

# ANNUAL WORKPLAN

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**SUSTAINING BIODIVERSITY CONSERVATION IN AND AROUND NYUNGWE  
NATIONAL PARK (NNP)  
ASSOCIATE COOPERATIVE AGREEMENT N<sup>o</sup> AID-696-LA-10-00001 UNDER LEADER  
COOPERATIVE AGREEMENT N<sup>o</sup> EEM-A-00-09-00007-00**

**March 1, 2011-February 28, 2012**



## **PROJECT SUMMARY**

Project name: **Sustaining Biodiversity Conservation in and around Nyungwe National Park, Rwanda**

Associate cooperative agreement No.: **AID-696-LA-10-00001**

Grant period: **5 years**

Implementing organization: **The Wildlife Conservation Society**

Planning period: **March 1, 2011-February 28, 2012**

## Table of Contents

1. SUMMARY.....	4
2. PROJECT MANAGEMENT.....	6
1. Staffing Plan .....	6
2. Coordination, management and partnership .....	8
3. PROJECT ACTIVITIES.....	9
<i>Annex 1: BUDGET SUMMARY.....</i>	<i>28</i>
<i>ANNEX 2: SECOND YEAR STTA AND STAFF FLIGHTS SCHEDULE .....</i>	<i>28</i>
<i>Annex 3: LIST OF EQUIPMENT TO BE PURCHASED IN YEAR 2.....</i>	<i>29</i>
<i>Annex 4: PERFORMANCE MONITORING PLAN.....</i>	<i>30</i>
<i>Annex 5: ENVIRONMENTAL MONITORING AND MITIGATION PLAN .....</i>	<i>31</i>

# 1. SUMMARY

This document covers activities envisaged between March 1, 2011 and February 28, 2012 funded by USAID under the “Sustaining biodiversity conservation in and around Nyungwe National Park”, associate cooperative agreement No. AID-696-LA-10-0000.

The overriding goal of this project is that Rwanda benefits from the conservation of wildlife and sustainable use of ecosystem services in Nyungwe National Park. The principal objective is to improve the capacity of the Rwanda Development Board (RDB) to sustainably manage the park’s resources and address specific threats (fire, poaching, timber harvesting) to the park and specific species of concern. To achieve this objective WCS in collaboration with other partners such as ARECO, ECOTRUST, IISD, KAGENO, REDO, and RDB will implement a number of strategies including:

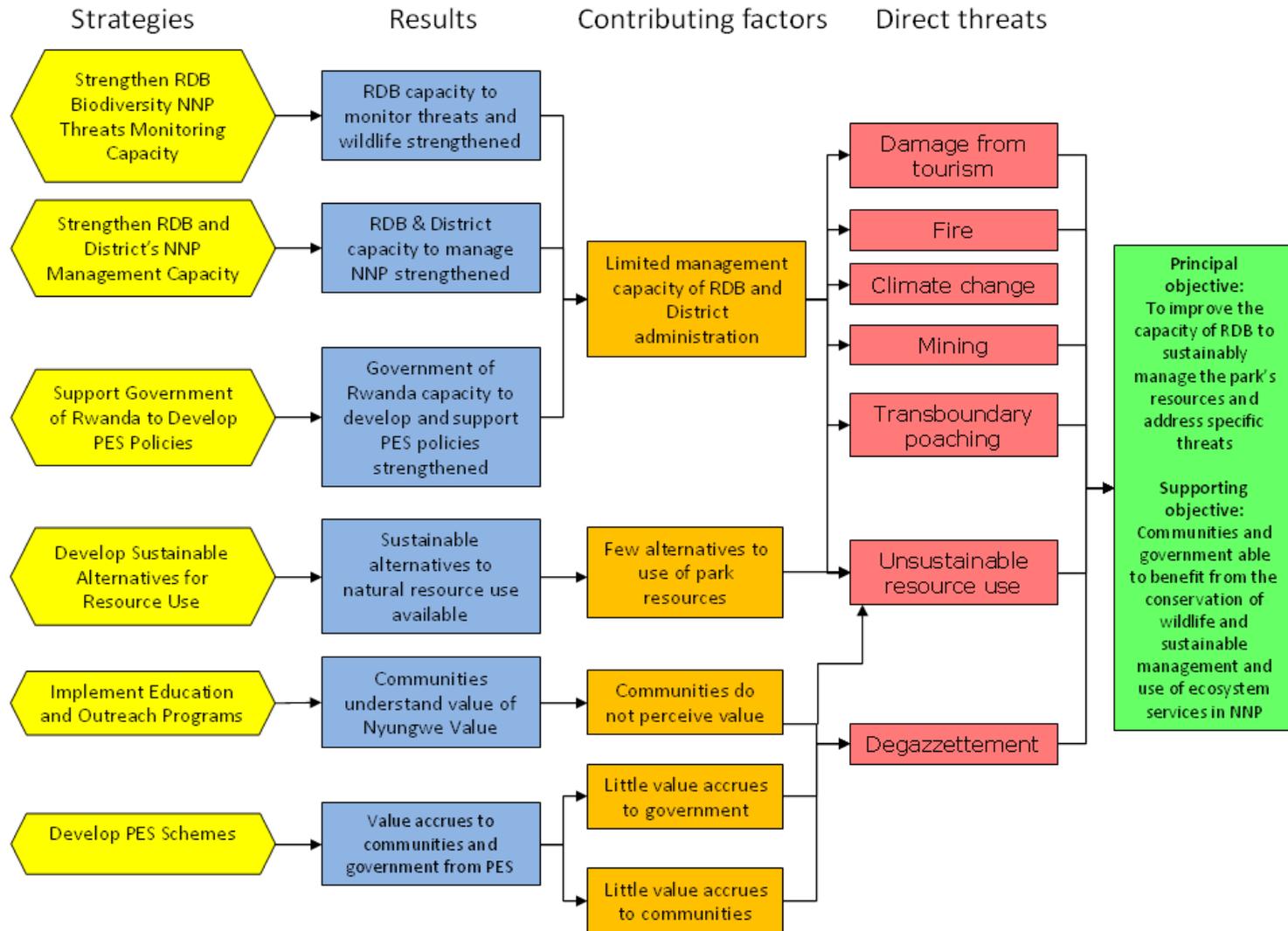
- Build capacity of Rwanda Development Board (RDB) personnel to monitor NNP biodiversity and threats.
- Build capacity of RDB and district administrations to understand, manage and resolve conflicts related to the use of natural resources, mitigate threats to biodiversity (including fire prevention, mining, and hunting), and manage tourism in NNP so as to seize opportunities while protecting the environment.
- Assist the Government of Rwanda, including RDB, the Rwanda Environment Management Authority (REMA), the Ministries of Lands and Environment (MINELA) and Forestry and Mines (MIFOMI), and other relevant government agencies and Ministries, in designing a legal and regulatory framework for Payment for Ecosystem Services (PES) while building the capacity at local and national levels to access ecosystem service markets and implement revenue sharing policies.
- Develop PES schemes that incentivize desired land uses by creating markets through which the users of environmental services compensate providers of those services.
- Introduce sustainable alternatives to the natural resource use and contribute to the conservation of this landscape while improving community livelihoods, including improving energy efficiency, putting in place alternative energy sources and developing new markets for conservation products.
- Implement education, outreach (social marketing) and park interpretation initiatives targeting dropout youth and other vulnerable groups such as women and minorities to enable them to better understand the value of Nyungwe.

This project aims to achieve six key main results:

1. *RDB capacity to assess and monitor threats and wildlife is strengthened*
2. *RDB and Districts capacity to resolve conflicts, mitigate threats and manage tourism is strengthened.*
3. *Government of Rwanda capacity to develop and support Payment for Ecosystem Services (PES) policies is strengthened*
4. *Government and communities are positioned to benefit from payments for ecosystem services (PES)*
5. *Sustainable alternatives to natural resource use are available*
6. *Communities understand the value of Nyungwe*

Strategies and activities described in the project document are aimed to address key threats to Nyungwe National Park as shown the figure below.

# THREATS ANALYSIS CHART



This project has been initiated last year and a number of activities have been completed in coordination with RDB. Most of the WCS senior staff involved in this project was new which made the implementation of the first year activities challenging. In fact some of new staff needed a bit of time to gain some field experience and also an understanding of their working environment and creating working relationship with partners. Furthermore, although the project officially launched in March 2010, it required an additional two to three months before the 2010 workplan was finalized and agreed upon by the parties so as to start actual implementation of the project activities. Finally as the first year of project, it was meant to build baseline information, against which further performance of the project will be measured, as well as to initiate contacts and create mutual understanding and effective working relationships with other partners to be engaged subsequently in the implementation of the project activities. As we have now a complete team and the project is up and running this year we are prepared to engage different partners (local and international) who will help in the implementation of some activities.

## **2. PROJECT MANAGEMENT**

### ***1. Staffing Plan***

The project will be implemented by a team led by the Project Director Dr Michel Masozera. The team is composed of full time staff and Short Term Technical Assistance (STTA) coupled with technical and administrative support from WCS New York, Africa Program-based staff. All the staff to be involved in the first year day to day activities implementation are in place and their responsibilities have been set to ensure timely execution of activities and reporting as described hereunder.

The Project Director will have primary responsibility for project management and coordination between WCS, USAID, RDB, District leaders, and other partners including PAB, DAI. The Project Director will be supported by the PCFN (Projet Conservation de la Forêt de Nyungwe) Director, Mr Aaron Nicholas and the Monitoring and Evaluation Manager, Mr Fidele Ruzigandekwe. The PCFN Director will provide technical leadership and coordination of field project activities, the Monitoring and Evaluation Manager, will be responsible for the daily project management including reporting, communication with partners, planning, logistics and workshop coordination. Additionally, a Biodiversity Monitoring Manager, a Sustainable Finance Manager, Education Officer, Community Conservation officer and part-time of the Rwanda Country Program Finance Manager will also be devoted to project implementation. A number of consultants and partners will be used for specific activities such as woodlots development

for carbon credits, education and outreach, distribution of efficient cooking stoves and development of markets for watershed services. Further details on key staff role in the project, are described in the table below.

	<b>Project Staff</b>	<b>Title</b>	<b>Responsibilities</b>
<b>Long Term Staff</b>	Michel Masozera	Project Director	Responsible for project management and coordination between WCS, USAID, RDB, District leaders, and other partners. Overall responsible for all technical and financial reporting
	Aaron Nicholas	PCFN Director	Works closely with and reports to the project Director in all aspects of the project. Provides technical leadership and Coordinates all field project activities implementation.
	Fidele Ruzigandekwe	Monitoring and Evaluation Manager	Assist the Project Director in day to day program management, especially in the areas of work planning, monitoring and evaluation, activity coordination, reporting, internal and external communications, information distribution and liaison with government agencies and partners, and the coordination of local tendering and contracting procedures.
	Felix Mulindahabi	Biodiversity Monitoring Manager	Support the PCFN Director on biodiversity conservation tasks; leads the development and implementation of project monitoring of biodiversity and threats in NNP and the surrounding forest and buffer lands. Provides technical reports on relevant components
	Ntare Nicolas	Conservation and Research officer)	Assist the Biodiversity Monitoring Manager to implementing the Biodiversity Monitoring plan and coordinates junior staff
	Charles Karangwa	Sustainable Finance Manager	Coordination, Development and implementation of sustainable financing mechanisms in support of the long-tem conservation of Nyungwe National Park. Development and monitoring community based enterprises activities around Nyungwe National Park, Supports conservation finance, business planning, policy and ecosystem service tasks
	Buvumuhana Innocent	Community Conservation Officer	Implement sustainable finance mechanism and Community Enterprise Development. Provides technical assistance and training for communities and local businesses, provides technical reports on relevant components
	Claudine Tuyishime	Education Officer	Coordination of project outreach with communities surrounding NNP, organizing meetings, workshops, and planning sessions with community leaders and other stakeholder groups. Provides technical reports on relevant components
	Ngango Joseph	Administration and Finance Manager	Ensures project expenses are in accordance with budget plans. Ensures timely financial reporting
	Celestin Sebashyitsi	PCFN Admin and Finance Assistant	Manages local project finances and prepares monthly field financial reports
Kanyamihigo Rubabaza	Logistics Officer	Coordinates logistics for project staff and STTA	

Short Term Technical Advisor and Backstopping	Project Staff	Title	Responsibilities	Timelines
	Graeme Patterson	WCS Africa Program Assistant Director	Provides technical and administration support at central office in New York	
	Ray Victurine	WCS NY headquarter Sustainable Finance Director	Supports Sustainable Finance team	
	William Banham	WCS Education Coordinator	Provides guidance on education program	
	Nalini Mohan	WCS teacher training expert	Supports teacher training, youth education and Education materials development	
	Samantha Strindberg	WCS planning expert	Train RDB and project team on planning and monitoring skills	
	Bill Weber	Consultant	Provides technical advice	
	Marketing/Business Support – TBD	Consultant	Advise on marketing/business strategy	
	Water Market specialist	Consultant		
	Literacy and Numeracy Specialist – TBD	Consultant	Development and advice on literacy and numeracy strategy	

## 2. Coordination, management and partnership

In year two of this project WCS will partner with ARECO RWANDA NZIZA, ECOTRUST, REDO and IISD in implementing activities related to community outreach, support to marginalized people, conflicts mitigation and management and establishment of woodlots for carbon market. We used a participatory process and consultations in developing this second year work plan. All our partners have been consulted to provide inputs and develop next year work plan and implementation schedule. To ensure that the full extent of partner expertise and participation is achieved, WCS will work with DAI, USAID and RDB in supporting the establishment of the project advisory committee (PAC) consisting of the partners

and main stakeholders. The group is expected to meet quarterly to share information and discuss ideas and issues, and keep minutes of these. The WCS Monitoring and Evaluation Manager will play a key role in these meetings, providing status of project monitoring and evaluation and guiding adaptive management when monitoring results indicate it is needed.

Additionally WCS will coordinate closely with the DAI, the ecotourism contractor. For continuity and efficiency of both projects, the ecotourism contractor will play an active role in the PAC. WCS proposes that the PAC function as the coordinating body for both projects. Joint annual work plan workshops will also facilitate synergies and coordination. WCS intends to identify specific areas of shared interests with DAI to ensure synergy in the implementation.

### **3. PROJECT ACTIVITIES**

The project is described in the WCS proposal under 6 different strategic areas. Activities planned for year 2 in each of these strategies and outputs areas are described below.

#### **Strategy I: Strengthening RDB's Biodiversity and Threats Monitoring Capacity**

The effectiveness of protected areas management in Rwanda and especially in Nyungwe will lie on the ability of park managers and park senior staff to monitor and understand trends of key threats to wildlife species and their habitats as well as monitoring the impacts of conservation interventions. In 2007 RDB has accepted the use of Management Information System and Technology (MIST GIS) as a harmonized tool to analyze Ranger-based Monitoring (RBM) data and to timely provide information for management of the Rwandan parks. RDB has 63 rangers, who are regularly involved in park protection patrol and RBM data collection in Nyungwe National Park (NNP).

In the first year of this project WCS has initiated some activities that aim at strengthening the biological surveying capacity and threat monitoring and assessment of RDB staff in Nyungwe. These activities included basic training course training in RBM data collection techniques for 16 RDB staffs (rangers) and use of field equipments such as GPS. To avoid discrepancies in data collection and entry these training workshops have to be conducted on an annual basis and a large number of RDB field staff has to be trained to ensure consistency and continuity in case some of the staff are not available. In addition this will help to ensure that at least the majority of field staff knows how to use RBM tools and why RBM is important for the management of Nyungwe National Park. As of today there is only 2 senior staff capable of using the MIST program and interpreting the results of RBM. In Year 2 RBM training and field trips will continue in order to monitor compliance of data collection protocols. More importantly there will be training workshops for RDB senior staff in biodiversity survey design, data analysis and interpretation, with the aim of communicating and using this information to develop an adaptive management system for Nyungwe and sharing it with key partners such

as district leaders. We will intensify the training and capacity building in year 2 and 3 with the aim of hand over the RBM activities at the end of year 3. We will also equip RDB with a data management system to make sure data are stored and managed in a professional way. Proposed activities for year 2 under this strategy are detailed under each output below.

<b>Outputs</b>	<b>Activities</b>	<b>Period</b>	<b>Intervention areas</b>	<b>Staff</b>	<b>Partners</b>	<b>Indicator</b>	<b>Frequency / Timeline</b>
<b>I.1: Biological Surveying capacity of RDB Staff is strengthened</b>	Undertake refresher field training course in biological surveying techniques and RBM data collection	September 2011		Felix	RDB/KCCEM	% RDB patrols guided by analysis of MIST data	Data analysis monthly and synthesis at the end of each quarterly
	Undertake follow up field trips to monitor compliance with data collection and entry protocol	April, July, September, December 2011 and February 2012	Nyaruguru, Nyamagabe, Nyamasheke, Karongi	Nicolas	RDB		
	Train WCS and RDB senior staff in research/survey design, data management and analysis	June –August 2011		Aaron/Felix/ Nicolas	RDB/KCCEM	# of rangers attending RBM training sessions & monitoring workshops	Q3
	Design a data management system and put in place a computer lab to centralize data	Dec 2011		Aaron/Tim O'brien	RDB	Data management system in place and in use	Quarterly
	Develop training manual for Ranger Based Monitoring	Dec 2011		Felix		Training system in place	Q3
<b>I.2: The Capacity in Park Protection and threat monitoring and assessment for RDB staff is strengthened</b>	Construction of new patrol post at Gahurizo	May-June 2011	Gahurizo	Joseph/Aaron/ Nicolas	RDB	EIA reports; Signed contract for construction work; Hand over report of patrol post to RDB	Quarterly progress report
	Identify and train 8 additional staff for RBM data management (data entry and analysis)	Mar-11	Kitabi	Felix	RDB	# of additional rangers capable of analyzing RBM data	Quarterly

	Joint (between departments) quarterly planning of RBM activities (RDB&WCS)	March, June, September 2011 and January 2012	Kitabi	Felix	RDB	Planning meeting report	Quarterly
	Quarterly meetings for joint RBM data analysis and interpretation of the results (RDB&WCS)	March, June, September 2011 and January 2012	Kitabi	Felix	RDB	Meeting report	Quarterly
	Avail RBM results to communities and district officials in Joint Action Forum (JAF)	June, October 2011	Kitabi	Felix	RDB & CC	JAF meeting report	Quarterly
	Evaluate the usefulness of MIST GIS system and RBM results in guiding park management (aimed to establish mechanism of adaptive management)	(August 2011)	Kitabi	Felix	RDB	Evaluation report	Q2
	Supply of field equipment (70 sleeping bags, 20 radios and 20 tents)	Jun-11		Aaron	RDB	Inventory of equipment	Q2

<b>Outputs</b>	<b>Activities</b>	<b>Deliverables</b>	<b>Targets</b>
<b>I.1: Biological Survey capacity of RDB staff is strengthened</b>	Undertake refresher field training course in biological survey techniques and RBM data collection	Training report	By the end of 2011, 30 rangers have received training in RBM data collection techniques
	Undertake follow up field trips to monitor compliance with data collection and entry protocol	Field trip reports and RBM reports	By the end of 2011, RBM data are collected and entered with minimum errors
	Train WCS and RDB senior staff in research/survey design, data management and analysis	Data management system	Data management system in place and preliminary results of biological surveys available
	Design a data management system and put in place a computer lab to centralize data	Training manual	By the of 2011 a RBM data management system is in place
	Develop training manual for Ranger based monitoring		By the end of 2011, RBM training is developed
<b>I.2: The Capacity Park Protection and threat monitoring and assessment for RDB staff is</b>	Construction of new patrol post at Gahurizo	Patrol post handover report	Patrol post completed and occupied by RDB rangers by July 2011
	Identify and train 8 additional staff for RBM data management (data entry and analysis)	Training report	By the end of 2011, 9 park staffs are trained and able to timely analyse

<b>strengthened</b>			threats monitoring data
	Joint (between departments) quarterly planning of RBM activities (RDB&WCS)	Quarterly work plans and reports	Results from RBM fully used and reflected in quarterly planning activities of different department (Law Enforcement / Park Protection, Community Conservation, etc.)
	Quarterly meetings for joint RBM data analysis and interpretation of the results (RDB&WCS)	RBM report	7 park staff able to timely analyse threats monitoring data
	Avail RBM results to communities and district officials in Joint Action Forum (JAF)	Meeting report	RBM results presented in 2 JAF meetings at the park level
	Evaluate the usefulness of MIST GIS system and RBM results in guiding park management (aimed to establish mechanisms of adaptive management)	Meeting report and recommendations for future use of RBM information/results	Mechanism for using RBM results for adaptive management adopted
	Supply of field equipment (70 sleeping bags, 20 radios and 20 tents)	Inventories updated with new equipment	Park patrols better equipped and effective communication ensured between field patrols

**Strategy II: RDB and Districts’ capacity to manage conflict, mitigate threats and manage tourism is strengthened**

Local communities’ dependency on natural resources of Nyungwe National Park is high due to many factors such as limited and unproductive lands outside the park, lack of alternatives to agriculture, high population density and poverty. As a result there is constant pressure on the park from districts surrounding the park for illegal harvesting of forest products and conflicts between park managers, local communities and district officials. To address these issues there is a need not only to build the capacity to monitor and prevent illegal uses of forest resources and their impacts but also the need to build the capacity of both local communities, park managers and districts officials on conflict mitigation and management. This project will aim at ensuring there is enough capacity with RDB and local communities to understand, manage and resolve conflicts as well as the participation of local communities in conflict mitigation processes. WCS will partner with IISD in organizing training workshops in conflicts management and mitigation for park officials and district leaders. The fire management planning process has been initiated in Year 1 and it will continue in Year 2 with the support from US Forest Service. Proposed activities for year 2 under this strategy are detailed under each output below.

Outputs	Activities	Period	Intervention areas	Staff	Partners	Indicator	Frequency
<b>II.1: Capacity to understand, manage and resolve conflicts is in place</b>	Preparation of training workshop in conflict analysis in collaboration with IISD	July-Aug 2011		Fidel and Innocent	IISD	# of training workshops organized; # of participants to the each training workshop	Quarterly
	Deliver 2-day training workshop to members of the RDB and District Officers in conflict analysis, introducing participants to a range of tools such as conflict trees, conflict maps, and stakeholder analysis	July-Aug 2011	TBD	Fidel and Innocent	IISD	# of tools developed to be used in conflict resolution	Quarterly
	With WCS staff and partners, conduct a series of community consultations on park-related conflicts	July-Aug 2011	TBD	Innocent	IISD	# of community consultations on park related conflicts	Quarterly
	Organize 1-day follow-up meeting to synthesize results of consultations and develop framework for a Nyungwe conflict resolution strategy	July-Aug 2011		Innocent	IISD	Framework for Nyungwe conflict resolution strategy in place	Quarterly
	Review and provide feedback on submitted conflict resolution strategy	July-Aug 2011		Innocent	IISD	Final draft of conflict resolution strategy based on received feed-back available	Quarterly
	Continued, periodic feedback on conflict-related issues (monitoring of strategy implementation, etc.)	July-Aug 2011			IISD	Monitoring Plan for Conflict Resolution in place	Quarterly
	Organize a workshop on explanation and Diffusion of Compensation law within local authorities and opinion leaders	July-Aug 2011	Kitabi	Innocent	RDB	# of workshops organized and workshop reports produced	Quarterly
<b>II.2: Communities participate in conflict mitigation processes.</b>	Evaluate the effectiveness of ANICO as an approach to conservation	Mai-2011	Kitabi - Gisakura	Fidele	RDB	Report on effectiveness evaluation	Q1
	Capacity (training and equipment) needs assessment for Community Liaison Agents (ANICO)	Apr-11	Rusizi	Innocent	RDB	Report on capacity need assessment of ANICO	Q1
	Training workshops for Community Liaison Agents on park conservation values, rapid evaluation of threats, techniques of sensitization,	Jun-11	Rusizi/ Gisakura	Claudine	RDB	# of workshops organized and workshop reports produced	Q2

	intelligence gathering for potential threats to the park						
	Organize and facilitate a study tour for Community Liaison Agents in NNP	Jul-11	Nyungwe	Claudine	RDB	Study tour report produced	Q2
	Hold meetings with Community Liaison Agents (ANICO) and RDB to develop information sharing system	Jul-11	Rusizi	Claudine	RDB	# of meeting organized and meeting reports produced	Q2
	Design and Strengthen the structure of ANICO at zone level	Avril 2011	Kitabi	Claudine	RDB	Structure of ANICO at zone level available	Q1
	Facilitate the participation of ANICO in joint quarterly planning meetings	August, November 2011, February 2012	Kitabi	Claudine	RDB	# of ANICO participating in the quarterly planning meetings	Quarterly
	Provide equipment (exercise books, pens, papers, cell phones, gum boots) to Community Liaison Agents	June-11	Kitabi	Claudine	RDB	Signed list of distributed material & equipment by ANICO	Q2
<b>II.3: Capacity to manage fire, and monitor mining and resource use impacts are in place</b>	Continue the fire management planning process	January - November 2011	Gisakura, Kitabi	Aaron	USFS	Fire management Plan for NNP available and in use	Report quarterly on progress
	Training of rangers in fire fighting techniques	Jan -Feb 2012	Kitabi	Aaron/Fidel	USFS	# of rangers trained in Fire Management	Annually
	Facilitate outreach meetings with park managers, local authorities and law enforcement agencies on fire fighting and prevention	May-2011	Gisakura, Kitabi	Innocent	RDB	# of meetings organized and meeting reports produced	6 monthly
	Meetings with identified illegal resource users (poachers and honey collectors) on fire prevention and fighting	May, June 2011	Sectors around NNP	Innocent, Innocent	RDB	# of meetings organized and reports produced	Annually
	Organize and support field visit of local authorities and law enforcement organs to mining sites in NNP to show the impact of mining on biodiversity	Apr-11	NNP	Charles	RDB	Report of the field visit to the mining sites	Quarterly
	Organize and facilitate trans-boundary quarterly joint planning and patrols with Burundian counterparts	March, June, September 2011 and January 2012	Kitabi	Fidele	RDB, INECN	# of joint patrols organized and patrol reports	Quarterly

						produced	
	Hold meetings with District leaders, and law enforcement organs to assess the current threats and develop a coordinated mitigation strategy	May-11	Rusizi	Fidele	RDB	# of meetings organized Coordinated mitigation Strategy document available and in use	Quarterly
	Multiply, distribute and sensitize key stakeholders on new wildlife and biodiversity law and policies	Feb-12	Nyamagabe	Innocent	RDB	# of copies of wildlife & biodiversity law and policies distributed	Annually
	Establish, support and monitor key NNP resource users associations	March 2011-February 2012	Sectors around NNP	Innocent	RDB	# of registered resource user associations	Annually
	Improve ecological conditions in areas that have been affected by wild fires in the past through forest assisted regeneration ;	March 2011 – February 2012	NNP	Nicolas	RDB	# hectares in areas affected by wild fires in NNP showing improved condition	Quarterly

Outputs	Activities	Deliverables	Targets
<b>II.1: Capacity to understand, manage and resolve conflicts is in place</b>	Preparation of training workshop conflict analysis in collaboration with WCS	Workshop agenda, objectives, and participants list	TBD by IISD
	Deliver 2-day training workshop to members of the RDB and District Officers in conflict analysis, introducing participants to a range of tools such as conflict trees, conflict maps, and stakeholder analysis	Workshop report (prepared by WCS staff, reviewed by IISD)	By the end of the training, 10 participants commit to using at least one of the tools in their work.
	With WCS staff and partners, conduct a series of community consultations on park-related conflicts	Consultation report	By end of 2011, communities are actively engaged in implementing the conflict resolution strategy
	Organize 1-day follow-up meeting to synthesize results of consultations and develop framework for a Nyungwe conflict resolution strategy	Draft conflict resolution framework for Nyungwe	By end of 2nd quarter, draft conflict resolution strategy prepared.
	Review and feedback on submitted conflict resolution strategy	Final conflict resolution framework for Nyungwe	By October 2011, conflict resolution strategy being implemented by WCS

			and RDB staff
	Continued, periodic feedback on conflict-related issues (monitoring of strategy implementation, etc.)	Annual report reviewing implementation	By end of Year 2, 3 key lessons identified from the implementation of the conflict resolution strategy
	Organize a workshop on explanation and Diffusion of Compensation law within local authorities and opinion leaders	Workshop reports	At all districts leaders and DEO have participated in the workshops
<b>II.2: Communities participate in conflict mitigation processes.</b>	Evaluate the effectiveness of ANICO as an approach to conservation	Evaluation report	Strengths, weaknesses and opportunities for engaging ANICO identified and consensus on lessons learnt
	Capacity (training and equipment) needs assessment for Community liaison agents (ANICO)	Capacity needs assessment report	Training and equipment needs identified for 53 ANICO
	Training workshops for Community Liaison Agents on park conservation values, rapid evaluation of threats, techniques of sensitization, intelligence gathering on potential threat to the park	Training report	53 ANICO have received basic training on park conservation values and threats assessment
	Organize and facilitate a study tour for Community Liaison Agents in NNP	Study tour report	53 ANICO have been involved in study tour in NNP
	Hold meetings with Community Liaison Agents (ANICO) and RDB to develop information sharing system	Meeting report	Information sharing system operational and effective
	Design and Strengthen the structure of ANICO at zone level	Meeting report	ANICO structure is in place and operational at zone levels
	Facilitate the participation of ANICO in joint quarterly planning meetings	Meeting and planning reports	Information gathered by ANICO is used in RBM
	Provide equipments (exercise books, pens, papers, cell phones) to community liaison agents	Equipment handover report	53 ANICO have basic equipment to facilitate their work
<b>II.3: Capacity to manage fire, and monitor mining and resource use impacts are in place</b>	Continue the fire management planning process	Fire management plan	By the end of 2011, a draft of participatory fire management is in place
	Training of rangers in fire fighting techniques	Training report on fire fighting techniques	By the end of 2011, 30 rangers have received training on fire fighting techniques
	Facilitate outreach meetings with park managers, local authorities and law enforcement organs on fire fighting and prevention	Meeting report	District leaders and law enforcement organs are sensitized and involved in fire prevention and fighting
	Meeting with identified illegal resource users (poachers and honey collectors) on fire prevention and fighting	Meeting report	By the end of 2011 at least 3 meetings held
	Organize and support field visit of local authorities	(1) Field visit report (2)	District leaders and law enforcement

	and law enforcement agencies to mining sites in NNP to show the impact of mining on biodiversity	meeting report	agencies are aware of the impact of mining on conservation and involved in fighting and prevention of illegal mining
	Organize and facilitate trans-boundary quarterly joint planning and patrols with Burundian counterparts	(1) RBM report (2) joint planning report	By the end of 2011, 2 joint patrol organized and facilitated
	Hold meetings with District leaders, and law enforcement agencies to assess the current threats and develop a coordinated mitigation strategy	Meeting reports	By the end of 2011, meetings held with each of the 5 Districts surrounding NNP
	Multiply, distribute and sensitize key stakeholders on new wildlife and biodiversity law and policies	A list of people who received wildlife and biodiversity laws and policies documents (February 2012)	Copies and/or extracts of wildlife law and policy produced and disseminated amongst key stakeholders
	Establish, support and monitor key NNP resource users associations	Report on park visit study tour by NNP key resource users (August 2011)	
	Improve ecological conditions in areas that have been affected by wild fires in the past through forest assisted regeneration ;	Report on Assisted Forest Regeneration	At least 3ha of area degraded by past fires restored through assisted forest regeneration

### **Strategy III: Strengthening the knowledge and interest of the Government of Rwanda to develop and support PES policies**

The government of Rwanda can play a critical role in catalyzing processes related to compensation/payments for environmental services and has the power to change policies. However, to convert the principles of the ecosystem approach into policies, strategies and action, and to set up and implement PES schemes, capacity building, awareness raising and better coordination and communication between institutions are needed. In addition, designing a PES program requires navigating through a complex regulatory framework created by multiple government agencies responsible for environmental regulations, policies, and programs. Clarifying the relationships between these entities is essential to PES scheme design. Each agency has its own regulatory mission, and none include the design of novel, market-like solutions to environmental problems. Finding a way through this kind of regulatory framework is essential to reduce the risks for both the agencies and private sectors, reduce transaction costs, and ensure broad participation in any PES program. It is important to develop institutional and legal frameworks that will be able to provide effective support services to PES deals. The establishment of a cross-agency working group on “Payment for Ecosystem Services” that will bring together relevant government agencies (RDB, REMA, NAFA, and other key ministries including the Ministry of Lands and Environment(MINELA) Ministry of Forestry and Mines (MIFOMI), Ministry of Infrastructure (MININFRA) and the Ministry of Local

Government(MINALOC) and district authorities) in a multi-sectoral taskforce will help to ensure an effective coordination among key stakeholders, identify areas of synergies and promote the development of coherent policies to address critical issues such as revenue sharing.

This approach coincides with GOR strategy to promote inter-sectoral approaches and strengthen the participation of civil society in environmental management. USAID funds will aim at creating an enabling environment for the development of a market of environmental services in Nyungwe and the consolidation of the cross agency working group on PES. This cross-scale institutional framework will enable an equitable interaction among stakeholders and will help avoid contradictory policies.

In year 2 WCS will organize and facilitate regular (quarterly) meetings of the established task force on PES. The mandate of the task force will be to review PES opportunities, follow up on project development, identify potential institutional constraints and propose policy actions that will support development of market for ecosystem services and equitable distribution of revenues. In addition the PES task force will explore the roles, interests and perspectives of different actors involved and will help decision makers to identify areas of synergies. Proposed activities for year 2 under this strategy are detailed under each output below.

Outputs	Activities	Period	Intervention areas	Staff	Partners	Indicator	Frequency
<b>III.1: The Government of Rwanda has the knowledge and interest in establishing effective PES policies that fully support implementation of PES schemes and ensure that values equitably accrue to both government and communities.</b>	Gather, collate and disseminate information and knowledge on PES in Africa and other developing countries	March, July, December 2011	Kigali	Charles	REMA, RDB	Report on PES information & knowledge produced	Annually
	Review of existing policies, identify gaps and opportunities related to PES development and implementation	Jul-11	Kigali	Charles	REMA	Report on the Review of environmental policies in relation to PES development & implementation	Annually
	Organize quarterly PES taskforce/working group meetings	April, August and December 2011	Kigali	Charles	RDB, REMA	Task force meeting reports	Quarterly
<b>III.2: RDB has the capacity to develop a comprehensive revenue sharing policy.</b>	Review the current Revenue Sharing (RS) policy and identify gaps, potential areas for improvement and areas of synergies for combining different revenue streams	May, 2011	Kigali	Charles	RDB	Report on Revenue Sharing Review	Annually
	Develop criteria for RS project selection	August,2011	Kigali	Charles	RDB/DAI	List of selection criteria developed	Annually

<b>Outputs</b>	<b>Activities</b>	<b>Deliverables</b>	<b>Targets</b>
<b>III.1: The Government of Rwanda has the knowledge and interest in establishing effective PES policies that fully support implementation of PES schemes and ensure that values equitably accrue to both government and communities.</b>	Gather, collate and disseminate information and knowledge on PES in Africa and other developing countries	Compilation of reports and presentation on best management practices and case studies of PES in Africa and other developing countries	Make a presentation on PES in each of the government agencies in charge of environmental management; Stakeholders are aware of the importance of environmental services, how they benefit from them, and how they can participate in the PES program to obtain a continuous supply of environmental services
	Review of the existing environmental policies, identify gaps and opportunities related to PES development and implementation	Policy review report	Entry point for PES implementation identified by the end of year 2011
	Organize quarterly PES taskforce/working group meetings	Meeting reports	Legal and policy framework for PES implementation established as a result of these consultations, and a well informed and functioning cross agency PES working group with clear mandate and action plan
<b>III.2: RDB has the capacity to develop a comprehensive revenue sharing policy.</b>	Review the current Revenue Sharing (RS) policy and identify gaps, potential areas for improvement and areas of synergies for combining different revenue streams	Recommendations for improving the allocation of RS funds	Effective mechanism for RS in place for project identification and revenues distribution
	Develop criteria for RS projects selection	Guideline for RS projects selection developed	

**Strategy IV: Develop (design and implement) a system of payments for ecosystem services (PES)**

The main objective of this component is to support the development of ecosystem services markets in which (i) land users (private or public) who adopt or maintain land use practices that generate valuable local, national, and global environmental services would receive payments for doing so, and (ii) service users pay for the improved services they receive.

With a few isolated exceptions where market-like structures have spontaneously established themselves, the push to explore and develop markets for ecosystem services always comes from outside, particularly from international donor agencies and conservation organizations. It is possible that some of the stakeholders including the government of Rwanda may not embrace and accept these imported concepts due to:

- A general perception that water scarcity is primarily an infrastructure investment problem, dismissing the role played by natural capital;
- Potential “buyers” such as tea estates have been receiving services without cost, therefore they may refuse to accept paying a cost, and resist the establishment of such markets

Increasing awareness and understanding of the linkages between ecosystems and the services they can often provide at a lower cost than infrastructure development is important for society at large, for policy makers and for the potential beneficiaries. Water users will be more willing to pay if they know what the payment is intended for and how much they will benefit from ecosystem protection. Raising the awareness of the potentials of PES as risk mitigation investment rather than relying only on built capital (infrastructure) will be critical in fostering cooperation between buyers and sellers of ecosystem services and the government.

Also, most importantly, the credibility of PES schemes in Nyungwe and Rwanda will hinge on the existence of sufficient technical capacity within government agencies to design, negotiate contracts, implement and monitor project outcomes rather than relying on foreign experts or consultants. Currently there is a general weak awareness and understanding of PES mechanisms, its potential benefits and how markets are created amongst high level decision makers, ministries and in the private sector. USAID funding will support awareness raising campaigns, training and capacity building of staff in key government agencies such as NAFA and RDB/ORTPN to make sure they have the capability of evaluating and supporting PES projects (forest-carbon and water projects) as well as developing a set of guidelines in which potential projects have to adhere. This project will also raising the awareness of beneficiaries or potential buyers of ecosystem services such as OCIR TEA and RECO. This project will build on PES experience from South America to develop capacity within Rwandan government agencies and civil society associations to develop a pilot water market in Nyungwe with local tea estates. In partnership with the US Forest Services in Year 2 we will undertake the valuation of Nyungwe hydrological services with the aim of evaluating the impacts of land use practices on water quality and quantity in Nyungwe National Park. This could be a useful tool to convince major beneficiaries. In addition in Year 2 we will invite M. Echevarria an expert in developing water markets to carry out a rapid assessment of the potentials for developing market for watershed services in Nyungwe. Based on her extensive experience in developing markets for water services in Latin America she will help identify the main legal, institutional and policy constraints (or opportunities) and needs related to PES project development (watershed services) in Nyungwe. M. Echevarria’s visit will particularly aim at identifying critical practical steps for watershed services market development taking into account some lessons learned from Latin America. Also in Year 2 WCS will partner with Ecotrust Uganda, which works with small farmers in Uganda to plant woodlots and sell the carbon stored in them as an incentive for people to plant and care for trees. Ecotrust will undertake a feasibility study to determine which areas are appropriate for small-holder tree planting (woodlots, fruit trees, fodder, etc) as part of an integrated land use strategy. Proposed activities for year 2 under this strategy are detailed under each output below.

<b>Outputs</b>	<b>Activities</b>	<b>Period</b>	<b>Intervention areas</b>	<b>Staff</b>	<b>Partners</b>	<b>Indicator</b>	<b>Frequency</b>
<b>IV.1: Payment mechanisms for</b>	Facilitate and support bi-annual private sector forum meetings on PES around	April, October, 2011	Nyamagabe, Karongi	Charles	RDB, REMA	Report of the private sector	Six monthly

<b>ecosystem services designed, with an emphasis on watershed services and forest-carbon</b>	Nyungwe NP					Forum meetings on PES	
	Conduct hydrology studies to model the impacts of land use changes on water quality and quantity flowing from Nyungwe	March 2011-August 2011	NNP	Michel	US Forest Service	Report on Hydrology Model	Quarterly
	Undertake the feasibility study to determine which areas are appropriate for small-holder tree planting as a land use strategy and carbon stock	March-April 2011	Sectors around NNP	Charles	ECOTRUST, REMA, RDB	Feasibility study report	Quarterly
	Assess the feasibility of bamboo planting in woodlots	April,2011	Sectors around NNP	Charles	ECOTRUST, REMA, RDB	Report on feasibility study for bamboo planting woodlots	Quarterly
	Initiate pilot tree planting project	TBD	TBD	Charles	ECOTRUST, REMA, RDB	Report on Pilot tree planting project	Annually
	Identify an appropriate institution and build its capacity to act as a carbon bank for farmers around Nyungwe	TBD	Nyaruguru district	Charles	ECOTRUST, REMA, RDB	Appropriate institution identified and trained	Annually
<b>IV. 2: Capacity of Rwandans at both the local and national levels to benefit from ecosystem services strengthened</b>	Compile and disseminate information on PES best management practices to key decision makers and stakeholders	April, 2011-March,2012		Charles	REMA, RDB	Brochure with information on best management practices produced	Annually
	Training workshops on different aspects of PES design and implementation	Aug – Dec 2011		Michel	KCCEM/ECOTRUST	# of training workshops on PES design and reports produced	Annually

<b>Outputs</b>	<b>Activities</b>	<b>Deliverables</b>	<b>Targets</b>
<b>IV.1: Payment mechanisms for ecosystem services designed, with an emphasis on watershed services and carbon</b>	Facilitate and support bi-annual private sector forum meetings on PES around Nyungwe NP	Meeting reports and private sector engagement and support to PES	Mechanisms for leveraging private sector interest in PES in place
	Conduct hydrology studies to model the impacts of land use changes on water quality and quantity flowing from Nyungwe	Study reports	The value of Nyungwe watershed services is well understood and communicated to all stakeholders

	Undertake the feasibility study to determine which areas are appropriate for small-holder tree planting as a land use strategy and carbon stock	Feasibility Study Report	TBD Ecotrust
	Assess the feasibility of bamboo planting in woodlots	Feasibility Study Report	TBD Ecotrust
	Initiate pilot tree planting project	TBD	TBD
	Identify an appropriate institution and build its capacity to act as a carbon bank for farmers around Nyungwe	TBD	TBD
<b>IV. 2: Capacity of Rwandans at both the local and national levels to benefit from ecosystem services strengthened</b>	Compile and disseminate information on PES best Management practices to key decision makers and stakeholders	A detailed report on best management practices produced and shared	Updated information on PES shared among key decision makers
	Training workshops on different aspects of PES design and implementation (e.g. carbon accounting and financial analysis)	Training report	Key individuals with the capacity to understand, analyze and assess the sustainability of PES projects

#### Strategy V: Develop Sustainable Alternatives for Resource Use

Although markets for ecosystem services are key to ensuring the long-term protection of natural resources and biodiversity and can make important contributions to the local livelihoods of communities, alone they are insufficient to address the growing threats that Nyungwe now faces. WCS plans to identify and introduce sustainable alternatives to natural resource use and contribute to the conservation of this landscape. By employing a range of options, risks associated with a single funding source subject to market vagaries and seasonal fluctuations are reduced. WCS in partnership with the Rural Environment and Development Organization (REDO) to promote energy efficiency technology in villages around Nyungwe and create incentives for reducing illegal bamboo harvesting. REDO is a local NGO that deals with similar activities around Volcanoes National Park. It will assess options for manufacture/acquisition of stoves and their distribution in communities around Nyungwe. Proposed activities for year 2 under this strategy are detailed under each output below.

Outputs	Activities	Period	Intervention areas	Staff	Partners	Indicator	Frequency
<b>V.1: Improved energy efficiency in villages around Nyungwe from introduction of fuel efficient stoves and alternative fuel sources</b>	Assess options for manufacture/acquisition of efficient cooking stoves and their distribution in communities around Nyungwe	March-May 2011	Bweyeye, Ruheru, Kivu sectors and Cyamudongo	Charles, Fidel and Aaron	REDO, RDB	% of 200 surveyed households with access to non-NNP fuel sources	Annually

<b>V.2: Creating incentives for reducing illegal bamboo harvesting</b>	Identify/assess local needs in bamboo	May-June,2011		Charles	Districts, RDB	% of households surveyed obtaining bamboo from NNP	Q2
			Nyaruguru District				
	Select appropriate species that best satisfy local needs	TBD	Nyaruguru District	Charles	Districts, RDB	Selection criteria report	Annually
	Assess potential environmental impact of using selected species	TBD	Nyaruguru District	Charles	Ecotrust	EIA report	Annually
	In collaboration with farmers and district leaders identify areas that are suitable for bamboo planting	TBD	Nyaruguru District	Charles	Ecotrust	Report on suitable areas for bamboo planting	Annually
	Work with Rwanda Bamboo Society (RBS) to facilitate access to seedlings	Sep-11	Nyaruguru District	Charles	RDB and Ecotrust	# of seedlings obtained in partnership with RBS	Annually
Develop contracts with farmers to initiate creation of plantation(s) of bamboo	TBD	Nyaruguru District	Charles	Districts, RDB, Ecotrust	# of farmers who accepted to sign contract for creation of bamboo plantation	Annually	

<b>Outputs</b>	<b>Activities</b>	<b>Deliverables</b>	<b>Targets</b>
<b>V.1: Improved energy efficiency in villages around Nyungwe from introduction of fuel efficient stoves and alternative fuel sources</b>	Assess options for manufacture/acquisition of efficient cooking stoves and their distribution in communities around Nyungwe	Assessment report	Options identified and # of households with efficient cooking stoves
<b>V.2: Creating incentives for reducing illegal bamboo harvesting</b>	Identify/assess local needs in bamboo	Local needs assessment report	Develop an effective mechanism for the planting and harvesting of bamboo from woodlots on a sustainable basis as a way to increase income and reduce pressure on the PA
	Select appropriate species that best satisfy local needs	Appropriate species identified	
	Assess potential environmental impact of using selected species	Environmental assessment report	

	In collaboration with farmers and district leaders identify areas that are suitable for bamboo planting	Areas for bamboo plantations are identified
	Work with Rwanda Bamboo Society (RBS) to facilitate access to seedlings	Bamboo seedlings are made available to farmers
	Develop contracts with farmers to initiate plantations of bamboo	Contracts to initiate pilot bamboo plantations

### Strategy VI: Implement Education and Outreach Programs

To address both the immediate threats of unsustainable resource use, fire and mining as well as the long-term risk of degazettement, WCS will work with RDB and local education partners to develop an Education and Outreach Strategy for NNP. In year 2 WCS will partner with KAGENO and ARECO RWANDA NZIZA in the implementation of the completed Education and Outreach Strategy. The education strategy will aim at reaching three key audiences – students in formal education (Education), out-of school youth and other vulnerable groups through social marketing (Outreach) and local, national and international visitors to the park (Interpretation). Proposed activities for year 2 under this strategy are detailed under each output below.

Outputs	Activities	Period	Intervention areas	Staff	Partners	Indicator	Frequency
<b>VI.1: Students in formal education (primary and secondary) will adopt a positive/supportive attitude to park conservation efforts based on a clear understanding of the multiple values of NNP, reduce the adoption of unsustainable behaviors as they grow into adults, and act as advocates for the value of the Park and its conservation</b>	Conduct and analyze baseline survey to measure existing levels of knowledge and current attitudes and behaviors for school students.	March & April 2011	Sectors around NNP	Claudine	RDB, ARECO	Report on baseline survey on knowledge, attitude and behavior for school students	Quarterly
	Use survey results to finalize education and outreach strategy and develop formal education work-plan (which defines materials and activities)	May-11	Gisakura	Claudine	RDB	Initial conservation education strategy and plan agreed in place for school youth	Quarterly
	Design and produce conservation education materials and activities for use in formal education, including pilot testing with sample groups of teachers and school students (October 2011)	Aug-11	Sectors around NNP	Claudine	RDB, ARECO	Conservation education materials & list of proposed activities produced	Q2

	Hold teacher training workshop to train teachers in use of materials and activities and distribute materials to schools (December 2011)	Nov- 2011	Rusizi	Claudine	RDB, ARECO	% of target teachers that have been trained	Q3
	Monitor and support initial use of education materials in schools (Feb 2012)	February-12	Sectors around NNP	Claudine	RDB, ARECO	% of students exposed to conservation education materials	Annually
<b>VI. 2 : Out-of school youth and other vulnerable groups, specifically those groups responsible for the threats of unsustainable resource use, fire and mining (e.g. hunters, beekeepers, bamboo cutters, and miners) will adopt a positive/supportive attitude to park conservation efforts and change their behavior accordingly based on an understanding of the multiple values of NNP</b>	Conduct and analyze baseline survey to measure existing levels of knowledge and current attitudes, and collect baseline data on behaviors (from other sources), for out-of-school youth and other vulnerable populations	March – June 2011	Sectors around NNP	Claudine	RDB, ARECO	Report on baseline survey on knowledge, attitude and behavior for out of school youth and other vulnerable population	Quarterly
	Use survey results to finalize education and outreach strategy and develop work-plan for out-of-school youth and other vulnerable populations (which defines materials and activities)	June 2011	Gisakura, Kitabi	Claudine	RDB, ARECO	Initial conservation education strategy and plan agreed and in place for out of school youth and other vulnerable population	Quarterly
	Design and create integrated conservation and literacy/numeracy materials and activities for use in literacy/numeracy programs	July –Sep 2011	Gisakura, Kitabi	Claudine	RDB, ARECO	# of integrated conservation and literacy numeracy materials and list of activities designed	Quarterly
	Hold training of trainers and provide materials of literacy/numeracy programs (November 2011)	Oct 2011	Rusizi	Claudine	RDB, ARECO	% of target trainers that have been trained and number of material provided	Q3
	Initiate new literacy/numeracy training and support existing programs (February 2012)	Dec –Feb 2012	Sectors around NNP	Claudine	RDB, ARECO	% of target out-of-school youth and other vulnerable groups exposed to conservation education and social marketing	Q4

						materials	
	Design and produce conservation education and outreach (social marketing) materials and activities for communities near NNP (February 2012)	July –Sep 2011	Kitabi	Claudine	RDB, ARECO	# of integrated conservation and literacy numeracy materials and list of activities designed	Quarterly
	Implement conservation education and outreach (social marketing) programs for communities near NNP (February 2012)	Feb 2012	Sectors around NNP	Claudine	RDB, ARECO	% of target out-of-school youth and other vulnerable groups exposed to conservation education and social marketing materials	Quarterly

Outputs	Activities	Deliverables	Targets
<b>VI.1: Students in formal education (primary and secondary) will adopt a positive/supportive attitude to park conservation efforts based on a clear understanding of the multiple values of NNP, reduce the adoption of unsustainable behaviors as they grow into adults, and act as advocates for the value of the Park and its conservation</b>	Conduct and analyze baseline survey to measure existing levels of knowledge and current attitudes and behaviors for school students.	Baseline survey results and report (June 2011)	By the end of 2011, The baseline is conducted in ten schools (2 schools/district)
	Use survey results to finalize education and outreach strategy and develop formal education work-plan (which defines materials and activities)	Outreach strategy and formal education work plan report	Outreach strategy and work-plan on formal education developed and produced by May 2011
	Design and produce conservation education materials and activities for use in formal education, including pilot testing with sample groups of teachers and school students (October 2011)	Conservation education/outreach materials	Education materials available and tested in 10 schools have received environmental education material
	Hold teacher training workshop to train teachers in use of materials and activities and distribute materials to schools (December 2011)	Workshop report and distribution of materials (December 2011)	20 teachers and 6 park staff are trained in use of education materials
	Monitor and support initial use of education materials in schools (Feb 2012)	Report on use of education materials in schools (February 2012)	By the end of 2011, the education material is efficiently used in ten schools
<b>VI. 2 : Out-of school youth and other vulnerable groups, specifically those groups responsible for the threats of</b>	Conduct and analyze baseline survey to measure existing levels of knowledge and current attitudes, and collect baseline data on behaviors (from other sources), for out-of-school youth and other vulnerable populations	Baseline survey report (April 2011)	The existing levels of knowledge and current attitudes for out of school youth and other vulnerable populations is known in 5 districts around NNP

<b>unsustainable resource use, fire and mining (e.g. hunters, beekeepers, bamboo cutters, and miners) will adopt a positive/supportive attitude to park conservation efforts and change their behavior accordingly based on an understanding of the multiple values of NNP</b>	Use survey results to finalize education and outreach strategy and develop work-plan for out-of-school youth and other vulnerable populations (which defines materials and activities)	NNP conservation education and literacy/numeracy programs work-plan and strategy (May 2011)	Work plan and education strategy based on survey results developed and in use
	Design and create integrated conservation and literacy/numeracy materials and activities for use in literacy/numeracy programs	Social marketing tools designed and produced for NNP communities (September 2011)	By the end of 2011 The literacy/numeracy teaching materials are available and in use
	Hold training of trainers and provide materials of literacy/numeracy programs (November 2011)	Training report	By end 2011, thirteen(13) literacy/numeracy trainers are trained in use of material
	Initiate new literacy/numeracy training and support existing programs (February 2012)	Literacy/numeracy sites	200 literacy/numeracy trainees enrolled to training on literacy/numeracy
	Design and produce conservation education and outreach (social marketing) materials and activities for communities near NNP (February 2012)	Literacy/numeracy materials and activities, for out-of-school youth and other vulnerable populations, designed and produced (September 2011)	Appropriate literacy/numeracy materials are available
	Implement conservation education and outreach (social marketing) programs for communities near NNP (February 2012)	Reports of conservation education activities	Social marketing tools are distributed and used in literacy/numeracy training sites

## ANNEX 1: BUDGET SUMMARY

BUDGET ITEMS	USAID Grant - Year 2 Budget
Personnel	\$272,281.00
Fringe Benefits	\$82,176.00
Travel	\$43,050.00
Supplies	\$22,510.00
<b>Outputs based costs</b>	
- <i>Project Management costs including admin &amp; Logistics</i>	\$51,410.00
- <i>Strengthening RDB's Biodiversity and Threats Monitoring Capacity</i>	\$74,550.00
- <i>RDB and Districts' capacity to manage conflict, mitigate threats and manage tourism is strengthened</i>	\$21,750.00
- <i>Strengthening the knowledge and interest of the Government of Rwanda to develop and support PES policies</i>	\$2,250.00
- <i>Develop (design and implement) a system of payments for ecosystem services (PES).</i>	\$3,000.00
- <i>Develop Sustainable Alternatives for Resource Use</i>	\$65,000.00
- <i>Implement Education and Outreach Programs</i>	\$15,750.00
<b>TOTAL</b>	<b>\$653,727.00</b>

## **ANNEX 2: SECOND YEAR STTA AND STAFF FLIGHTS SCHEDULE**

<b>Origin</b>	<b>Destination</b>	<b>Purpose</b>	<b>Number of trips</b>	<b>Participants</b>
USA	Kigali	Project coordination	1	Graeme Patterson
USA	Kigali	Support to outreach and education team	1	Nalini Mohan
USA	Kigali	Support to biodiversity planning and Monitoring	1	Samantha Strindberg
Ecuador	Kigali	Support to developing markets for water services	1	M. Echevarria

N.B. The water market specialist (M. Echevarria) trip was planned in Year 3 but it critical she visits Rwanda to assess the current state of PES development and suggest ways forward.

## **ANNEX 3: LIST OF EQUIPMENT TO BE PURCHASED IN YEAR 2**

Kenwood TK-2160 VHF hand-held transceiver (20)

Slumberjack sleeping bags (70)

Eureka Outfitter SQ 4 tents (20)

## **ANNEX 4: PERFORMANCE MONITORING PLAN**

(See above linked with activities per output)

## ANNEX 5: ENVIRONMENTAL MONITORING AND MITIGATION PLAN

Activity	Determination / IEE Reference	Mitigation Measures and Conditions	Monitoring criteria & Frequency	Indicator & Verification data
<b>Strategy I : Strengthening RDB's Biodiversity and Threats Monitoring Capacity</b>				
<i>Threats Monitoring Capacity Output 1: Biological surveying capacity is strengthened.</i>				
Provide training to Park Rangers and the Research & Monitoring team in biological surveying techniques and species identifications	<p><b>Categorical exclusion.</b> (A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.</p> <p>This aims to increase the capacity in biological surveying of the park through RBM and use of MIST GIS. The biological data collection is based exclusively on recording of field observations and does not involve collection of any biological specimen / material. In addition, Staff will be trained on how to collect data with minimum impacts on the biodiversity (minimum disturbance by walking and noise in the field)</p>	This activity will not have a direct impact on the environment per se, but on the contrary it will strengthen the capacity to collect data and process them into useful information on the threats / negative impacts on park biodiversity. This information will be used to design actions for counteracting those threats and help to reverse the trends.	Training Report	RBM quarterly report
Provide training on data collection methods and use of essential field equipment to Rangers to ensure that accurate and reliable data is being collected in the Park		As above	As above	As above
Provide training to the Research & Monitoring team in data analysis and management		As above	As above	As above
Deliver additional GIS training enabling RDB to carry out more advanced data analysis and assessment of biodiversity in the Park		As above	As above	As above
Ensure support and mentoring in the use of MIST		As above	As above	As above
<i>Threats Monitoring Capacity Output 2: Capacity in law enforcement and threat monitoring and assessment is strengthened</i>				
Provide equipment and resources needed to assist RDB in using the data provided by MIST to guide	<p><b>Categorical exclusion.</b> (A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical</p>	As above	As above	As above

Activity	Determination / IEE Reference	Mitigation Measures and Conditions	Monitoring criteria & Frequency	Indicator & Verification data
management and threats mitigation	<i>assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.</i>			
Avail, share and discuss RBM results on a monthly basis between different departments at park level		As above	As above	As above
Make use of MIST results for park adaptive management		As above	As above	As above
<b>Threats Monitoring Capacity Output 3: Capacity to monitor and model climate is strengthened, and baseline assessment completed.</b>				
Hold a workshop for scenario-building to share the climate and landscape modeling output from the WCS Albertine Rift climate assessment	<b>Categorical exclusion.</b> (A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.	As above	As above	As above
Hold training to build RDB capacity to monitor climate impacts	<b>Categorical exclusion.</b> (A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.	As above	As above	As above
Carry out needs assessment for field equipment and initiate process to acquire the identified equipment		As above	As above	As above
Hold regular meetings between RDB Community Conservation Wardens and the local authorities around the Park to present RBM results in their sectors and to encourage them to take a more active role in reducing illegal activities and supporting law enforcement measures		As above	As above	As above
Support RDB in the implementation of proposed wildlife and biodiversity policies (under development) through trainings etc.		As above	As above	As above
Construct two new ranger posts to aid in Park patrols	<b>Negative determination with conditions.</b> (Negative Determinations with	Construction activities of the ranger posts shall be conducted in a manner consistent	Environmental review/checklist	Summarized in

Activity	Determination / IEE Reference	Mitigation Measures and Conditions	Monitoring criteria & Frequency	Indicator & Verification data
	<p><b>Conditions, per §2 16.3(a)(2)(iii), are recommended for Protected Area related infrastructures).</b> The parks patrol posts are generally constructed out of the park boundaries in the buffer zone, but close enough to the park.</p> <p>In this regards, the patrol post construction will fall into the category of ecotourism infrastructure and therefore requires appropriate scrutiny process as detailed in the IEE.</p>	<p>with the good design and implementation practices described in <i>EGSSAA Chapter 4: ecotourism</i></p> <p>As the construction activities might have negative impact on the park and its buffer zone, it would be compulsory to carry out environmental assessments (EAs) or detailed mitigation strategies to avoid or mitigate adverse impacts on tropical forest, biodiversity and/or threatened and endangered species.</p> <p>In collaboration with RDB (T&amp;C and EIA Departments) and REMA, we will use an environmental screening and review process for all the steps for the patrol post construction and occupation using impact assessment tools to: i) screen the activities (site selection, infrastructure design, construction and occupation and use – including appropriate waste disposal...) and ensure that these will result in no adverse environmental impact; ii) develop mitigation measures, as necessary; and iii) specify monitoring and reporting requirements. We will adapt this process from the environmental Review Form (ERF) and Environmental Review Report (ERR) process to be approved by USAID.. Any proposed activity deemed to have a negative impact will be subject to an Environmental Impact Assessment in accordance with the 22 CFR 216.6. Before starting construction activities, WCS will conduct an environmental review to be approved by USAID MEO and REA</p>	<p>prepared</p> <p>EIA conducted as required and mitigation plans developed and implemented as appropriate</p> <p>Activity/task reports prepared which describe environmental mitigation and monitoring actions and follow-up; monitoring summaries prepared</p>	<p>quarterly reports</p> <p>Site trip reports</p> <p>EMMP summary reports (from activity/task reports and field monitoring summaries) reported in annual reports</p>

Activity	Determination / IEE Reference	Mitigation Measures and Conditions	Monitoring criteria & Frequency	Indicator & Verification data
<b>Strategy II : Strengthening RDB and Districts' capacity to manage conflict, mitigate threats and manage tourism.</b>				
<i>NNP Management Output 1: Capacity to understand, manage and resolve conflicts is in place</i>				
Establish partnership with International Institute of Sustainable Development (IISD) to build capacity to understand, manage and resolve conflicts. (IISD will provide expertise in conflict resolution mapping and analysis, working with local communities to tackle conflicts)	<b>Categorical exclusion.</b> (A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.	N/A	N/A	N/A
Develop a conflict resolution taskforce to implement and maintain dialogue with the Sector groups.	As above	N/A	N/A	N/A
Hold regular training sessions and meetings between the taskforce and community members in conflict areas to maintain dialogue and to enhance the taskforce members' knowledge, technical skills and at the same time provide them with tools for mitigating conflicts and also to help them develop guidelines for managing conflicts around the Park.	As above  When conflict mitigating tool / guidelines involve elimination of individual specimens such as vervet monkeys or baboons from the park (vermin), an appropriate assessment of the impact of such measure will have to be conducted previously and this measure will be backed by a formal instruction issued by the competent authorities and shall be implemented with professionalism.	N/A  In case of vermin elimination, an appropriate Strategy must be designed with details on the ecological impacts for such a measure as well as conditions for its implementation.	N/A  Vermin elimination plan	N/A  EMMP quarterly reports
Hold regular dialogue through 6 monthly meetings with local forums in each Sector to build trust and create ground for improved park and community relationship	As above	N/A	N/A	N/A

Activity	Determination / IEE Reference	Mitigation Measures and Conditions	Monitoring criteria & Frequency	Indicator & Verification data
<b><i>NNP Management Output 2: Communities participate in conflict mitigation processes</i></b>				
Recruit community liaison agents (animateurs de conservation - ANICO) from each sector abutting NNP to act as educators and as agents within the communities	<b>Categorical exclusion.</b> (A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.	N/A	N/A	N/A
Provide the community liaison agents with necessary training and equipment to facilitate their work		N/A	N/A	N/A
<b><i>NNP Management Output 3: Capacity to manage fire, and monitor mining and resource use</i></b>				
Develop a fire management plan (including fire prevention strategy, early warning mechanism and detection, awareness raising /sensitization strategy)	<b>Categorical exclusion.</b> (A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.	N/A	N/A	N/A
Provide training and fire-fighting equipment	As above.  Nyungwe being a mountain forest, any fire is prohibited (including the back burning – use of early burning to prevent damaging wild fires later in the dry season). No use of fire for even for training purpose (for practice in fire fighting).	Although no adverse environmental impacts are anticipated from this activity, the developed fire management training strategy will – where appropriate and to the extent possible - incorporate environmental issues into training/capacity building programs and workshops. Activities could include incorporating environmental impact assessment practices and environmental monitoring techniques into the contents of training programs	N/A	N/A
Assist RDB to monitor and gather intelligence mechanisms to track the	<b>Categorical exclusion.</b> (A Categorical Exclusion is recommended per 22 CFR	N/A	N/A	N/A

Activity	Determination / IEE Reference	Mitigation Measures and Conditions	Monitoring criteria & Frequency	Indicator & Verification data
mineral market, the demand trends and the market chain	<p><i>216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.</i></p> <p>The activity consists in the assessment of the extent of the illegal mine extraction from the park. This will be documented for further action in trying to solve the extent of this major threat which has a very high detrimental impact on the park</p>			
Help to assess causes and impacts of hunting in Nyungwe and help develop a long term mitigation program	<p><b>Categorical exclusion.</b> <i>(A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.</i></p> <p>The activity consists in the assessment of the extent of the illegal hunting from the park. This will be documented for further action in trying to solve the extent of the activity which has a very high detrimental impact on the park's wildlife</p>	N/A	N/A	N/A
Support transboundary cooperation meetings between the protected area authorities of NNP and Kibira National Park in Burundi	<p><b>Categorical exclusion.</b> <i>(A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical assistance, training; 22 CFR</i></p>	N/A	N/A	N/A

Activity	Determination / IEE Reference	Mitigation Measures and Conditions	Monitoring criteria & Frequency	Indicator & Verification data
	<p>216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.</p> <p>The aim is to promote collaboration that will facilitate implementation of activities to mitigate threats in both parks</p>			
<b>NNP Management Output 4: Tourism impact monitoring program supports adaptive management of the tourism program.</b>				
Work closely with DAI and RDB to establish a tourism impact monitoring program consisting into two elements: 1) monitoring of tourist impact on wildlife; and 2) assessment of the impacts of tourism development within the Park	<b>Categorical exclusion.</b> (A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.	N/A	N/A	N/A
Carry out training for RDB staff on the principles of Environmental Impact Assessment (EIA) to facilitate management of NNP and establish baseline information which is crucial at this early stage for further monitoring and detection of disturbances	As above	N/A	N/A	N/A
In collaboration with DAI, Develop a code of conduct and guidelines to manage tourist behavior in the park	As above	N/A	N/A	N/A
Train the tourism warden, guides and other relevant personnel and equip them to monitor and mitigate potential tourism impacts at Nyungwe NP	As above	N/A	N/A	N/A
<b>Strategy III: Strengthening the knowledge and interest of the Government of Rwanda to develop and support PES policies.</b>				

Activity	Determination / IEE Reference	Mitigation Measures and Conditions	Monitoring criteria & Frequency	Indicator & Verification data
<b>PES Policy Output 1: The Government of Rwanda has the knowledge and interest in establishing effective PES policies that fully support implementation of PES schemes and ensure that values equitably accrue to both government and communities</b>				
Support the establishment of a working group on PES that will bring together relevant government agencies (RDB, REMA, NAFA, and other key ministries including the Ministry of Lands, Environment, Forestry, Water and Mines (MINITERE), Ministry of Infrastructure (MININFRA) and the Ministry of Local Government, Good Governance, Rural Development and Social Affairs (MINALOC)) in a multi-sectorial taskforce	<p><b>Categorical exclusion.</b> (A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.</p> <p>The task force aims at reviewing PES opportunities, identifying potential institutional constraints, and proposing policy actions that will support market development for ecosystem services and equitable distribution of revenues</p>	N/A	N/A	N/A
<b>PES Policy Output 2: RDB has the capacity to develop a comprehensive revenue sharing policy.</b>				
Coordinate with RDB and local communities as part of a transparent process to develop an effective policy and approach to channel revenue from PES to communities and to local development priorities, building on WCS' experience in Madagascar and Cambodia	<p><b>Categorical exclusion.</b> (A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.</p>	N/A	N/A	N/A
<b>Strategy IV: Develop Payments for Ecosystem Services (PES) schemes.</b>				
<b>PES Schemes Output 1: Payment mechanisms for ecosystem services designed, with an emphasis on watershed services and carbon.</b>				
Continue to liaise with the owners of the tea estates to put in place the necessary agreements and/or contracts	<p><b>Categorical exclusion.</b> (A Categorical Exclusion is recommended per 22 CFR</p>	N/A	N/A	N/A

Activity	Determination / IEE Reference	Mitigation Measures and Conditions	Monitoring criteria & Frequency	Indicator & Verification data
to allow the payment for water services	<i>216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.</i>			
Develop capacity within Rwandan government agencies and civil society associations to develop a pilot water market in Nyungwe with local tea estates, building from PES experience in South America	As above	N/A	N/A	N/A
Based on that experience, attempt to expand market opportunities	As above	N/A	N/A	N/A
Partner with Ecotrust Uganda, to undertake a feasibility study to determine which areas are appropriate for small-holder tree planting (woodlots, fruit trees, fodder, etc) as part of an integrated land use strategy, including an analysis of the feasibility of bamboo planting in woodlots.	A Negative Determination with Conditions is recommended pursuant to 22 CFR 216.3(a)(2)(iii) for agriculture activities	Potential environmental impacts of the small holder tree planting activities might include: - Ecological and Human Health introduction of non native species may cause unwanted competition, predation etc on native species. Non native or non regional species may compete with species that are naturalized (more likely to thrive) and critical to existing community food sources. - more particularly on the bamboo, special attention will be paid to the source of the rhizomes, avoiding inducing pressure on the Park's bamboo zone, habitat of a special and rare primate species <i>Cercopithecus hamlyini</i> .	Environmental review/checklist prepared  EIA conducted as required and mitigation plans developed and implemented as appropriate  Activity/task reports prepared which describe environmental mitigation and monitoring actions and follow-up; monitoring	Summarized in quarterly reports  Site trip reports  EMMP summary reports (from activity/task reports and field monitoring summaries) reported in annual reports

Activity	Determination / IEE Reference	Mitigation Measures and Conditions	Monitoring criteria & Frequency	Indicator & Verification data
			summaries prepared	
<b>PES Schemes Output 2: Capacity of Rwandans at both the local and national levels to benefit from ecosystem services strengthened</b>				
Develop a series of training workshops involving PES experts from a variety of sectors to increase knowledge and awareness about PES and its potential	<p><b>Categorical exclusion.</b> (A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.</p> <p>The aim is to boost opportunities and engage stakeholders to develop effective approaches</p>			
Support the participation of trained staff from key agencies in different regional meetings on PES to facilitate exchange of ideas and experiences with colleagues from the region and other continents	As above	N/A	N/A	N/A
<b>Strategy V: Develop Sustainable Alternatives for Resource Use.</b>				
<b>Sustainable Alternatives Output 1: Improved energy efficiency in villages around Nyungwe from introduction of fuel efficient stoves and alternative fuel sources.</b>				
Explore opportunities including introduction of fuel efficient stoves that respond to cultural practices but achieve greater levels of efficiency	<p><b>Categorical exclusion.</b> (A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer.</p>	N/A	N/A	N/A

Activity	Determination / IEE Reference	Mitigation Measures and Conditions	Monitoring criteria & Frequency	Indicator & Verification data
	The aim is to avail a feasibility plan for the introduction of fuel efficient stove which are culturally acceptable and have no negative impacts on the environment and human health			
Assess options, in collaboration with REDO, for manufacture / acquisition of stoves and their distribution in communities around Nyungwe	As above  Special attention will be given to the source of material for manufacturing the efficient stoves avoiding potential pressure on the park and its surrounding environment	N/A	N/A	N/A
Undertake a feasibility of the introduction of the briquette technology	As above			
Scale up the use of these technologies in the region through a small initial investment and by setting up a revolving fund, including a credit scheme	As above			
<b><i>Sustainable Alternatives Output 2: Creating Incentives for Reducing Illegal Bamboo Harvesting</i></b>				
Work with farmers to introduce bamboo production as part of an agroforestry strategy	A Negative Determination with Conditions is recommended pursuant to 22 CFR 216.3(a)(2)(iii) for agriculture activities. For further details on agricultural best practices, see also EGSSAA: Chapter 7: Forestry: Reforestation, Natural Forest Management and Agro- forestry.	Potential environmental impacts of the small holder tree planting activities might include: - Ecological and Human Health introduction of non native species may cause unwanted competition, predation etc on native species. Non native or non regional species may compete with species that are naturalized (more likely to thrive) and critical to existing community food sources. - more particularly on the bamboo, special	Environmental review/checklist prepared  EIA conducted as required and mitigation plans developed and implemented as	Summarized in quarterly reports  Site trip reports  EMMP summary

Activity	Determination / IEE Reference	Mitigation Measures and Conditions	Monitoring criteria & Frequency	Indicator & Verification data
		<p>attention will be paid to the source of the rhizomes, avoiding inducing pressure on the Park's bamboo zone, habitat of a special and rare primate species Cercopithecus hamlyini.</p> <p>As already built in the design of this activity, the agro forestry strategy will also look at: a) selection of an appropriate species that best satisfies local needs, b) assessment of potential environmental impact of using the species, c) developing markets and mechanisms to increase the value of those plantings (see PES section above regarding carbon sequestration), and d) developing contracts with farmers that base any payments and marketing support to a commitment to not harvest bamboo from the forests.</p>	<p>appropriate</p> <p>Activity/task reports prepared which describe environmental mitigation and monitoring actions and follow-up; monitoring summaries prepared</p>	<p>reports (from activity/task reports and field monitoring summaries) reported in annual reports</p>
<b>Strategy VI: Implement Education and Outreach Programs</b>				
<b><i>Education Output 1: Students in formal education (primary and secondary) will adopt a positive/supportive attitude to park conservation efforts based on a clear understanding of the multiple values of NNP, reduce the adoption of unsustainable behaviors as they grow into adults, and act as advocates for the value of the Park and its conservation.</i></b>				
Development of education & outreach curricula	<b>Categorical exclusion.</b> <i>(A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer</i>	Although no adverse environmental impacts are anticipated from training programs, the project will – where appropriate and to the extent possible - incorporate environmental issues into training/capacity building programs and workshops. Activities could include incorporating environmental impact assessment practices and environmental monitoring techniques into the contents of	N/A	N/A

Activity	Determination / IEE Reference	Mitigation Measures and Conditions	Monitoring criteria & Frequency	Indicator & Verification data
		training programs.		
Development of teaching resources (materials and activities)	As above	N/A	N/A	N/A
Organize teacher training workshops	As above	N/A	N/A	N/A
Support for organization of certain activities, such as park visits and school nature clubs	As above  Park visits shall be organized in collaboration with RDB management and should respect the existing regulations for park visitation (acceptable number, respect of code of conduct...)	N/A	N/A	N/A
<b><i>Education Output 2: Out-of school youth and other vulnerable groups, specifically those groups responsible for the threats of unsustainable resource use, fire and mining (e.g. hunters, beekeepers, bamboo cutters, miners) will adopt a positive/supportive attitude to park conservation efforts and change their behavior accordingly based on an understanding of the multiple values of NNP</i></b>				
Organize initial stakeholder meetings, focus groups and survey questionnaires to develop clear knowledge, attitude and behavior change goals (including where necessary the need of support for alternatives)	<b>Categorical exclusion.</b> (A Categorical Exclusion is recommended per 22 CFR 216.2(c)(2)(i) education, technical assistance, training; 22 CFR 216.2(c)(2)(iii) analyses, studies, workshops; and 22 CFR 216.2(c)(2)(v), document and information transfer	N/A	N/A	N/A
Identify appropriate communication channels (e.g. radio, television, newspapers, church groups, consumer products etc.) and the associated communication vehicles (e.g. radio drama, songs, TV documentaries, news articles, etc.)	As above	N/A	N/A	N/A
Develop and deliver the selected resources and activities, based on the	As above	N/A	N/A	N/A

Activity	Determination / IEE Reference	Mitigation Measures and Conditions	Monitoring criteria & Frequency	Indicator & Verification data
analysis				
Organize training for RDB & WCS education and outreach staff, district outreach officers and community liaison agents (animateurs de conservation - ANICO) to develop and implement the social marketing strategy	As above	Although no adverse environmental impacts are anticipated from this activity, the developed education strategy will – where appropriate and to the extent possible - incorporate environmental issues into training/capacity building programs and workshops. Activities could include incorporating environmental impact assessment practices and environmental monitoring techniques into the contents of training programs.	N/A	N/A
Develop interpretive materials targeting local schoolchildren and community groups in support of the objectives outlined in the Education & Outreach Strategy	As above	As above	N/A	N/A
Organize park visits for out of school youth and other vulnerable groups	As above As above Park visits will be organized in collaboration with RDB management and will respect all the existing regulations for park visitation (acceptable number, respect of code of conduct...) so as to minimize the potential negative impacts on the environment, particularly disturbances on the wildlife.	As above	N/A	N/A
Develop a mobile interpretation unit that can reach those audiences unable to visit the park	As above	As above	N/A	N/A

## LIST OF ACRONYMS

<b>AOTR</b>	Agreement Officer's Technical Representative
<b>CCWs</b>	Community Conservation Wardens
<b>FMP</b>	Fire Management Plan
<b>GEF</b>	Global Environmental Facility
<b>DAI</b>	Development Alternatives Incorporated
<b>GIS</b>	Geographical Information System
<b>IISD</b>	International Institute for Sustainable Development
<b>LEM</b>	Law Enforcement Monitoring
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MIST</b>	Management Information System and Technology
<b>NNP</b>	Nyungwe National Park
<b>PAC</b>	Project Advisory Committee

<b>PCFN</b>	Projet Conservation de la Forêt de Nyungwe
<b>PES</b>	Payments for Ecosystem Services
<b>RDB</b>	Rwanda Development Board
<b>RBM</b>	Ranger-Based Monitoring
<b>STTA</b>	Short Term Technical Assistance
<b>TBD</b>	To Be Determined
<b>TF</b>	Task Force
<b>ToR</b>	Terms of Reference
<b>USAID</b>	United States Agency for International Development
<b>WCS</b>	Wildlife Conservation Society
<b>WCS NY</b>	Wildlife Conservation Society New York