particulièrement propice à l'atteinte de ses objectifs majeurs de gestion | <i>Planning</i> | Reserve design features are particularly aiding achievement of major objectives of the protected area | 3 | 3 | 3 |
| 6. Démarcation de l'aire protégée | La limite de l'aire protégée n'est pas connue des autorités de gestion ni des résidents/utilisateurs terriens voisins | 6. Protected area boundary demarcation | The boundary of the protected area is not known by the management authority or local residents/neighbouring land users | 0 | | |
| La limite est-elle connue et signalée? | La limite de l'aire protégée est connue des autorités de gestion, mais n'est pas connue des résidents/utilisateurs terriens voisins | Is the boundary known and demarcated? | The boundary of the protected area is known by the management authority but is not known by local residents/neighbouring land users | 1 | | 1 |
| | La limite de l'aire protégée est connue des autorités de gestion et des résidents/utilisateurs terriens voisins, mais elle n'est pas signalée de manière adéquate | | The boundary of the protected area is known by both the management authority and local residents but is not appropriately demarcated | 2 | 2 | |
| <i>Contexte</i> | La limite de l'aire protégée est connue des autorités de gestion et des résidents et est correctement signalée | <i>Context</i> | The boundary of the protected area is known by the management authority and local residents and is appropriately demarcated | 3 | | |
| 7. Plan de gestion | L'aire protégée n'a pas de plan de gestion | 7. Management plan | There is no management plan for the protected area | 0 | 0 | |
| Y-a-t-il un plan de gestion et, si oui, est-il appliqué? | Un plan de gestion est en cours de préparation ou a été préparé, mais il n'est pas appliqué | Is there a management plan and is it being implemented? | A management plan is being prepared or has been prepared but is not being implemented | 1 | | |

| | | | | | | |
|--|--|-------------------------------|--|---|----------|----------|
| <i>Planification</i> | Un plan de gestion approuvé existe, mais il n'est appliqué que partiellement du fait de restrictions financières ou autres problèmes | <i>Planning</i> | An approved management plan exists but it is only being partially implemented because of funding constraints or other problems | 2 | | 2 |
| | Un plan de gestion approuvé existe et est appliqué | | An approved management plan exists and is being implemented | 3 | | |
| Eléments supplémentaires | Le processus de planification permet aux acteurs-clés d'influencer le plan de gestion | Additional Points | The planning process allows adequate opportunity for key stakeholders to influence the management plan | 1 | | 1 |
| <i>Planification</i> | Le plan de gestion est soumis à un calendrier et à un processus de révision et de mise à jour périodique | <i>Planning</i> | There is an established schedule and process for periodic review and updating of the management plan | 1 | | |
| | Les résultats de surveillance, de recherche et d'évaluation sont automatiquement intégrés au processus de planification | | The results of monitoring, research and evaluation are routinely incorporated into planning | 1 | | |
| 8. Plan de travail | Il n'y a pas de plan de travail | 8. Regular work plan | No regular work plan exists | 0 | 0 | |
| Existe-t-il un plan de travail annuel? | Un plan de travail régulier existe, mais les activités ne sont pas contrôlées sur la base des objectifs de ce plan | Is there an annual work plan? | A regular work plan exists but activities are not monitored against the plan's targets | 1 | | 1 |
| | Un plan de travail existe et les activités sont surveillées sur la base des objectifs de ce plan, mais toutes les activités ne sont pas menées à terme | | A regular work plan exists and actions are monitored against the plan's targets, but many activities are not completed | 2 | | |

| | | | | | | |
|--|---|--|--|----------------|--|---|
| <i>Planification/Sorties</i> | Un plan de travail existe, les activités sont surveillées sur la base des objectifs de ce plan et toutes les activités prévues ou presque sont menées à terme | <i>Planning/Outputs</i> | A regular work plan exists, actions are monitored against the plan's targets and most or all prescribed activities are completed | 3 | | |
| 9. Inventaire des ressources | Il y a peu ou pas d'information sur les habitats sensibles, les espèces ou les valeurs culturelles de l'aire protégée | 9. Resource inventory | There is little or no information available on the critical habitats, species and cultural values of the protected area | 0 | 0 | |
| Disposez-vous d'informations suffisantes pour gérer l'aire protégée? | L'information disponible sur les habitats sensibles, les espèces ou les valeurs culturelles de l'aire protégée ne suffit pas aux activités de planification et de prise de décision | Do you have enough information to manage the area? | Information on the critical habitats, species and cultural values of the protected area is not sufficient to support planning and decision-making | 1 | | 1 |
| | L'information disponible sur les habitats sensibles, les espèces ou les valeurs culturelles de l'aire protégée suffit aux activités de planification et de prise de décision, mais le travail essentiel de recherche n'est pas assuré | | 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 | 2 | | |
| | <i>Contexte</i> | | L'information disponible sur les habitats sensibles, les espèces ou les valeurs culturelles de l'aire protégée suffit aux activités de planification et de prise de décision et le travail de recherche est assuré | <i>Context</i> | 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 | 3 |

| | | | | | | |
|---|---|---|---|---|----------|----------|
| 10. Recherche | Il n'y a pas d'activités d'inspection ou recherche dans l'aire protégée | 10. Research | There is no survey or research work taking place in the protected area | 0 | 0 | |
| Existe-t-il un programme d'inventaire ou de recherche orienté vers une meilleure gestion? | Il existe quelques activités <i>ad hoc</i> d'inspection et de recherche | Is there a programme of management-orientated survey and research work? | There is some ad hoc survey and research work | 1 | | 1 |
| <i>Entrées</i> | Il y a beaucoup d'activités d'inspection et de recherche, mais elles ne sont pas alignées sur les besoins de gestion de l'aire protégée | <i>Inputs</i> | There is considerable survey and research work but it is not directed towards the needs of protected area management | 2 | | |
| | Il existe un programme intégré d'inspection et de recherche, aligné sur les besoins de gestion de l'aire protégée | | There is a comprehensive, integrated programme of survey and research work, which is relevant to management needs | 3 | | |
| 11. Gestion des ressources | Les pré-requis pour la gestion active d'écosystèmes sensibles, d'espèces et de valeurs culturelles n'ont pas été déterminés | 11. Resource management | Requirements for active management of critical ecosystems, species and cultural values have not been assessed | 0 | 0 | 0 |
| L'aire protégée est-elle adéquatement gérée (incendies, espèces invasives, braconnage)? | Les pré-requis pour la gestion active d'écosystèmes sensibles, d'espèces et de valeurs culturelles sont connus, mais ne sont pas considérés | Is the protected area adequately managed (e.g. for fire, invasive species, poaching)? | Requirements for active management of critical ecosystems, species and cultural values are known but are not being addressed | 1 | | |
| | Les pré-requis pour la gestion active d'écosystèmes sensibles, d'espèces et de valeurs culturelles ne sont que partiellement considérés | | Requirements for active management of critical ecosystems, species and cultural values are only being partially addressed | 2 | | |
| | Les pré-requis pour la gestion active d'écosystèmes sensibles, d'espèces et de valeurs culturelles sont considérés en totalité ou presque | | Requirements for active management of critical ecosystems, species and cultural values are being substantially or fully addressed | 3 | | |
| <i>Processus</i> | | <i>Process</i> | | | | |

| | | | | | | |
|---|---|---|--|---|------------|----------|
| 12. Personnel | Il n'y a pas d'employés | 12. Staff numbers | There are no staff | 0 | 0 | |
| Y-a-t-il assez de personnel pour gérer l'aire protégée? <i>Entrées</i> | Le nombre d'employés n'est pas adapté aux activités de gestion essentielles | Are there enough people employed to manage the protected area? <i>Inputs</i> | Staff numbers are inadequate for critical management activities | 1 | | 1 |
| | Le nombre d'employés est en dessous du seuil optimal requis pour les activités de gestion essentielles | | Staff numbers are below optimum level for critical management activities | 2 | | |
| | Le nombre d'employés est adapté aux activités de gestion du site | | Staff numbers are adequate for the management needs of the site | 3 | | |
| 13. Gestion du personnel | Les problèmes de gestion du personnel entravent l'atteinte des objectifs majeurs de gestion de l'aire protégée | 13. Personnel management | Problems with personnel management constrain the achievement of major management objectives | 0 | N/A | |
| Le personnel est-il correctement géré? <i>Processus</i> | Les problèmes de gestion du personnel entravent partiellement l'atteinte des objectifs majeurs de gestion de l'aire protégée | Is the staff managed well enough? <i>Process</i> | Problems with personnel management partially constrain the achievement of major management objectives | 1 | | |
| | Le personnel est géré de manière adaptée à l'atteinte des objectifs majeurs de gestion, mais la gestion pourrait être améliorée | | Personnel management is adequate to the achievement of major management objectives but could be improved | 2 | | 2 |
| | La gestion du personnel est excellente et favorise l'atteinte des objectifs majeurs de gestion | | Personnel management is excellent and aids the achievement major management objectives | 3 | | |
| 14. Formation du personnel | Le personnel n'est pas formé | 14. Staff training | Staff are non trained | 0 | N/A | |
| Y-a-t-il assez de possibilités de formation pour le personnel? | La formation et les compétences du personnel sont faibles par rapport aux besoins de l'aire protégée | Is there enough training for staff? | Staff training and skills are low relative to the needs of the protected area | 1 | | 1 |

| | | | | | | |
|------------------------------------|--|----------------------------------|---|---------------|--|---|
| <i>Entrées/Processus</i> | La formation et les compétences du personnel sont adaptées, mais pourraient être améliorées pour atteindre complètement les objectifs de gestion | <i>Inputs/Process</i> | Staff training and skills are adequate, but could be further improved to fully achieve the objectives of management | 2 | | |
| | La formation et les compétences du personnel sont en phase avec les besoins actuels et anticipés de gestion de l'aire protégée | | Staff training and skills are in tune with the management needs of the protected area, and with anticipated future needs | 3 | | |
| 15. Budget actuel | L'aire protégée ne dispose d'aucun budget | 15. Current budget | There is no budget for the protected area | 0 | 0 | |
| Le budget actuel est-il suffisant? | Le budget disponible ne couvre même pas les activités de gestion de base et entrave la capacité de gestion de l'aire protégée | Is the current budget suffisant? | The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage | 1 | | |
| | Le budget disponible est acceptable, mais pourrait être amélioré pour permettre la gestion effective de l'aire protégée | | The available budget is acceptable, but could be further improved to fully achieve effective management | 2 | | 2 |
| | <i>Entrées</i> | | Le budget disponible est suffisant et couvre la totalité des besoins de gestion de l'aire protégée | <i>Inputs</i> | The available budget is sufficient and meets the full management needs of the protected area | 3 |
| 16. Sécurisation du budget | Le budget n'est pas sécurisé et la gestion est entièrement dépendante de fonds externes ou de financement annuel | 16. Security of budget | There is no secure budget for the protected area and management is wholly reliant on outside or year by year funding | 0 | 0 | |
| Le budget est-il sécurisé? | Le budget sécurisé est très restreint et l'aire protégée ne pourrait pas fonctionner convenablement sans l'apport de fonds externes | Is the budget secure? | There is very little secure budget and the protected area could not function adequately without outside funding | 1 | | 1 |

| | | | | | | |
|------------------------------|--|--|---|---|------------|---|
| <i>Entrées</i> | Le budget sécurisé est important, mais de nombreuses innovations et initiatives demeurent dépendantes de fonds externes | <i>Inputs</i> | There is a reasonably secure core budget for the protected area but many innovations and initiatives are reliant on outside funding | 2 | | |
| | Le budget est sécurisé et les besoins de gestion sont couverts pour plusieurs années | | There is a secure budget for the protected area and its management needs on a multi-year cycle | 3 | | |
| 17. Gestion du budget | La gestion du budget est mauvaise et compromet sévèrement l'efficacité de la gestion de l'aire protégée | 17. Management of budget | Budget management is poor and significantly undermines effectiveness | 0 | N/A | |
| <i>Processus</i> | Le budget est-il géré de façon à couvrir les besoins essentiels de gestion? | Is the budget managed to meet critical management needs? | Budget management is poor and constrains effectiveness | 1 | | |
| | La gestion du budget est médiocre et compromet l'efficacité de la gestion de l'aire protégée | <i>Process</i> | Budget management is adequate but could be improved | 2 | | 2 |
| | La gestion du budget est adéquate mais pourrait être améliorée | | Budget management is excellent and aids effectiveness | 3 | | |
| | La gestion du budget est excellente et soutient l'efficacité de la gestion de l'aire protégée | | | | | |
| 18. Infrastructure | Il y a peu ou pas de matériel et d'installations | 18. Equipment | There are little or no equipment and facilities | 0 | 0 | |
| <i>Processus</i> | L'infrastructure est-elle suffisante et adéquate? | Are there adequate equipment and facilities? | There are some equipment and facilities but these are wholly inadequate | 1 | | |
| | Il y a du matériel et des installations, mais de sérieuses lacunes demeurent et compromettent l'efficacité de la gestion | <i>Process</i> | There are equipment and facilities, but still some major gaps that constrain management | 2 | | 2 |
| | Le matériel et les installations sont adéquates | | There are adequate equipment and facilities | 3 | | |

| | | | | | | |
|---|--|--|---|---|------------|----------|
| 19. Entretien de l'infrastructure | Le matériel et les installations sont pas ou peu entretenues | 19. Maintenance of equipment | There is little or no maintenance of equipment and facilities | 0 | 0 | |
| L'infrastructure est-elle entretenue de manière adéquate? | Le matériel et les installations sont entretenues sporadiquement | Is equipment adequately maintained? | There is some ad hoc maintenance of equipment and facilities | 1 | | |
| <i>Processus</i> | Le matériel et les installations sont entretenues, mais des lacunes subsistent | <i>Process</i> | There is maintenance of equipment and facilities, but there are some important gaps in maintenance | 2 | | 2 |
| | Le matériel et les installations sont correctement entretenues | | Equipment and facilities are well maintained | 3 | | |
| 20. Programmes d'éducation et de sensibilisation | Il n'y a pas de programmes d'éducation et de sensibilisation | 20. Education and awareness programme | There is no education and awareness programme | 0 | | |
| Y-a-t-il un programme établi d'éducation? | Il y a des programmes limités et ciblés d'éducation et de sensibilisation, mais ils ne découlent pas d'une planification globale | Is there a planned education programme? | There is a limited and ad hoc education and awareness programme, but no overall planning for this | 1 | 1 | 1 |
| <i>Processus</i> | Il y a un programme d'éducation et de sensibilisation, mais de sérieuses lacunes subsistent | <i>Process</i> | There is a planned education and awareness programme but there are still serious gaps | 2 | | |
| | Il y a un programme planifié d'éducation et de sensibilisation en phase avec les objectifs et besoins de l'aire protégée | | There is a planned and effective education and awareness programme fully linked to the objectives and needs of the protected area | 3 | | |
| 21. Les voisins du secteur public et privé | Il n'y a pas de contact entre les utilisateurs publics ou privés des sols avoisinants et l'aire protégée | 21. State and commercial neighbours | There is no contact between managers and neighbouring official or corporate land users | 0 | N/A | |

| | | | | | | | |
|----------------------------------|---|---|--|---|---|--|---|
| Processus | Existe-t-il une coopération avec les utilisateurs des sols voisins? | Il y a quelques contacts entre les utilisateurs publics ou privés des sols avoisinants et l'aire protégée | Is there co-operation with adjacent land users? | There is limited contact between managers and neighbouring official or corporate land users | 1 | | |
| | | Il y a des contacts réguliers entre les utilisateurs publics ou privés des sols avoisinants et l'aire protégée, mais la coopération est limitée | | There is regular contact between managers and neighbouring official or corporate land users, but only limited co-operation | 2 | | |
| | | Il y a des contacts réguliers entre les utilisateurs publics ou privés des sols avoisinants et l'aire protégée et une coopération substantielle en matière de gestion | Process | There is regular contact between managers and neighbouring official or corporate land users, and substantial co-operation on management | 3 | | 3 |
| 22. Les peuples indigènes | Les peuples indigènes ou traditionnels ne participent pas aux décisions de gestion de l'aire protégée | 22. Indigenous people | Indigenous and traditional peoples have no input into decisions relating to the management of the protected area | 0 | 0 | | |
| Processus | Les peuples indigènes ou traditionnels résidents ou qui utilisent régulièrement l'aire protégée sont-ils intégrés au système de décision? | Les peuples indigènes ou traditionnels participent aux discussions concernant la gestion, mais ne participent pas à la prise de décision | Do indigenous and traditional peoples resident or regularly using the PA have input to management decisions? | Indigenous and traditional peoples have some input into discussions relating to management but no direct involvement in the resulting decisions | 1 | | 1 |
| | | Les peuples indigènes ou traditionnels contribuent directement à certaines prises de décisions concernant la gestion | | Indigenous and traditional peoples directly contribute to some decisions relating to management | 2 | | |

| | | | | | | |
|---|--|--|--|---|----------|----------|
| | Les peuples indigènes ou traditionnels participent directement à la prise de décision concernant la gestion | <i>Process</i> | Indigenous and traditional peoples directly participate in making decisions relating to management | 3 | | |
| 23. Communautés locales | Les communautés locales ne participent pas aux décisions de gestion de l'aire protégée | 23. Local communities | Local communities have no input into decisions relating to the management of the protected area | 0 | 0 | |
| <i>Processus</i> | Les communautés locales résidentes ou avoisinantes contribuent-elles aux prises de décision? | Do local communities resident or near the protected area have input to management decisions? | Local communities have some input into discussions relating to management but no direct involvement in the resulting decisions | 1 | | |
| | Les communautés locales contribuent directement à certaines prises de décisions concernant la gestion | | Local communities directly contribute to some decisions relating to management | 2 | | 2 |
| | Les communautés locales participent directement à la prise de décision concernant la gestion | | Local communities directly participate in making decisions relating to management | 3 | | |
| Eléments supplémentaires | Les relations entre les acteurs locaux et les gestionnaires de l'aire protégée sont ouvertes et basées sur la confiance | Additional points | There is open communication and trust between local stakeholders and protected area managers | 1 | | 1 |
| <i>Sorties</i> | Des programmes visant à améliorer le bien-être des communautés locales tout en conservant les ressources de l'aire protégée sont mis en oeuvre | <i>Outputs</i> | Programmes to enhance local community welfare, while conserving protected area resources, are being implemented | 1 | | 1 |
| 24. Installations pour visiteurs | Il n'y a ni installations, ni services pour visiteurs | 24. Visitor facilities | There are no visitor facilities and services | 0 | 0 | |

| | | | | | | | |
|---|---|--|--|--|---|--|---|
| Sorties | Les installations pour visiteurs (touristes, pèlerins, etc) sont-elles adaptées? | Les installations et services pour visiteurs sont inadaptés aux niveaux d'affluence actuelle ou sont en construction | Are visitor facilities (for tourists, pilgrims etc) good enough? | Visitor facilities and services are inappropriate for current levels of visitation or are under construction | 1 | | |
| | | Les installations et services pour visiteurs sont adaptés aux niveaux d'affluence actuelle, mais pourraient être améliorés | | Visitor facilities and services are adequate for current levels of visitation but could be improved | 2 | | 2 |
| | | Les installations et services pour visiteurs sont strictement adaptés aux niveaux d'affluence actuelle | Outputs | Visitor facilities and services are excellent for current levels of visitation | 3 | | |
| 25. Tourisme commercial | Il y a peu ou pas de contact entre les gestionnaires et les opérateurs touristiques utilisant l'aire protégée | 25. Commercial tourism | There is little or no contact between managers and tourism operators using the protected area | 0 | 0 | | |
| Les tours opérateurs commerciaux contribuent-ils à la gestion de l'aire protégée? | Il y a des contacts entre les gestionnaires et les opérateurs touristiques, mais ils se limitent à des questions administratives ou réglementaires | Do commercial tour operators contribute to protected area management? | There is contact between managers and tourism operators but this is largely confined to administrative or regulatory matters | 1 | | | |
| | Il y a une coopération limitée entre les gestionnaires et les opérateurs touristiques en vue d'améliorer la qualité des expériences touristiques proposées et entretenir les valeurs de l'aire protégée | | There is limited co-operation between managers and tourism operators to enhance visitor experiences and maintain protected area values | 2 | | | |

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|---|---|---|---|---|----------|---|
| <i>Processus</i> | Il y a une excellente coopération entre les gestionnaires et les opérateurs touristiques en vue d'améliorer la qualité des expériences touristiques proposées, entretenir les valeurs de l'aire protégée et résoudre les conflits | <i>Process</i> | There is excellent co-operation between managers and tourism operators to enhance visitor experiences, protect values and resolve conflicts | 3 | | 3 |
| 26. Droits et taxes | Si des droits et taxes sont théoriquement applicables, ils ne sont toutefois pas perçus | 26. Fees | Although fees are theoretically applied, they are not collected | 0 | 0 | |
| En cas d'application, les droits et taxes (touristes, amendes) contribuent-ils à la gestion de l'aire protégée? | Les droits et taxes sont perçus, mais sont reversés en intégralité au gouvernement sans retour à l'aire protégée ou aux autorités locales | If fees (tourism, fines) are applied, do they help protected area management? | The fee is collected, but it goes straight to central government and is not returned to the protected area or its environs | 1 | | |
| | Les droits et taxes sont perçus, mais sont reversés aux autorités locales plutôt qu'à l'aire protégée | | The fee is collected, but is disbursed to the local authority rather than the protected area | 2 | | |
| <i>Sorties</i> | Les droits d'entrée contribuent à soutenir cette aire protégée et/ou d'autres sites | <i>Outputs</i> | There is a fee for visiting the protected area that helps to support this and/or other protected areas | 3 | | 3 |
| 27. Etat des lieux | L'importante biodiversité et les valeurs écologiques et culturelles sont sévèrement dégradées | 27. Condition assessment | Important biodiversity, ecological and cultural values are being severely degraded | 0 | | |
| L'aire protégée est-elle gérée en fonction de ses objectifs? | Une partie de la biodiversité et des valeurs écologiques et culturelles sont sévèrement dégradées | Is the protected area being managed consistent to its objectives? | Some biodiversity, ecological and cultural values are being severely degraded | 1 | 1 | |

| | | | | | | |
|---|--|---|---|---|----------|----------|
| <i>Sorties</i> | Une partie de la biodiversité et des valeurs écologiques et culturelles sont partiellement dégradées, mais les valeurs essentielles n'ont pas été sévèrement endommagées | <i>Outcomes</i> | Some biodiversity, ecological and cultural values are being partially degraded but the most important values have not been significantly impacted | 2 | | 2 |
| | La biodiversité et les valeurs écologiques et culturelles sont presque entièrement intactes | | Biodiversity, ecological and cultural values are predominantly intact | 3 | | |
| Eléments supplémentaires Sorties | Il existe des programmes de réhabilitation des espaces dégradés de l'aire protégée et/ou de la zone tampon | Additional points Outputs | There are active programmes for restoration of degraded areas within the protected area and/or the protected area buffer zone | 1 | | |
| 28. Evaluation de l'accès | Les systèmes de protection (patrouilles, permis, etc) ne permettent pas de contrôler l'accès et l'utilisation de la réserve selon les objectifs établis | 28. Access assessment | Protection systems (patrols, permits etc) are ineffective in controlling access or use of the reserve in accordance with designated objectives | 0 | 0 | |
| <i>Résultats</i> | Les mécanismes de gestion actuels contribuent-ils à gérer l'accès à l'aire protégée ou son utilisation? | Is access/resource use sufficiently controlled? | Protection systems are only partially effective in controlling access or use of the reserve in accordance with designated objectives | 1 | | 1 |
| | Les systèmes de protection ne permettent qu'un contrôle partiel de l'accès et de l'utilisation de la réserve selon les objectifs établis | | Protection systems are moderately effective in controlling access or use of the reserve in accordance with designated objectives | 2 | | |
| | Les systèmes de protection permettent un contrôle modérément efficace de l'accès et de l'utilisation de la réserve selon les objectifs établis | | Protection systems are largely or wholly effective in controlling access or use of the reserve in accordance with designated objectives | 3 | | |
| | Les systèmes de protection permettent un contrôle efficace de l'accès et de l'utilisation de la réserve selon les objectifs établis | <i>Outcomes</i> | | | | |

| | | | | | | |
|---|---|--|--|---|----------|----------|
| 29. Evaluation des avantages économiques | L'existence de l'aire protégée a réduit les possibilités de développement économique des communautés locales | 29. Economic benefit assessment | The existence of the protected area has reduced the options for economic development of the local communities | 0 | | |
| <i>Résultats</i> | L'aire protégée est-elle source d'avantages économiques pour les communautés locales? | <i>Outcomes</i> | Is the protected area providing economic benefits to local communities? | 1 | 1 | |
| | L'existence de l'aire protégée a entraîné quelques avantages économiques pour les communautés locales sans grande importance toutefois pour l'économie régionale | | 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 | | 2 |
| | L'existence de l'aire protégée a entraîné des avantages significatifs pour les communautés locales, à l'intérieur comme à l'extérieur de l'aire protégée (emplois, circuits commerciaux gérés localement, etc.) | | 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) | 3 | | |
| 30. Suivi et évaluation | L'aire protégée ne dispose pas de mécanismes de suivi et d'évaluation | 30. Monitoring and evaluation | There is no monitoring and evaluation in the protected area | 0 | 0 | |
| | L'aire protégée connaît des activités sporadiques de suivi et d'évaluation, mais ne dispose pas d'une stratégie globale et/ou n'établit pas d'inventaire de manière régulière | Are management activities monitored against performance? | There is some ad hoc monitoring and evaluation, but no overall strategy and/or no regular collection of results | 1 | | 1 |

| | | | | | | |
|-----------------------|--|-----------------|--|-----------|-----------|-----------|
| <i>Planification/</i> | L'aire protégée dispose d'un système de suivi et d'évaluation accepté et mis en oeuvre, mais les résultats ne sont pas systématiquement utilisés dans les activités de gestion | <i>Planning</i> | There is an agreed and implemented monitoring and evaluation system but results are not systematically used for management | 2 | | |
| <i>Processus</i> | L'aire protégée dispose d'un système efficace de suivi et d'évaluation correctement mis en oeuvre, dont les résultats sont utilisés pour adapter le mode de gestion | <i>Process</i> | A good monitoring and evaluation system exists, is well implemented and used in adaptive management | 3 | | |
| NOTE FINALE | | | | 96 | 11 | 50 |

Annex 2. Financial Scorecard

| FINANCIAL SCORECARD – PART II Summarised – ASSESSING ELEMENTS OF THE FINANCING SYSTEM See GEF4 Tracking Tools for Part II in full | Score for CAR PA System | Total Possible Score | % |
|---|--|-------------------------------------|------------|
| Component 1 – Legal, regulatory and institutional frameworks | 23 | 82 | 28% |
| Element 1 – Legal, policy and regulatory support for revenue generation by Pas | 3 | 6 | 50% |
| Element 2 - Legal, policy and regulatory support for revenue retention and sharing within the PA system | 6 | 9 | 67% |
| Element 3 - Legal and regulatory conditions for establishing Funds (trust funds, sinking funds or revolving funds) | 2 | 9 | 22% |
| Element 4 - Legal, policy and regulatory support for alternative institutional arrangements for PA management to reduce cost burden to government | 4 | 12 | 33% |
| Element 5 - National PA financing strategies | 0 | 13 | 0% |
| Element 6 - Economic valuation of protected area systems (ecosystem services, tourism based employment etc) | 3 | 6 | 50% |
| 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 | 4 | 18 | 22% |
| Component 2 – Business planning and tools for cost-effective management | 16 | 67 | 24% |
| Element 1 – PA site-level business planning | 8 | 24 | 33% |
| Element 2 - Operational, transparent and useful accounting and auditing systems | 3 | 12 | 25% |
| 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 | 3 | 15 | 20% |
| Component 3 – Tools for revenue generation | 18 | 57 | 32% |
| Element 1 - Number and variety of revenue sources used across the PA system | 2 | 9 | 22% |
| Element 2 - Setting and establishment of user fees across the PA system | 9 | 15 | 60% |
| Element 3 - Effective fee collection systems | 1 | 3 | 33% |
| Element 4 - Marketing and communication strategies for revenue generation mechanisms | 1 | 3 | 33% |
| Element 5 - Operational PES schemes for PAs[4] | 1 | 12 | 8% |
| Element 6 - Operational concessions within PAs | 3 | 12 | 25% |
| Element 7 - PA training programs on revenue generation mechanisms | 1 | 3 | 33% |
| Total Score | 57 | 206 | 28% |

| | |
|---|-----|
| Total Score for PA System | 57 |
| Total Possible Score | 206 |
| Actual score as a percentage of the total possible score | 28% |
| Percentage scored in previous year[1] | N/A |

| Components and Elements | Scores | | | | comments | | |
|---|--------|-------------------|----------------------------|-------------------|--|----------------------|--|
| Component 1 – Legal, regulatory and institutional frameworks | | | | | | TOTAL POSSIBLE SCORE | Total possible score per element and per component |
| <i>Element 1 – Legal, policy and regulatory support for revenue generation by Pas</i> | None | Some | A few | Fully | | | 6 |
| | 0 | 1 | 2 | 3 | | | |
| (i) Laws are in place that facilitate PA revenue mechanisms | | 1 | | | Code de la Faune 1984 / Code Forestier 2008 - cas des RF | 3 | |
| (ii) Fiscal instruments such as taxes on tourism and water or tax breaks exist to promote PA financing | | | 2 | | eg Arrêté DS sur tourism | 3 | |
| <i>Element 2 - Legal, policy and regulatory support for revenue retention and sharing within the PA system</i> | No | Under development | Yes, but needs improvement | Yes, satisfactory | | | 9 |
| | 0 | 1 | 2 | 3 | | | |
| (i) Laws, policies and procedures are in place for PA revenues to be retained by the PA system | | | 2 | | eg Arrêté DS sur tourism / CAS-DF | 3 | |
| (ii) Laws, policies and procedures are in place for PA revenues to be retained, in part, at the PA site level | | | 2 | | idem | 3 | |
| (iii) Laws, policies and procedures are in place for revenue sharing at the PA site level with local stakeholders | | | 2 | | idem | 3 | |

| <i>Element 3 - Legal and regulatory conditions for establishing Funds (trust funds, sinking funds or revolving funds)</i> | No | Established | Established with limited capital | Established with adequate capital | | | 9 |
|--|-----------|-------------------|----------------------------------|-----------------------------------|---|---|----|
| | 0 | 1 | 2 | 3 | | | |
| (i) A Fund have been established and capitalized to finance the PA system | 0 | | | | | 3 | |
| (ii) Funds have been created to finance specific PAs | | | 2 | | FTNS | 3 | |
| (iii) Funds are integrated into the national PA financing systems | 0 | | | | | 3 | |
| <i>Element 4 - Legal, policy and regulatory support for alternative institutional arrangements for PA management to reduce cost burden to government</i> | None | Under development | Yes, but needs improvement | Yes, Satisfactory | | | 12 |
| | 0 | 1 | 2 | 3 | | | |
| (i) There are laws which allow and regulate delegation of PA management and associated financial management for concessions | | | 2 | | Code de la Faune 1984 | 3 | |
| (ii) There are laws which allow and regulate delegation of PA management and associated financial management for co-management | | 1 | | | Code Forestier 2008, cas des RF / mais pas clair + pas textes d'application | 3 | |
| (ii) There are laws which allow and regulate delegation of PA management and associated financial management to local government | | 1 | | | idem | 3 | |
| (iv) There are laws which allow private reserves | 0 | | | | non | 3 | |
| <i>Element 5 - National PA financing strategies</i> | Not begun | In progress | Completed | Under implementation | | | 13 |
| | 0 | 1 | 2 | 5 | | | |
| (i) Degree of formulation, adoption and implementation of a national financing strategy | 0 | | | | Etats généraux E&F 2003 mais rien | 5 | |
| (ii) The inclusion within the national PA financing strategy of key policies: | No | Yes | | | | | |
| | 0 | 2 | | | | | |
| - Revenue generation and fee levels across PAs | 0 | | | | | 2 | |
| - Criteria for allocation of PA budgets to PA sites (business plans, performance etc) | 0 | | | | | 2 | |

| | | | | | | | |
|--|-------------|----------------|---------------------|-------------|--------------------------------------|-----------|-----------|
| - Safeguards to ensure that revenue generation does not adversely affect conservation objectives of Pas | 0 | | | | | 2 | |
| - Requirements for PA management plans to include financial sections or associated business plans | 0 | | | | | 2 | |
| Element 6 - Economic valuation of protected area systems (ecosystem services, tourism based employment etc) | None | Partial | Satisfactory | Full | | | 6 |
| | 0 | 1 | 2 | 3 | | | |
| (i) Economic data on the contribution of protected areas to local and national development | | 1 | | | cf DS | 3 | |
| (ii) PA economic values are recognized across government | | | 2 | | cf DS | 3 | |
| Element 7 - Improved government budgeting for PA systems | No | Yes | | | | | 6 |
| | 0 | 2 | | | | | |
| (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 | | | | | 2 | |
| (ii) Policy promotes budgeting for PAs based on financial need as determined by PA management plans. | 0 | | | | | 2 | |
| (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 | | | | | 2 | |
| Element 8 - Clearly defined institutional responsibilities for PA management and financing | None | Partial | Improving | Full | | | 3 |
| | 0 | 1 | 2 | 3 | | | |
| (i) Mandates of institutions regarding PA finances are clear and agreed | | 1 | | | incohérences Dir. Cab. / DGEF / DFAP | 3 | |
| Element 9 - Well-defined staffing requirements, profiles and incentives at site and system level | None | Partial | Almost there | Full | | | 18 |
| | 0 | 1 | 2 | 3 | | | |
| (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 | | | | aucun | 3 | |
| (ii) Terms of Reference (TORs) for PA staff include responsibilities for revenue generation, financial management and cost-effectiveness | | 1 | | | cf EN-DS | 3 | |
| (iii) Laws and regulations motivate PA managers to promote site level financial sustainability | | 1 | | | DS | 3 | |
| (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 substitution) | | | | | | 3 | |
| (iv) Performance assessment of PA site managers includes assessment of sound financial planning, revenue generation and cost-effective management | | 1 | | | DS | 3 | |
| (v) PA managers have the possibility to budget and plan for the long-term (eg over 5 years) | | 1 | | | CAS-DF: 1 an | 3 | |
| Total Score for Component 1 | | | | | | 82 | 82 |
| Component 2 – Business planning and tools for cost-effective management | | | | | | | |

| <i>Element 1 – PA site-level business planning</i> | Not begun | Early stages | Near complete | Completed | | |
|--|-----------|--------------|----------------|--------------------------|-------|----|
| | 0 | 1 | 2 | 3 | | |
| | | | | | | 24 |
| (i) PA management plans showing objectives, needs and costs are prepared across the PA system | | | 2 | | DS+MB | 3 |
| (ii) Business plans, based on standard formats and linked to PA management plans and conservation objectives, are developed for pilot sites | | | 2 | | DS+MB | 3 |
| (iii) Business plans are implemented at the pilot sites | | 1 | | | | 3 |
| (degree of implementation measured by achievement of objectives) | | | | | | 3 |
| (iv) Business plans are developed for all appropriate PA sites | | | 2 | | | 3 |
| (business plans will not be useful for PAs with no potential to generate revenues) | | | | | | 3 |
| (v) Financing gaps identified by business plans for PAs contribute to system level planning and budgeting | | 1 | | | | 3 |
| (vi) Costs of implementing business plans are monitored and contributes to cost-effective guidance and financial performance reporting | 0 | | | | | 3 |
| <i>Element 2 - Operational, transparent and useful accounting and auditing systems</i> | None | Partial | Near complete | Fully completed | | 12 |
| | 0 | 1 | 2 | 3 | | |
| (i) Policy and regulations require comprehensive, coordinated cost accounting systems to be in place (for both input and activity based accounting) | 0 | | | | | 3 |
| (ii) There is a transparent and coordinated cost and investment accounting system operational for the PA system | | 1 | | | | 3 |
| (iii) Revenue tracking systems for each PA in place and operational | | 1 | | | | 3 |
| (iv) There is a system so that the accounting data contributes to national reporting | | 1 | | | | 3 |
| <i>Element 3 - Systems for monitoring and reporting on financial management performance</i> | None | Partial | Near completed | Complete and operational | | 12 |
| | 0 | 1 | 2 | 3 | | |
| (i) All PA revenues and expenditures are fully and accurately reported by government and are made transparent | | 1 | | | | 3 |
| (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) | | 1 | | | | 3 |
| (iii) A monitoring and reporting system in place to show how and why funds are allocated across PA sites and the central PA authority | 0 | | | | | 3 |
| (iv) Financial performance of PAs is evaluated and reported (linked to cost-effectiveness) | 0 | | | | | 3 |

| | | | | | | | |
|---|---------------|-----------------------|----------------------|----------------|---|----|----|
| <i>Element 4 - Methods for allocating funds across individual PA sites</i> | No | Yes | | | | | 4 |
| | 0 | 2 | | | | | |
| (i) National PA budget is appropriately allocated to sites based on criteria agreed in national financing strategy | 0 | | | | | 2 | |
| (ii) Policy and criteria for allocating funds to co-managed PAs complement site based fundraising efforts | 0 | | | | | 2 | |
| <i>Element 5 - Training and support networks to enable PA managers to operate more cost-effectively</i> | Absent | Partially done | Almost done | Fully | | | 15 |
| | 0 | 1 | 2 | 3 | | | |
| (i) Guidance on cost-effective management developed and being used by PA managers | | 1 | | | | 3 | |
| (ii) Operational and investment cost comparisons between PA sites complete, available and being used to track PA manager performance | 0 | | | | | 3 | |
| (iii) Monitoring and learning systems of cost-effectiveness are in place and feed into management policy and planning | 0 | | | | | 3 | |
| (iv) PA site managers are trained in financial management and cost-effective management | | 1 | | | | 3 | |
| (v) PA site managers share costs of common practices with each other and with PA headquarters | | 1 | | | 1 eg Ndotto-DS pour formationEG | 3 | |
| Total Score for Component 2 | | | | | | 67 | 67 |
| Component 3 – Tools for revenue generation | | | | | | | |
| <i>Element 1 - Number and variety of revenue sources used across the PA system</i> | None | Partially | A fair amount | Optimal | | | 9 |
| | 0 | 1 | 2 | 3 | | | |
| (i) An up-to-date analysis of all revenue options for the country complete and available including feasibility studies; | 0 | | | | | 3 | |
| (ii) There is a diverse set of sources and mechanisms generating funds for the PA system | | | 2 | | DS: CAS-DF+Treasury+W WF+FTNS+Tour ism/visitors | 3 | |
| (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 | | | | Non! | 3 | |
| <i>Element 2 - Setting and establishment of user fees across the PA system</i> | No | Partially | Satisfactory | Fully | | | 15 |
| | 0 | 1 | 2 | 3 | | | |
| (i) A system wide strategy and implementation plan for user fees is complete and adopted by government | | 1 | | | | 3 | |

| | | | | | | | | | |
|---|-------------|------------------|---------------------|--------------------|--|---|------------------------------|--|-----------|
| (ii) The national tourism industry and Ministry are supportive and are partners in the PA user fee system and programs | | | | 2 | | 1 | | | 3 |
| (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 [3] | | | 1 | | | | | | 3 |
| (iv) Where tourism is promoted PA managers can demonstrate maximum revenue whilst still meeting PA conservation objectives | | | | 2 | | | cf cominf impact study in DS | | 3 |
| (v) Non tourism user fees are applied and generate additional revenue | | | | | | 3 | researcher/film crew | | 3 |
| Element 3 - Effective fee collection systems | None | Partially | Completed | Operational | | | | | 3 |
| | 0 | 1 | 2 | 3 | | | | | |
| (i) A system wide strategy and implementation plan for fee collection is complete and adopted by PA authorities (including co-managers) | | | 1 | | | | | | 3 |
| Element 4 - Marketing and communication strategies for revenue generation mechanisms | None | Partially | Satisfactory | Fully | | | | | 3 |
| | 0 | 1 | 2 | 3 | | | | | |
| (i) Communication campaigns and marketing for the public about the tourism fees, new conservation taxes etc are widespread and high profile | | | 1 | | | | | | 3 |
| Element 5 - Operational PES schemes for PAs[4] | None | Partially | Progressing | Fully | | | | | 12 |
| | 0 | 1 | 2 | 3 | | | | | |
| (i) A system wide strategy and implementation plan for PES is complete and adopted by government | 0 | | | | | | | | 3 |
| (ii) Pilot PES schemes at select sites developed | | | 1 | | | | REDD-RSFDDS | | 3 |
| (iii) Operational performance of pilots is evaluated and reported | 0 | | | | | | | | 3 |
| (iv) Scale up of PES across the PA system is underway | 0 | | | | | | | | 3 |
| Element 6 - Operational concessions within PAs | None | Partially | Progressing | Fully | | | | | 12 |
| | 0 | 1 | 2 | 3 | | | | | |
| (i) A system wide strategy and implementation plan complete and adopted by government for concessions | | | 1 | | | | Code de la Faune 1984 | | 3 |
| (ii) Concession opportunities are identified at appropriate PA sites across the PA system | | | 1 | | | | | | 3 |
| (iii) Concession opportunities are operational at pilot sites | | | 1 | | | | DL-DS | | 3 |
| (iv) Operational performance of pilots is evaluated, reported and acted upon | 0 | | | | | | | | 3 |
| Element 7 - PA training programs on revenue generation mechanisms | None | Limited | Satisfactory | Extensive | | | | | 3 |
| | 0 | 1 | 2 | 3 | | | | | |
| (i) Training courses run by the government and other competent organizations for PA managers on revenue mechanisms and financial administration | | | 1 | | | | | | 3 |

| | | | | | | | |
|-----------------------------|--|--|--|--|--|----|----|
| Total Score for Component 3 | | | | | | 57 | 57 |
|-----------------------------|--|--|--|--|--|----|----|

Annex 3. Capacity Development Scorecard

| Strategic Areas of Support | Total Possible Score (TPS) | | |
|---|----------------------------|---------------|------------|
| | Systemic | Institutional | Individual |
| (1) Capacity to conceptualize and develop sectoral and cross-sectoral policy and regulatory frameworks | 6 | 3 | N/A |
| (2) Capacity to formulate, operationalise and implement sectoral and cross-sectoral programmes and projects | 9 | 27 | 12 |
| (3) Capacity to mobilize and manage partnerships, including with the civil society and the private sector | 6 | 6 | 3 |
| (4) Technical skills related specifically to the requirements of the SPs and associated Conventions | 3 | 3 | 3 |
| (5) Capacity to monitor, evaluate and report at the sector and project levels | 6 | 6 | 3 |
| Total | 30 | 45 | 21 |

| Strategic Areas of Support | Baseline Scores | | |
|---|-----------------|---------------|------------|
| | Systemic | Institutional | Individual |
| (1) Capacity to conceptualize and develop sectoral and cross-sectoral policy and regulatory frameworks | 3 | 1 | N/A |
| (2) Capacity to formulate, operationalise and implement sectoral and cross-sectoral programmes and projects | 4 | 5 | 5 |
| (3) Capacity to mobilize and manage partnerships, including with the civil society and the private sector | 4 | 3 | 2 |
| (4) Technical skills related specifically to the requirements of the SPs and associated Conventions | 1 | 1 | 1 |
| (5) Capacity to monitor, evaluate and report at the sector and project levels | 2 | 2 | 1 |

| | | | |
|--------------|-----------|-----------|----------|
| Total | 13 | 12 | 9 |
|--------------|-----------|-----------|----------|

| Strategic Areas of Support | Baseline Score as % of TPS (average) | | |
|---|--------------------------------------|---------------|------------|
| | Systemic | Institutional | Individual |
| (1) Capacity to conceptualize and develop sectoral and cross-sectoral policy and regulatory frameworks | 50% | 33% | N/A |
| (2) Capacity to formulate, operationalise and implement sectoral and cross-sectoral programmes and projects | 44% | 19% | 42% |
| (3) Capacity to mobilize and manage partnerships, including with the civil society and the private sector | 50% | 50% | 67% |
| (4) Technical skills related specifically to the requirements of the SPs and associated Conventions | 33% | 33% | 33% |
| (5) Capacity to monitor, evaluate and report at the sector and project levels | 33% | 33% | 33% |
| Total | 13 | 12 | 9 |

| 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 pusueing 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 area sbut 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 |
| 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 |
| 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 |
| 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 untransparent, 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 requirement | Individuals are appropriately skilled for their jobs |
| 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 |
| 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 |

| | | | | | | |
|--|---------------|--|---|---|---|--|
| 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 |

SIGNATURE PAGE

[Note: To be completed after CEO endorsement and before agency approval]

Country: Central African Republic

UNDAF Outcome(s)/Indicator(s):

(Link to UNDAF outcome., If no UNDAF, leave blank)

Expected Outcome(s)/Indicator (s):

(CP outcomes linked t the SRF/MYFF goal and service line)

Expected Output(s)/Indicator(s):

(CP outcomes linked t the SRF/MYFF goal and service line)

Implementing partner:

(designated institution/Executing agency)

Other Partners:

| |
|-------------------------------|
| Programme Period: 2010-2014 |
| Programme Component: _____ |
| Project Title: _____ |
| Project ID: _____ |
| Project Duration: _____ |
| Management Arrangement: _____ |

| | |
|-------------------------|-------|
| Total budget: | _____ |
| Allocated resources: | _____ |
| • Government | _____ |
| • Regular | _____ |
| • Other: | |
| ○ Donor | _____ |
| ○ Donor | _____ |
| ○ Donor | _____ |
| • In kind contributions | _____ |

Agreed by (Government): _____

Agreed by (Implementing partner/Executing agency): _____

Agreed by (UNDP): _____