



USAID | RWANDA

FROM THE AMERICAN PEOPLE

March 1, 2010

Dr. John G. Robinson
Executive Vice President for Conservation and Science
Wildlife Conservation Society (WCS)
2300 Southern Boulevard
Bronx, NY 10460

Reference: **Leader Cooperative Agreement No. EEM-A-00-09-00007-00 Sustainable Conservation Approaches in Priority EcosystemS (SCAPES)**

Subject: **Associate Cooperative Agreement No. AID-696-LA-10-00001 - Sustaining Biodiversity Conservation in and Around the Nyungwe National Park (NNP)**

Dear Dr. Robinson:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the U.S. Agency for International Development (hereinafter referred to as "USAID") hereby awards to Wildlife Conservation Society (WCS), hereinafter referred to as the "Recipient", the sum of \$3,499,890 to provide support for a program in Sustaining Biodiversity Conservation in and around the Nyungwe National Park (NNP) as described in the Schedule of this agreement and in Attachment B, entitled "Program Description."

This Cooperative Agreement is effective and obligation is made as of the date of this letter and shall apply to expenditures made by the Recipient in furtherance of program objectives during the period beginning with the effective date March 1, 2010 and ending February 28, 2015. USAID will not be liable for reimbursing the Recipient for any costs in excess of the obligated amount.

This Cooperative Agreement is made to the Recipient Wildlife Conservation Society, on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment A (the Schedule), Attachment B (the Program Description), and Attachment C (the Standard Provisions), all of which have been agreed to by your organization.

Please sign the original and all enclosed copies of this letter to acknowledge your organization's receipt of the Cooperative Agreement, and return the original and all but one copy to the Agreement Officer.

Sincerely yours,

Marcus A. Johnson, Jr.
Regional Agreement Officer
USAID/East Africa

Attachments:

- A. Schedule
- B. Program Description
- C. Standard Provisions
- D. Marking Plan and Branding Strategy

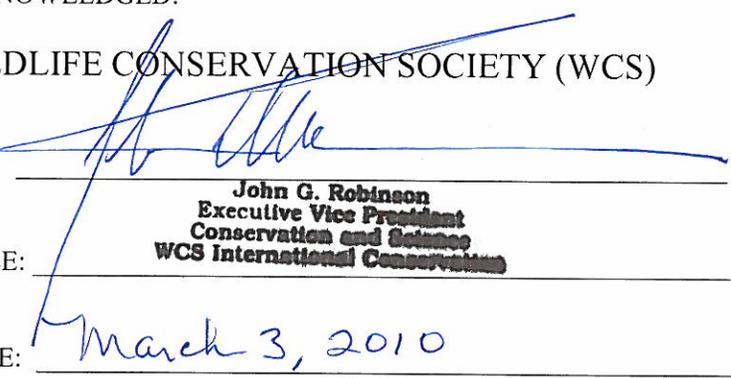
ACKNOWLEDGED:

WILDLIFE CONSERVATION SOCIETY (WCS)

BY: _____

TITLE: _____

DATE: _____


John G. Robinson
Executive Vice President
Conservation and Science
WCS International Conservation

March 3, 2010

Associate CA Number AID-696-LA-10-00001

A. GENERAL

- 1. Request Number: REQ-696-10-000004
- 2. Total Estimated USAID Amount: \$3,499,890
- 3. Total Obligated USAID Amount: \$600,000
- 4. Cost-Sharing Amount (Non-Federal): \$252,124
- 5. Activity Title: Sustaining biodiversity conservation in and around Nyungwe National Park (NNP), Rwanda
- 6. USAID Technical Office: Agriculture and Economic Growth
- 7. Tax I.D. Number: 13-1740011
- 8. DUNS No.: 075209650
- 9. LOC Number: HHS-86A5P

B. SPECIFIC

APPROPRIATION AND FISCAL DATA:

Requisition Number:	REQ-696-10-000004
Accounting Template	69609A12A055R091025
Start BFY	2009
End BFY	2010
Fund	DV
Operating Unit (OP)	RWANDA
Program Area	A12
Distribution Code	696-M
Program Element	A055
Benefiting Geo Area	696
Sub-Object Code SOC	4100201
Amount:	\$100,000.00

Requisition Number:	REQ-696-10-000004
Accounting Template	69609A21A085R091036
Start BFY	2009
End BFY	2010
Fund	DV
Operating Unit (OP)	RWANDA
Program Area	A21
Distribution Code	696-M

Associate CA Number AID-696-LA-10-00001

Program Element	A085
Benefiting Geo Area	696
Sub-Object Code SOC	4100201
Amount:	\$500,000.00

C. PAYMENT OFFICE

USAID/M/FM/CMP
Ronald Reagan Building
1300 Pennsylvania Ave., NW
Washington, DC 20523-7700

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ATTACHMENT A - SCHEDULE

A.1 PURPOSE OF AWARD

The purpose of this Agreement is to provide support for the program described in the Attachment B to this Cooperative Agreement entitled "Program Description."

A.2 PERIOD OF AWARD

1. The effective date of this Cooperative Agreement is 03/01/2010. The estimated completion date of this Cooperative Agreement is 02/28/2015.

2. Funds obligated hereunder are available for program expenditures for the estimated period 03/01/2010 to 11/30/2010 as shown in the Agreement budget below.

A.3 AMOUNT OF AWARD AND PAYMENT

1. The total estimated amount of this Cooperative Agreement is \$3,499,890.00.

2. USAID hereby obligates the amount of \$600,000.00 for program expenditures during the period set forth in A.2.2 above and as shown in the Budget below. The recipient will be given written notice by the Agreement Officer if additional funds will be added. USAID is not obligated to reimburse the recipient for the expenditure of amounts in excess of the total obligated amount.

3. Payment will be made to the Recipient by Letter of Credit in accordance with procedures set forth in 22 CFR 226.

A.4 AWARD BUDGET

The following is the Agreement Budget, including local cost financing items, if authorized. Revisions to this budget shall be made in accordance with 22 CFR 226.25.

COST ELEMENT	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL ESTIMATED AMOUNT (USD)	WCS COST SHARE (USD)
1. Personnel	262,460	272,281	266,536	275,666	281,181	1,358,124	139,343
2. Fringe Benefits	82,604	82,176	85,196	90,056	91,524	431,556	41,088
3. Travel, Transportation and Per Diem	51,400	43,050	41,304	47,394	34,483	217,631	19,600
4. Equipment & Supplies	130,000	22,510	33,636	24,817	26,058	237,021	10,000
5. Contractual	15,000	65,000	57,000	25,000	0	162,000	0
6. Construction	60,000	63,000	0	0	0	123,000	0
7. Others	103,700	105,710	95,626	107,076	93,837	505,949	7,000
8. Indirect Costs	111,599	95,197	84,456	88,128	85,229	464,609	35,094
9. TOTAL ESTIMATED AMOUNT (USD)	816,763	748,924	663,754	658,137	612,312	3,499,890	252,125

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A. The following Equipment and Supplies purchases have been approved under this Associate award:

DESCRIPTION	Quantity	TOTAL COST (USD)
<i>1. EQUIPMENT/ VEHICLES:</i>		
Toyota HiLux double cabin	1	40,000
Toyota HiLux single cabin	1	<u>33,000</u>
<i>Sub Total Equipment</i>	2	<u>73,000</u>
<i>2. SUPPLIES:</i>		
Office Supplies	6	19,577
Education materials		37,860
Laptops	4	4,800
Computer supplies	5	<u>6,631</u>
<i>Sub Total Office Supplies</i>		<u>68,868</u>
<i>3. Field Equipment and Supplies</i>		<u>95,153</u>
TOTAL EQUIPMENT AND SUPPLIES (USD)		<u>237,021</u>

B. The following international trips have been approved under this Association Award:

- 2 round trip Arline Tickets Kigali-USA-Kigali;
- 20 round trip Airline Tickets USA-Kigali-USA;
- 1 round trip Airline Ticket Ecuador-Kigali-Ecuador; and
- 1 round trip Airline Ticket Tanzania-Kigali-Tanzania.

A.5 REPORTING AND EVALUATION

1. Financial Reporting

The Recipient shall submit electronic copies of quarterly Financial Reports to the Agreement Officer Technical Representative (AOTR). Financial Reports shall be in keeping with 22 CFR 226.52.

In accordance with 22 CFR 226.52 Standard Form 425 and Standard Form 425a, Federal Financial Report, will be required on a quarterly basis. The recipient shall submit these forms in the following manner:

(1) The SF 425 and 425a (as appropriate) must be submitted via electronic format to the U.S. Department of Health and Human Services (<http://www.dpm.psc.gov>). A copy of this form shall also be submitted at the same time to the Agreement Officer Technical Representative and the Agreement Officer.

(2) In accordance with 22 CFR 226.70-72, electronic copies of all final financial reports shall be submitted to M/FM, the Agreement Officer and the AOTR. The electronic version of the final SF 425 and 425a shall be submitted to HHS in accordance with paragraph (1) above.

Note: A copy of this new SF-425 form is available at:

http://www.whitehouse.gov/omb/grants/standard_forms/ff_report.pdf and a fillable and printable copy is available at <http://www.forms.gov/bgfPortal/docDetails.do?dId=15149>.

2. Program Reporting

The Recipient shall deliver the following:

2.1. Performance Monitoring Plan (PMP)

The Recipient shall submit a draft Performance Monitoring Plan (PMP) to the AOTR within 45 days of the effective date of this agreement. The PMP will cover the entire period of the agreement and shall include, but not necessarily be limited to, the following: (1) the results to be achieved by the project; (2) the indicators to be used to measure achievement of the results; (3) the method of data collection to be used to obtain the indicator data and the frequency at which each will be collected (monthly, quarterly, semi-annually); and (4) targets for each indicator year. USAID will review the draft PMP and provide comments/suggestions within 15 days of receipt. The Recipient shall then submit a final PMP to the USAID AOTR for approval not later than 15 days from receipt of USAID's comments/suggestions.

At a minimum, PMP indicators should be disaggregated by district where appropriate and gender.

2.2. Annual Work Plan (AWP)

The Recipient shall prepare for the AOTR's review and approval an Annual Work Plan (AWP) setting forth in reasonable detail the Recipient's plans for pursuing activities set forth in this agreement. The work plan should also delineate project work by district, where appropriate, and specify the cost of each activity. The draft AWP covering the first year of the project will be provided to the AOTR for his/her approval no later than 30 days after the start of the project. Draft work plans for subsequent years shall be submitted to the AOTR at least 45 days prior to the start of each corresponding project year. As may be necessary due to circumstances beyond the Recipient's control, and subject to the AOTR's approval, the AWP may be amended and benchmarks added, deleted or revised from time to time.

The AWP shall include a schedule of activities and tasks planned to be conducted and the inputs planned to be provided by the Recipient, including a description of planned activities and tasks and an estimated budget – organized by component and, as appropriate, by sub-component. The AWP should also break out activities by district where appropriate. The AWP must be linked to the performance indicators set forth in the PMP.

The Recipient shall incorporate any required revisions into a final AWP no later than 15 days after receipt of such comments. The USAID AOTR will provide a written approval of the final work plan to the Recipient. Should revised activities, performance indicators or performance targets become necessary, the Recipient shall submit a revised work plan to USAID for approval.

2.3. Quarterly Performance Reports

The Recipient shall submit brief quarterly performance reports to the AOTR within 30 days of the end of each calendar quarter reflecting results and activities of the preceding quarter. The report shall report on progress to date for PMP indicators for that quarter. A description of the specific accomplishments of the Recipient and any short-term technical assistance (STTA) should also be

provided, including information on all activities, both ongoing and completed, by component, and geographically by district where appropriate. The quarterly reports shall highlight any issues or problems that are affecting the delivery or timing of services provided by the Recipient. These reports should summarize project progress against tasks and benchmarks, including tasks assigned through technical directives and identify implementation issues that may inhibit or enhance Recipient performance. In each quarterly report, the Recipient shall include success stories which provide information that demonstrates the impact that the activity/program has had during the reporting period through materials such as stories, quotes and photos. The reports will also discuss interaction with counterparts, and any necessary alterations to the work plan and initial timetable.

The quarterly report is due to the AOTR on or before the last day of the month following the end of each quarter. The AOTR may make exceptions to this schedule depending on when exactly the agreement is signed; for example, if the project begins in November, the time remaining in Q1 may be incorporated into the quarterly report for Q2. Concise highlights shall be extracted from this quarterly report for the Mission's quarterly report to the Government of Rwanda's Central Public Expenditures and External Finance Unit (CEPEX).

2.4. Annual Report

For the project annual report, the Recipient shall submit a draft report within 45 days, capturing results against the project PMP in a format agreed to by the AOTR. The AOTR will provide comments within 15 days, and the Recipient shall then submit a final draft to the AOTR for approval within 15 days of receipt of the AOTR's comments. The period for this report shall commence on the effective date of the award (as opposed to the calendar year).

In addition, as per ADS 252 and 253, the Recipient is required to report on all USAID-funded trainings either in country, third country or the U.S. The Recipient shall submit the relevant standard form to the AOTR for each USAID-funded training event, workshop, or study tour for inclusion in the Agency's web-based TraiNet database, which holds data regarding foreign nationals who receive instruction funded by USAID. The forms can be obtained from the AOTR.

2.5. Partner Reporting System (PRS)

On quarterly and annual bases, the Recipient shall enter results for each indicator on the approved PMP and upload quarterly reports onto the Mission's online Partner Reporting System (PRS). On the annual basis, the Recipient shall also enter targets, approved by AOTR, for the next two fiscal years. The PRS is maintained by a private firm, Social & Scientific Systems (SSS) as part of the Mission's Monitoring and Evaluation Management Service (MEMS) project. Data from the PRS are used to by the Mission to inform U.S. policy, programming and program performance reviews, including but not limited to the Mission's Performance Plan and Report (PPR), Operational Plan (OP), PEPFAR Annual Performance Report (APR) and Country Operational Plan (COP), and PMI Annual Report and Malaria Operational Plan (MOP). The Recipient shall provide timely responses to requests pertaining to the annual Operational Plan (OP) and subsequent semi-annual reports.

2.6. Short-Term Consultant Reports

Short-term consultant reports will be included in quarterly reports, unless otherwise agreed to in writing by the AOTR. The Recipient shall report on progress made related to consultancies, any observations to be shared; identify issues and/or problems encountered; and detail expected

follow-on activities by resident Recipient staff, as well as actions to be performed by participating counterparts. This includes also other reports and deliverables needed to accomplish the purpose of this agreement, such as technical reports prepared by in-country staff and short-term consultants, studies of policy and other issues like products, sectors, markets, technologies, etc.

3. Final Report

The Recipient shall submit electronic copies to M/FM, the Agreement Officer (if requested), and the AOTR and one copy, in electronic (preferred) or paper form of final documents to one of the following: (a) Via E-mail: docsubmit@dec.cdie.org ; (b) Via U.S. Postal Service: Development Experience Clearinghouse, 8403 Colesville Road, Suite 210 Silver Spring, MD 20910, USA; (c) Via Fax: (301) 588-7787; or (d) Online: <http://www.dec.org/index.cfm?fuseaction=docSubmit.home>.

The final performance report shall be submitted no later than 30 days after the completion of this agreement. A detailed final/completion report which summarizes the accomplishments and impact in relation to the expected results and PMP. The report shall contain the following:

- A discussion of the impact of the project as compared to baseline conditions and data;
- A description of all institutions and organizations worked with in connection with project components and an evaluation of their strengths and weaknesses;
- A discussion of problems encountered, objectives not fully achieved and lessons learned, and suggest ways to resolve identified constraints;
- Incorporation of any additional/available evaluative data compared to project results and any explanatory background; and
- Incorporation of an index of all reports and information products produced under this agreement. The completion report may provide recommendations for follow-on work that might complement the work completed under the contract/agreement.

A.6 INDIRECT COST RATE

Pending establishment of revised provisional or final indirect cost rates, allowable indirect costs shall be reimbursed on the basis of the following negotiated provisional or predetermined rates and the appropriate bases:

Description	Rate	Base	Type	Period
Indirect Cost (Overhead)	16.17%	1/	1/	1/

1/Base of Application: Total cost incurred excluding overhead, all subcontracts, subgrants, donations, gain or loss on currency exchanges, interest on capital improvement bond issuance, facility and equipment depreciations and related utility expenses.

1/Type of Rate: Provisional

1/Period: 07/01/07 - until amended

A.7 TITLE TO PROPERTY

Title to all property financed under this award shall vest in the Recipient subject to the requirements of 22 CFR 226.30 through 37.

A.8 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under this award is 935.

A.9 COST SHARING

The Recipient agrees to expend an amount not less than 7.2% (\$252,124) of the total activity costs.

A.10 SUBSTANTIAL INVOLVEMENT

Substantial involvement during the implementation of this Agreement shall be limited to approval of the elements listed below:

- a. Approval of the Recipient's Implementation Plans.
- b. Approval of Specified Key Personnel. The personnel currently listed below have been approved. All changes thereto must be submitted for approval by the Agreement Officer Technical Representative.

Title	Name
Project Director	Nsengiyunva Barakabuye
Interim Project Director (Year 2)	TBD

- c. Agency and Recipient Collaboration or Joint Participation as follows:
 - (1) AOTR concurrence on the selection of sub award recipients, unless such sub awards are identified in the Program Description and funded and identified in the budget of this Associate Cooperative Agreement. .
 - (2) Approval of the recipient's monitoring and evaluation plans.

A.11 SPECIAL PROVISIONS

A.11.1 Non-Federal Audits

In accordance with 22 C.F.R. Part 226.26 Recipients and subrecipients are subject to the audit requirements contained in the Single Audit Act Amendments of 1996 (31 U.S.C. 7501–7507) and revised OMB Circular A–133, “Audits of States, Local Governments, and Non-Profit Organizations.” Recipients and subrecipients must use an independent, non-Federal auditor or audit organization which meets the general standards specified in generally accepted government auditing standards (GAGAS) to fulfill these requirements.

- End of Schedule -

ATTACHMENT B - PROGRAM DESCRIPTION

1. Executive Summary

The project “Sustaining Biodiversity Conservation in Nyungwe National Park (NNP)” builds on 20 years of work and commitment by the Government of Rwanda, USAID, Wildlife Conservation Society (WCS) and other partners to this area of globally and nationally significant biodiversity. The threats-based, large-scale landscape approach supports USAID/Rwanda’s goal to foster sustainable rural economic growth, and ensures that local stakeholders manage and benefit from biodiversity. Threats such as degazettement, unsustainable use of forest products for fuel and other uses, potential damage from tourism, fire, climate change, illegal mining, and poaching are significant and growing in this landscape. At the same time, opportunities to respond to these threats include the potential value of the NNP landscape’s ecosystem services, markets for these services from local to global, and tourism and complementary development activities.

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*. Site and policy activities will be developed with RDB to demonstrably strengthen RDB’s capacity to manage the risks and opportunities in NNP. The Recipient concurs with USAID that “the long term goal is to have a management system that can adapt and adjust interventions to address the most critical threats in a timely manner” and that the principal entity to manage that system is RDB. To achieve this objective the Recipient shall implement the following **strategies**:

- Build capacity of Rwanda Development Board (RDB) personnel to monitor NNP biodiversity and threats. The **result** of these activities will be that *RDB capacity to assess and monitor threats and wildlife is strengthened*.
- Build capacity of RDB and district administrations to understand, manage and resolve conflicts related to 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. The **result** of this suite of activities will be that *RDB and district capacities to manage NNP are strengthened*.
- Assist the Government of Rwanda, including RDB, the Rwanda Environment Management Authority (REMA), the Ministry of Lands, Environment, Forestry, Water and Mines (MINITERE), 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. The **result** of this activity will be that *the Government of Rwanda has the knowledge and interest in developing and supporting policies for PES markets*.

The **supporting objective** of the project is: *Communities and government able to benefit from the conservation of wildlife and sustainable management and use of ecosystem services in Nyungwe National Park*. This supporting objective is an end in itself, promoting sustainable rural economic growth and development with direct linkages to the “Strengthening the Sustainable Ecotourism in and around NNP” project. It also supports the principal objective of the project, bolstering RDB’s management capacity and mitigating threats to the park by engaging communities. To this end, WCS shall design, in collaboration with RDB, a series of **strategies** to:

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- Develop PES schemes that incentivize desired land uses by creating markets through which the users of environmental services compensate providers of those services. The **result** of this suite of activities will be *communities and government positioned to benefit from payment for ecosystem services*.
- Introduce sustainable alternatives to natural resource use and contribute to the conservation of the landscape while improving community livelihoods, including improving energy efficiency, putting in place alternative energy sources and developing new markets for conservation products. The **result** of this suite of activities will be *that alternative and sustainable schemes for use of natural resources are available*.
- Implement education and outreach (social marketing) initiatives targeted at school students, drop-out youth and other vulnerable groups such as women and minorities to enable them to *better understand the value of Nyungwe and encourage them to adopt sustainable behavior in support of park conservation efforts*.

Achieving the supporting objective requires that RDB and other relevant agency/Ministry staff acquire skills and resources through the principal objective and that local communities and the government of Rwanda understand the value of and see tangible benefits from conserving NNP. Our tourism support activities will be pursued in cooperation with the contractor selected by USAID. WCS shall design income-generating and education activities with careful consideration of gender, recognizing that women often play key roles in conserving biodiversity and sustaining livelihoods and should have an important voice in determining how natural resources are used.

WCS is well positioned to reach these objectives based on: 1) twenty years of experience in NNP, the consequent strong relationships with RDB and experience in biodiversity assessment and monitoring, alternative livelihoods, governance, conflict mitigation, PES applications, and education and outreach; 2) 10 years of experience through the USAID Global Conservation Program of implementing successful threats-based approaches to landscape scale conservation; 3) an approach that integrates local to international partners, drawing on and building local capacity among communities and with the government entities responsible for natural resource management; 4) USAID's Destination Nyungwe cooperative approach, which builds on Destination Nyungwe I, and now couples the second phase of the ecotourism program with explicit biodiversity conservation and education activities.

The project shall build on partnerships with government agencies: RDB, REMA for carbon programs, and the National Forest Authority (NAFA) for community woodlot and farmer based carbon programs. Local communities, organized within five districts and 23 sectors that border NNP, will play a central role as both advocates for sustainable management and recipients of the value and benefits of park resources. NGOs such as the Association Rwandaise des Ecologistes (ARECO-RWANDA NZIZA) and Kageno offer a level of expertise and community relations that will allow the project to pilot approaches and assess their effectiveness early in the process, and international partners will bring proven models working with small-holder tree plantations and carbon assessment (Ecotrust Uganda) and conflict mitigation (International Institute for Sustainable Development).

WCS shall employ a participatory management model that fully engages RDB, USAID and other partners. The Recipient shall implement a robust monitoring and evaluation component that assures rigorous analysis of project progress and achievements, and supports adaptive management on an annual cycle. The RFA is ambitious, and the issues and illustrative activities noted are varied in scope and complexity. This proposal seeks to address these in a way that is realistic within the funding level indicated and that will meet the principal objective of strengthening RDB in key areas within 5 years. WCS welcomes the opportunity to continue its contribution to the USAID's *Sustaining Biodiversity Conservation* in NNP initiative and a future in which the biodiversity, ecological and economic potential of the Nyungwe landscape are valued and shared by the people of Nyungwe, Rwanda and the global community.

2. Technical Approach

Nyungwe National Park (NNP) and its surrounding landscape are home to a rich assemblage of wildlife and natural resources. NNP's economic, ecological and cultural values to surrounding communities, the people of Rwanda and the global community are immense. The Wildlife Conservation Society (WCS) has been committed to conserving this landscape for more than two decades and, over this time, has seen remarkable conservation achievement and opportunity. However threats to the landscape are significant and growing. This associate award responds to these threats and WCS employs a threats-based approach to large-scale, landscape conservation where local stakeholders manage and benefit from biodiversity which is described in the conceptual model (see section 2.2.1) and elaborated in the following sections.

2.1. Threats and Opportunities

In developing the Project design, WCS first examined the threats, opportunities and external risks associated with the NNP Project's geographic, social and political scope. The **threats** include:

- **Degazettment.** Rwanda is Africa's most densely populated country, and one of the poorest. Most of the population relies on subsistence farming and free land is scarce. In recent years, Rwanda has degazetted half the area of Volcanoes and Akagera National Parks for cultivation and pastoralism, and clear-cut its largest forest reserve (Gishwati) for settlement. While unlikely that NNP will be degazetted in the immediate future, the park's long-term persistence cannot be assured until communities, the private sector, and political interests recognize the economic contribution its management and protection make. Degazettment and clearance, the most severe of the threats, would extinguish Nyungwe's biodiversity, imperil a watershed benefiting 70% of Rwanda's land area, rule out local and national income from tourism, and contribute to climate change.
- **Unsustainable use** of bamboo, fuel-wood, and wild meat ("bushmeat") is a more immediate threat. Local residents overharvest because they have few available substitutes for Nyungwe's natural resources. The most immediate and severe threat is to the bamboo vegetation community in the park. Overharvesting threatens both the ecological integrity and tourism potential of the park.
- **Damage from tourism** will become a threat if tourism is unregulated, leading to the destruction of habitat, disease transmission to wildlife, and reduction in the park's long-term tourism potential.
- **Fire** is a severe threat to Nyungwe with approximately 12% of the forest having been lost to fire in the last 20 year – the majority during severe fires in 1997. Most fires result from use of smoke to harvest honey from natural hives in park trees. Fire has been reduced dramatically by RDB and WCS efforts, including the promotion of artificial hives.
- **Climate change** is a potential long-term threat to the forest, with projections suggesting increased rainfall and seasonality, which could cause habitat change, flooding, increased fire likelihood and landslides.
- **Illegal artisanal mining** is also a threat, especially when commodity prices (particularly gold and coltan) are high. Mining causes habitat destruction, water pollution, and increases bushmeat demand.
- **Transboundary poaching, illegal mining, and bamboo harvesting** carried out by individuals crossing the porous boundary from Burundi are threats to NNP due to the weak capacity of Burundi park management and limited mechanisms for transboundary cooperation, enforcement, and management. Degazettment of Kibira or illegal conversion to farmland is also a potential threat to NNP that would lead to pressure to the southern part of NNP as demand of resource utilization from Burundian side increased.

Despite these threats, significant **opportunities** exist to conserve NNP and the surrounding landscape:

- The value of NNP ecosystem services to local communities, Rwanda, and the global community. NNP generates a broad range of valuable ecosystem services that includes provisioning services such as honey and clean drinking water, regulatory services such as flood control and climate regulation, and cultural services such as sacred lands and recreation.

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- Payments for these services (tourism, organic honey, carbon sequestration, and Reducing Emissions from Deforestation and Forest Degradation schemes - REDD) could generate significant income streams for the nation and local residents. WCS has already begun feasibility studies in Nyungwe and sister projects globally.
- Potential for an ecologically sensitive tourism industry based on the existing popularity of gorilla tourism in Volcanoes NP, growing awareness of Nyungwe as a modestly-priced rainforest tourism destination, and the success of the Destination Nyungwe I Project in improving the tourist experience through a visitor center, canopy walkway, habituated chimp and colobus groups and trained guides.
- The relationships, trust, infrastructure, skills, and experiences built up by WCS in Nyungwe over the past twenty years, including strong partnerships with the Rwanda Development Board (RDB) and other government and civil society entities, skilled Rwandan staff, fully functioning offices in Nyungwe and Kigali, and deep knowledge of the park, local community, and political context.
- The Protect Areas Project (GEF PAB) project investments in complementary activities, the Rwandan government involvement and support for this project, and WCS – GEF PAB cooperation.
- Access to WCS's global expertise in Payment for Ecosystem Services (PES), education, and landscape management including that developed with USAID Global Conservation Program and TransLinks assistance.

Risks associated with **local livelihoods** include:

- Lack of government support for a PES legal framework.
- Government may be influenced by and support competing companies wishing to benefit from PES and carbon initiatives, reducing the benefits reaching communities and government.
- Conflicts over resource control and ownership may limit the scope of PES opportunities.
- Alternatives may be seen as additional rather than substitutes to Park resource use.
- Lack of political will and enforcement of tourism management rules and regulations.

Risks associated with **education** activities include:

- Slow progress in delivering tangible benefits may result in a perception of low value and therefore may impact the effectiveness of the education program.
- Qualified educators for the education program within the local area may be difficult to find.
- High population density and large area may diminish impact of the education program.
- A lack of political support from local authorities may reduce the effectiveness of education.

Risks associated with **climate change** activities include:

- External carbon markets may not flourish.
- Government regulation and framework may not adequately support return to communities.
- Lack of staff, RDB headquarter or District administration motivation to improve capacity levels for monitoring the impacts of climate change and addressing these impacts.
- Change in District or Government in office, and change in RDB personnel, following training.

2.2. Programmatic Approach, Implementation Mechanisms and Expected Results

2.2.1. Goal and Objectives

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 RDB to sustainably manage the park's resources and address specific threats (fire, poaching, timber harvesting) to the park and specific species of concern*. The supporting **objective** is that *communities and government are able to benefit from the conservation of wildlife and sustainable management and use of ecosystem services in NNP*. The Recipient shall achieve these objectives by

helping to mitigate the key direct threats to Nyungwe's biodiversity and ecosystem services as described in the previous section, and by targeting key factors contributing to them as described in the conceptual model (see below). WCS shall design income-generating and education activities with careful consideration of gender. In communities where livelihood security is dependent on natural resources, women often play key roles in conserving biodiversity and sustaining livelihoods. In this and all WCS projects, the Recipient shall seek ways to ensure the effective participation of women whose voices are seldom heard within their communities. The Recipient therefore aim to achieve the following **results**:

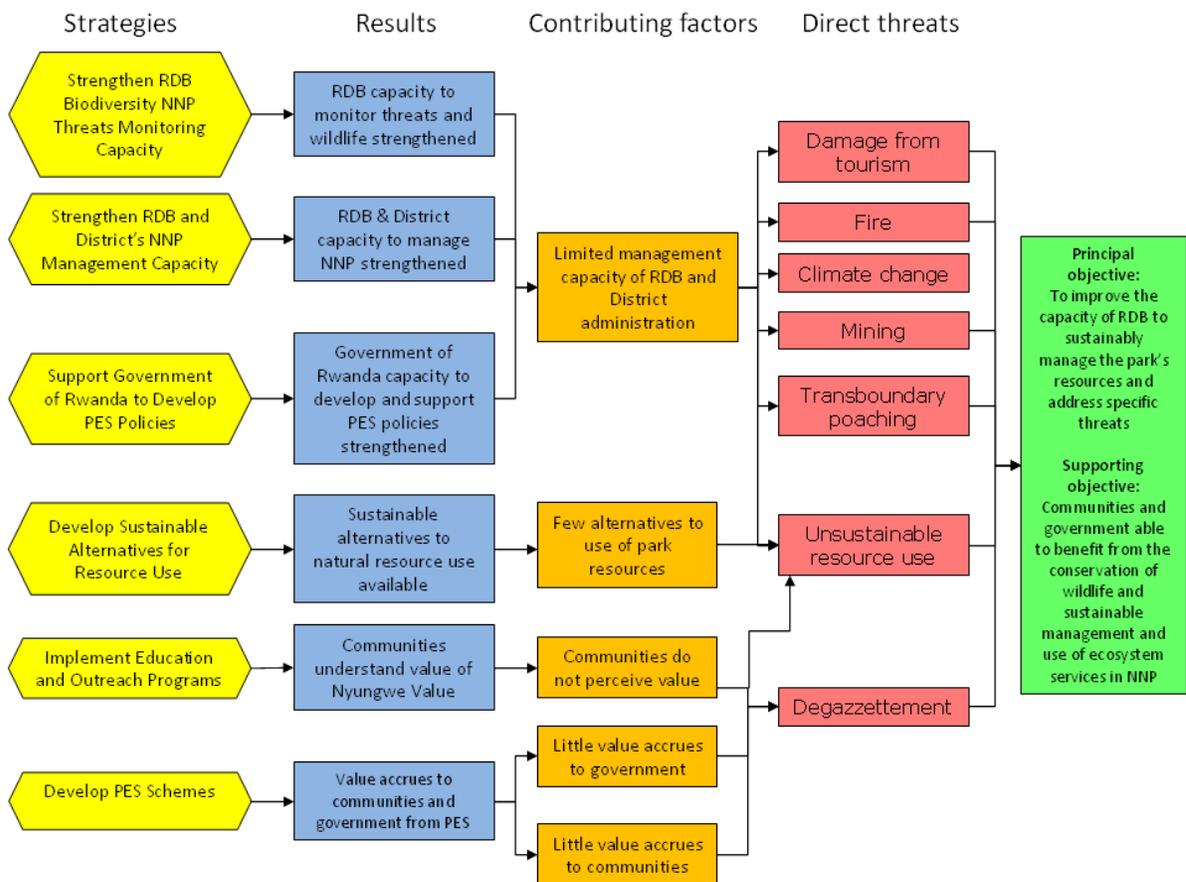
Principal Objective 1: RDB capacity

1. *RDB capacity to assess and monitor threats and wildlife is strengthened.* For the RDB effectively to mitigate threats to the park, they must be able to assess these (and other) threats, and to monitor changes in them and in the status of wildlife populations in real time, and they must be able to feed this information into their management decision-making process.
2. *RDB and Districts capacity to resolve conflicts, mitigate threats and manage tourism is strengthened.* Addressing threats requires RDB to have the skills to adaptively manage their work based on the results of threat assessment and wildlife monitoring, that they develop new skills in conflict resolution with local stakeholders, and that they receive training and support in specific threat mitigation techniques. Further, as RDB, USAID, WCS, and the Destination Nyungwe contractor work in partnership to promote and develop an expanded ecotourism industry in and around NNP, it is vital that RDB is able to assess development proposals for their environmental impact, especially on wildlife, and to manage the growing tourism operations within the park, including management of the visitor center, canopy walkway, tourist guides, and habituation of chimp and colobus groups.
3. *Government of Rwanda capacity to develop and support Payment for Ecosystem Services (PES) policies is strengthened.* Enabling value to flow directly from the park to communities and the government will go far to mitigate the long-term threat of degazettment and the immediate threat of unsustainable resource use. It will incentivize the government and communities to value the park and participate in the conservation of its resources. WCS shall therefore help build the capacity at local and national levels, in understanding and implementing ecosystem service markets and shall assist RDB in developing a revenue sharing policy that include tourism revenues as well as revenues from other marketed ecosystem services.

Supporting Objective 2: Communities and Government benefit

4. *Values accrue to government and communities through PES.* With the regulatory framework in place, the enabling environment needed to establish these schemes and ensure that ecosystem service value accrue to both government and local communities will be in place. The markets created will ensure that the users of environmental services compensate providers of those services.
5. *Sustainable alternatives to natural resource use are available.* A strong contributing factor to the unsustainable use of the park's resources, including fuelwood, bamboo and bushmeat is the scarcity of alternatives available to local people. Our objective is to make such alternatives available.
6. *Communities understand value of Nyungwe.* For local people to support the park and the conservation of its resources, they must not only benefit from it but also understand that they benefit from it. Promoting this understanding is the primary objective of our education and outreach program.

Our threat-based approach is depicted in the conceptual model, which is designed to guide our interventions and serves as a basis for monitoring and adaptive management. The model leads to the project goal: ***Rwanda benefits from the conservation of wildlife and sustainable use of ecosystem services in Nyungwe National Park.***



Conceptual model showing the posited relationships between the projects objectives (in green), threats to these (in red), contributing factors (in orange), intervention strategies (in yellow), and project results (in blue).

2.2.2 Achieving our Results: Project Strategies, Outputs and Activities

Each of the project results will be achieved by employing broad strategies. These strategies, the activities supporting them, and the intended outputs of these activities are described below.

Strategy: Strengthening RDB’s Biodiversity and Threats Monitoring Capacity. Long-term monitoring of biodiversity and threats is essential for the long-term management of NNP. To address this need, Ranger Based Monitoring (RBM) was introduced in 2003. During daily patrols, park rangers collect data on illegal activities observed as well as data on mammals and birds. MIST (Management Information System) GIS (Geographic Information System) was introduced in 2007 to support analysis and reporting of this data, and to address errors and delay associated with manual data entry. MIST is user-friendly software and provides analysis and information quickly in an easy to understand format. However, current limitations in capacity prevent RBM data to be used effectively in guiding park management and determining the effectiveness of conservation strategies. This can result in valuable information being overlooked when addressing threats and deciding on priority conservation actions. Outputs 1 and 2 described below will target the same Park staff, while a smaller sub-group will be the target for output 3.

Threats Monitoring Capacity Output 1: Biological surveying capacity is strengthened. In order to address the capacity needs for RDB in biological surveying, training will be provided to Park Rangers and the Research & Monitoring team in biological surveying techniques and species identifications. Training

on data collection methods and use of essential field equipment will be provided to Rangers to ensure that accurate and reliable data is being collected in the Park. Training will also be provided to the Research & Monitoring team in data analysis and management. Ongoing support and mentoring in the use of MIST will be provided throughout the lifespan of the project with additional GIS training enabling RDB to carry out more advanced data analysis and assessment of biodiversity in the Park.

Threats Monitoring Capacity Output 2: Capacity in law enforcement and threat monitoring and assessment is strengthened. The main focus of RBM is to collect data on illegal activities in the Park and monitor illegal use and threats to the Park over time. Results should be available on a monthly basis and used to guide Park management decisions and conservation strategies. However results are often not available in a timely fashion and once available are not used effectively to address current threats to the Park. The results are rarely shared between departments e.g. law enforcement and community conservation, preventing other departments to react appropriately to the current threats. Analyzed results are also not disseminated to the Head of Patrol posts and their rangers. Additionally, there is a lack of capacity to assess threats over the long term and monitor law enforcement activities. The project shall thus provide training, equipment and resources needed to assist RDB in using the data provided by MIST to guide management and threats mitigation. It will institute RBM results sharing mechanisms through monthly meetings among RDB staff at the park level and quarterly meetings with other stakeholders at the district level. These meetings will raise awareness of guards, local authorities, police and the army of prevailing threats in the park and provide the basis on which interventions can be designed.

Threats Monitoring Capacity Output 3: Capacity to monitor and model climate is strengthened, and baseline assessment completed. With funding from the John D. and Catherine T. MacArthur Foundation, WCS is already making considerable investments in environmental monitoring for climate change detection and modeling potential environmental outcomes in the NNP region. The WCS Albertine Rift Climate Change Assessment (2007-09) examined regional climatic variability and trends, and executed the most detailed modeling of environmental outcomes driven by climate change yet done for the region. These results at relatively broad scale can now be focused to the local level of NNP.

The Recipient proposes to hold a scenario-building workshop at which they would share the climate and landscape modeling output from the WCS Albertine Rift climate assessment with representatives from key institutions who are responsible for large scale land planning and environmental resources management in Rwanda. NNP park directors, personnel from the National Forest Authority (NAFA) and the Ministry of Lands, Environment, Forestry, Water and Mines, the Rwanda meteorological bureau are among those who will be asked to participate. This workshop would help ensure that the information generated by modeling efforts is incorporated and used appropriately by regional scientific and conservation agencies. In advance of the meeting the Recipient shall prepare a white paper and a list of sources describing the models and methods, with a detailed explanation of products generated and how they might be used to predict changes in key hydrological parameters (rainfall and runoff), atmospheric parameters (such as temperature, cloud cover and evapotranspiration), vegetation, fire risk and forest carbon fluxes. These outputs shall be evaluated individually and collectively to develop comprehensive understanding of threats and opportunities likely to arise and impact NNP as climate change progresses.

WCS recognizes the importance of building RDB capacity to monitor biodiversity and threats, including climate impacts, for effective management of NNP, and the need for training, provision of equipment and infrastructure and guidance in using the data more effectively. Initially field equipment needs shall be identified, as well as the development of two new ranger posts to aid in Park patrols. Comprehensive training programs shall be organized for Park rangers, and the Research & Monitoring and Law Enforcement departments at both the Park and RDB Headquarters. These shall include data collection techniques and use of field equipment, data analysis, data management and reporting, and use of MIST GIS.

The Project shall support 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. Finally, WCS shall support RDB in the implementation of proposed wildlife and biodiversity policies currently being developed with support from PAB. Any necessary training shall be developed following ratification of policies within RDB as well as the administration and law enforcement authorities to ensure they are fully implemented.

Strategy: Strengthening RDB and Districts' capacity to manage conflict, mitigate threats and manage tourism.

The communities around NNP are characterized by high population density and high levels of poverty. Communities largely depend on land and other natural resources of NNP for survival. Illegal harvesting of these resources creates friction between Park managers who are trying to reduce illegal activities, and the local communities who rely on these resources for their survival. Some costs to living in proximity to NNP, such as crop raiding by wild animals, exacerbate conflict. At the same time, NNP's rich and unique montane rainforest ecosystem (see Box) offers values to surrounding communities that can buffer conflict and illegal activities. Faced with a challenge to protect this unique resource in the face of many conservation challenges, USAID is supporting the government of Rwanda to promote ecotourism as a means to achieve sustainable conservation of Nyungwe and development of adjacent communities.

Box: Biodiversity and Ecotourism Highlights

- It is a home to more than 1200 plant species (more than 10 species recorded for the first time in Rwanda)
- More than 275 bird species are found in Nyungwe, 24 of which are endemic to the Albertine Rift eco-region,
- Thirteen primate species including the highly endangered owl faced monkey and one of the largest remaining populations of eastern Chimpanzee.
- The Angolan colobus monkey populations are found in stable groups of 300-400 individuals, an ecological primate attribute not known elsewhere in the world.

Any form of tourism, however, brings with it both benefits and costs. If not well planned, monitored and managed, negative impacts can result, including pollution, congestion, stress to wildlife and other problems. These impacts are difficult to detect without monitoring and baseline data for comparison. Often, monitoring programs and subsequent management actions are initiated in reaction to severe impacts from tourism. It is therefore critical that tourism management is informed by environmental constraints and opportunities in NNP. By implementing monitoring programs early on, negative impacts will be more readily apparent and options for managing them will be more easily deduced.

NNP Management Output 1: Capacity to understand, manage and resolve conflicts is in place.

Using a similar approach successfully piloted by WCS in the Democratic Republic of Congo (DRC), WCS shall build capacity to understand, manage and resolve conflicts. WCS shall partner with the International Institute of Sustainable Development (IISD) who will provide expertise in conflict resolution mapping and analysis, working with local communities to tackle conflicts. Forums shall be developed in each District combined with training and the development of conflict resolution plans specific for each Sector (the District subdivision). IISD will provide technical assistance and workshops and training in conflict resolution for RDB and the Districts.

WCS shall develop a conflict resolution taskforce to implement and maintain dialogue with the Sector groups. The taskforce will be composed of three RDB community conservation wardens, five district environment officers, and the WCS community outreach manager. Regular training sessions and meetings will be held between the taskforce and community members in conflict areas to maintain dialogue that will enhance the taskforce members' knowledge, technical skills and at the same time provide them with tools for mitigating conflicts. This will also help them develop guidelines for managing conflicts around the Park. Most importantly, regular dialogue through 6 monthly meetings with local forums in each Sector will build trust and create ground for improved park and community relationship.

NNP Management Output 2: Communities participate in conflict mitigation processes. In order to mitigate threats to biodiversity the Recipient proposes the recruitment of community liaison agents (animateurs de conservation, termed “scouts” in the RFA) in each Sector abutting NNP. As well as their role as educators they will act as agents within the communities and will provide current information on the threats in each area. Community liaison agents will be recruited in each sector, with the objective of understanding potential conflicts specific to each area and reporting back to the project on a monthly basis on community activities related to the Park, including resource use within the Park, potential fire risks and any new emerging threats. This information will inform the project and RDB on how to best intervene to mitigate threats. The Recipient shall provide the community liaison agents with necessary training and equipment to facilitate their work. The information gathered by them will be combined with RBM data to design a long term threat mitigation strategy which will work in coordination with the conflict resolution plans.

- *NNP Management Output 3: Capacity to manage fire, and monitor mining and resource use impacts are in place.* The NNP project will support response to a number of key threats to the landscape. These include: 1) development of a fire management plan (including fire prevention strategy, early warning mechanism and detection, awareness raising/sensitization strategy), and provide training and fire-fighting equipment needed to respond; 2) assist RDB to monitor and gather intelligence mechanisms to track the mineral market, demand trends the market chain will also be implemented; 3) help to assess causes and impacts of hunting in Nyungwe and help develop a long term mitigation program; 4) support transboundary cooperation meetings between the protected area authorities of NNP and Kibira National Park in Burundi. The objective of these annual meetings will be to promote collaboration that will facilitate implementation of activities to mitigate threats in both parks – particularly those related to the unique boundary situation such as cross border incursions of hunters and illegal trade. These meetings will also build trust and can be used to explore existing capacity building opportunities focusing on the lower capacity for park management in Burundi. This will complement the work of the secretariat established to promote transboundary collaboration between Institut National pour l'Environnement et la Conservation de la Nature (INECN, Burundi) and RDB, and support implementation of the WCS, RDB and INECN tri-partite agreement signed in September 2008 to jointly pursue transboundary management of NNP and Kibira National Park. Since that time, a joint management plan for the Nyungwe/Kibira Landscape has been drafted and, although not yet ratified, creates an exceptional opportunity to pursue a transboundary management approach. The transboundary management plan is built around a SWOT analysis of management cooperation as well as a clear statement regarding the value of considering the two parks as one important Albertine Rift conservation landscape. WCS is working to secure the whole landscape and joint management is agreed in principal – WCS also has support from other funders (particularly the John D. and Catherine T. MacArthur Foundation) for the development of direct support to INECN in Burundi.

NNP Management Output 4: Tourism impact monitoring program supports adaptive management of the tourism program. In the first year, WCS shall work closely with the eco-tourism contractor and RDB to establish a tourism impact monitoring program. The program will consist of two elements: 1) monitoring of tourist impact on wildlife; and 2) assessment of the impacts of tourism development within the Park and, toward this end, a sub-set of RDB staff will be trained on the principles of Environmental Impact Assessment (EIA). At this early stage, it is critical to facilitate management of NNP and establish baseline information. This will enable early warning of detrimental impacts from tourism, such as wildlife disturbance. One of the tools of this program will be a code of conduct and guidelines to manage tourist behavior. At the same time, WCS shall train the tourism warden, guides and other relevant personnel and equip them to monitor and mitigate potential tourism impacts at Nyungwe. WCS shall also continue to support RDB in the habituation of primates for tourism including two chimpanzee groups, and black and white colobus and ensure responsible practices are used and negative impacts are minimized.

Strategy: Strengthening the knowledge and interest of the Government of Rwanda to develop and support PES policies. Effective PES schemes require a supporting regulatory framework. While establishing that framework is outside the scope of this project, WCS is positioned to work with the relevant government agencies and Ministries to guide them in designing the underlying policies needed to ensure that PES values accrue to both government and communities.

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. The development of effective payment systems requires a regulatory system that stimulates the creation of PES markets and establishes how benefits are distributed. Activities to achieve this will include supporting 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 to review PES opportunities, identify potential institutional constraints, and propose policy actions that will support market development for ecosystem services and equitable distribution of revenues.

PES Policy Output 2: RDB has the capacity to develop a comprehensive revenue sharing policy. Building on its experience in Madagascar and Cambodia where it has established systems for revenue distribution from carbon sales, WCS shall 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.

Strategy: Develop Payments for Ecosystem Services (PES) schemes. In addition to conserving the richest assemblages of mid-altitude forest species, and some of the most endangered animals still present in the wild, NNP provides an array of other environmental services that benefit local and global economies. Contributions such as regulation of the hydrological regime (floods and low-flow periods); groundwater recharge; soil conservation; conservation of water quality, including decrease in sedimentation in water bodies; and the fact that it is the source of surface flowing water for about 70% of the country, makes it the most important forest landscape in the country.

Despite its importance, these values are not captured in the market place and therefore few incentives exist to either ensure their protection or manage them sustainably. WCS is proposing implementation of a PES approach that provides government and local people incentives for conserving NNP. Market-driven PES programs are the most likely to be sustainable because they depend on the self-interest of the affected parties rather than taxes, tariffs, philanthropy, or the changing priorities of donors. By providing payments on an ongoing basis, PES programs avoid the pattern of short-term adoption followed by rapid abandonment that has characterized past approaches. They can also help reduce poverty because the areas that provide environmental services (and receive payments) correlate highly with areas of rural poverty. Development of payments for ecosystem services has the potential to create both incentives for people to protect important ecosystem services and contribute to park protection as well as earn direct revenue from the sale of services. WCS shall pursue the following outputs:

PES Schemes Output 1: Payment mechanisms for ecosystem services designed, with an emphasis on watershed services and carbon. Activities to achieve this output will focus on water and carbon. For water, WCS shall continue to liaise with the owners of the tea estates to put in place the necessary agreements and/or contracts to allow the payment for water services. WCS shall build from PES experience in 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. Based on that experience, WCS shall attempt to expand market opportunities.

The voluntary carbon market is more established than water markets. 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. Part of this smallholder strategy will include an analysis of the feasibility of bamboo planting in woodlots. Bamboo can sequester carbon and offers an alternative building material. If successful smallholder plantings can generate important resources to farmers in the region and, if the program is designed effectively, they can begin to take pressure off the natural stands in Nyungwe. Ecotrust applies methodologies from the Plan Vivo¹ (www.planvivo.org) carbon standard and has been successfully marketing carbon from Uganda for five years, allowing farmers to earn a part of their livelihoods from carbon sales. Ecotrust will help identify an appropriate institution and build its capacity to act as a carbon bank for farmers around Nyungwe, playing the role in Rwanda, what Ecotrust plays in Uganda. The bank will buy carbon from the farmers and sell to brokers and marketers operating within the voluntary carbon market.

WCS shall also launch an initiative aimed at storing carbon in Nyungwe's forests through assisted natural regeneration on burned areas in Nyungwe. The project shall build on recommendations made to the Government in a report by Terra Global Capital², a company that specializes in carbon assessment and offset marketing. Terra Global estimates that the project could generate 2.6 million tons of CO₂ over a 30-year period and they suggest this would be feasible under the Voluntary Carbon Standard. The next steps involve development of the Project Design Document (PDD), including completion of technical studies, and the validation of the final document that will allow for the sale of carbon credits on the voluntary market. WCS shall work with Government to coordinate implementation, with financial support expected from PAB.

PES Schemes Output 2: Capacity of Rwandans at both the local and national levels to benefit from ecosystem services strengthened. There is still limited knowledge in Rwanda about PES and the opportunities markets hold for both conservation and improved local livelihoods. The project shall develop a series of training workshops involving PES experts from a variety of sectors to increase knowledge and awareness about PES and its potential to boost opportunities and engage stakeholders to develop effective approaches. This project shall also 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.

Further, under the GEF PAB program in 2010, and in support of the proposed USAID project, there will be a strong focus on improving awareness of PES among the key stakeholders through the development of technical working groups and training at various levels. This will include cross-sectoral information sharing among government agencies and key stakeholders with the ultimate view of establishing a PES mechanism. Staff of key government agencies and other partner and support agencies (e.g. NGOs) will be educated concerning potential markets for and key aspects of PES, while political will and support for the establishment of PES will be generated among local stakeholders.

Strategy: Develop Sustainable Alternatives for Resource Use. WCS views the development of PES markets as key to ensuring the long-term protection of natural resources and biodiversity. However, although these markets will make important contributions, 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 anticipates funding for development of some of these options through the GEF PAB

¹ Plan vivo is a system for delivering terrestrial carbon sequestration and rural livelihood benefits in developing countries.

² Terra Global Capital is a US based consulting firm that is specialized in the measurement and monetization of land use carbon credits.

project. However, approaches proposed here to USAID and those with anticipated GEF PAB funding are described here to demonstrate the diversity of opportunities:

Sustainable Alternatives Output 1: Improved energy efficiency in villages around Nyungwe from introduction of fuel efficient stoves and alternative fuel sources. One of the key threats to the landscape is deforestation based on the demand for fuelwood. While tree planting and woodlots address the supply side, WCS recognizes the importance of addressing demand. Several opportunities shall be explored including introduction of fuel efficient stoves that respond to cultural practices but achieve greater levels of efficiency. In Uganda, experience shows that stoves that are acceptable to local communities can perform with minimal use of charcoal (one briquette per cooking). Distribution of such stoves to rural communities around Nyungwe would have a positive impact on demand for charcoal and household expenditures. WCS in conjunction with the Rural Environment and Development Organization (REDO, a local NGO that deals with similar activities around Volcanoes National Park) will assess options for manufacture/acquisition of stoves and their distribution in communities around Nyungwe.

Biomass briquettes offer an alternative to charcoal by substituting other plant material for trees in making fuel. The process of making briquettes also offers a small business opportunity for local communities and entrepreneurs. If the briquettes can be manufactured at an accessible price, coupled with woodlots and greater enforcement, they may provide a way to reduce overall fuelwood demand. WCS shall undertake a feasibility study to determine if there is a market for the briquettes in year one. If the technical and economic results of the study indicate that the market exists, WCS shall determine the most effective approach to achieve its target of reduced use of fuelwood. This would likely include a small initial investment in the purchase of the first briquette makers (an estimated \$15,000 investment). These are already being used in the region and the source has been identified. The aim would be for initial production proceeds to re-pay for the purchase of the first briquette makers (via a revolving fund potentially run by a local partner), and then for subsequent proceeds to support purchase of additional briquette makers, allowing for rapid scale-up in the use of these technologies in the region.

Sustainable Alternatives Output 2: Creating Incentives for Reducing Illegal Bamboo Harvesting Bamboo represents an important natural resource for rural Rwandans in the Nyungwe region and demand has led to increased encroachment on natural stands. Creating opportunities and incentives for people to dissuade them from illegally harvesting bamboo is a high priority. As part of the project WCS shall work with farmers to introduce bamboo production as part of an agroforestry strategy. The approach will involve 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. The goal will be to 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.

Two additional and complementary approaches to sustainable alternatives to natural resource use will be undertaken with anticipated support from the GEF PAB project. To address the acute energy shortage affecting Rwanda, WCS shall pursue small-scale decentralized hydro-electric power that depends on the water flowing from the protected area. With large elevation change and relatively high rainfall, the Nyungwe area is well suited for hydro systems. Not only can pico-hydro systems provide a means for meeting basic electric needs such as lighting but they can also stimulate local economy and, as an alternative to indoor wood burning, have a positive impact on health. With the anticipated increasing costs of hydrocarbons and the desire to create green energy alternatives, pico-hydro offers an opportunity for household lighting that would otherwise be beyond the reach of most rural families.

WCS initiated two pico-hydro pilot systems in Banda, Nyamasheke with previous support from GEF PAB. Currently 112 households are using the system with 135 batteries being charged at the stations, with some households having multiple batteries.

The second complementary approach is to develop market infrastructure for organic Nyungwe honey and derivative products, and to create incentives for sustainable forest management and protection as farmers derive economic benefits directly from Nyungwe's biodiversity. A recent PAB-funded assessment found that beekeeping in communities adjacent to the Park has not taken off as a significant source of income due to supply chain issues. The report highlighted key areas that needed attention for improving the beekeeping sector including facilitation of access to Nyungwe forest by beekeepers, training beekeepers on harvesting techniques, market development and product placement. By addressing these supply chain constraints, WCS can contribute to improved livelihoods and development a natural product that could be certified organic as well as Wildlife Friendly^{TM3} (www.wildlifefriendly.org), a new certification that focuses on wildlife and habitat protection.

WCS shall also support the capacity building of beekeepers, product development and marketing, and the establishment of 2 honey collection centers through GEF PAB in support of the proposed USAID project. Once the quality of honey produced has improved, the project shall initiate the certification processes to permit the sale of Nyungwe honey in Europe or the USA. There are different steps in these processes including setting up Residue Monitoring Scheme (RMS) and Organic Certification. Having the RMS in place will act as a stimulus to potential traders and give confidence to all buyers, including the international market.

Development of this industry is one of several potential market-based programs. During the Project, WCS shall explore other market-based options. Potential products will be identified and feasibility studies and business plans undertaken to determine whether and how to move forward.

The results of the socio-economic survey described in the monitoring and evaluation section will determine whether or not alternatives to bushmeat are needed. If so, WCS will seek additional matching funds through the GEF PAB project as one option to fund the appropriate interventions.

Strategy: Implement Education and Outreach Programs. To address both the immediate threats of unsustainable resource use, fire and mining as well as the long-term threat of degazettement, WCS shall work with RDB and local education partners to develop an Education and Outreach Strategy for NNP. The strategy shall build on existing education and outreach activities to develop and implement an integrated set of education and communication tools and activities that reach two key audiences – students in formal education (Education), and out-of school youth and other vulnerable groups through social marketing (Outreach).

The project shall design and deliver literacy and numeracy classes for out-of-school youth. Classes and teaching materials shall be developed to build literacy and numeracy skills through conservation themed lessons that will also raise awareness and influence attitudes among this target group. Initial surveys will provide baseline data and a more detailed profile on the number of individuals, their location, age, gender, baseline literacy and numeracy levels. The surveys will also identify the most effective mechanisms to deliver the training such as through churches, community centers and radio programming. Based on national Rwandan curricula and literacy/numeracy standards, appropriate educational materials will be gathered, adapted and/or developed for use in the training courses. RDB education and outreach staff, district outreach officers and community liaison agents (animateur de conservation), and local school teachers will be trained to use these materials and deliver the training courses. Partnerships with local literacy programs will be sought to reinforce desired outcomes. Existing national standards will be used to evaluate improvements in literacy and numeracy using pre- and post-tests. Additional pre- and post-surveys will be used to determine changes in attitudes toward NNP and its value as well as basic literacy and numeracy.

³ Wildlife FriendlyTM is a certification label that conserves threatened wildlife while contributing to the sustainable economic development of rural communities. Certified Wildlife Friendly(TM) products support the triple bottom -- sustainably produced quality products; wildlife protection; and fair wages.

To strengthen project outcomes in this area a literacy and numeracy education consultant will be engaged. This expertise exists in Rwanda and WCS' existing partnerships with RDB and local NGOs ensure that the consultant can be identified soon after project inception. In addition, WCS education staff will bring their wide-ranging field expertise to this project, drawing on the experience of the WCS Education Department in delivering zoo and field-based classes to school students and teachers in a variety of cultures to increase science literacy and numeracy through conservation-based curricula. They and the consultant will merge complementary expertise to determine goals and approaches, develop materials with a conservation theme and train the trainers.

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. Curricula and associated teaching tools and activities will be developed in collaboration with local education authorities, to ensure alignment with national curricula and standards, and to deliver on an agreed set of knowledge, attitude and behavior objectives. This can be achieved through an environmental/conservation curriculum and support for or development of curricula/teaching tools for literacy, numeracy and science which are delivered through a context of conservation (WCS will seek to leverage further USAID Education funding in support of these basic education objectives based on initial planning work done under this agreement). Specific activities will include curriculum development, development of teaching resources (materials and activities), teacher training, and support for certain activities, such as park visits and school nature clubs.

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 gain new skills and an increased understanding of the multiple values of NNP, adopt a positive/supportive attitude to park conservation efforts, and therefore reduce destructive behavior. Social marketing methods will be used to ensure a clear focus on achieving behavior changes, based on increasing knowledge and positive attitudes. Key communication/messaging objectives and delivery mechanisms will be developed to ensure that these target groups are aware of the values of the park (both intrinsic and economic), the impact of unsustainable resource use on these values, the value of ecosystem services provided by NNP, alternative livelihood opportunities and the potential cost of illegal activities. The strategy shall promote and encourage the target audience to first consider and then adopt alternative behaviors. Activities will include 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) and 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.). Based on this analysis the selected resources and activities will be developed and delivered. Efforts will be made to develop semi-formal youth/adult education activities programs that not only deliver a conservation message but do so in a way which improves literacy and numeracy amongst participants from these target groups. A team of RDB education and outreach staff, district outreach officers and community liaison agents (animateur de conservation) will be trained to develop and implement the social marketing strategy.

An additional education/outreach activity will be the contribution WCS will make to the ecotourism contractor and the RFP objective to assist in development of interpretive materials that effectively target key audiences in order to increase local, national and international visitorship to NNP. WCS has secured private funding to support this.

2.2.3. Anticipated conservation and livelihood benefits

This five year project, which builds on both WCS's 20 year history in Nyungwe and on the foundation of USAID's Destination Nyungwe Phase I Project, shall generate clear benefits for both biodiversity and livelihoods. At the end of the five years, Nyungwe's biodiversity will be significantly more secure from

the key threats of degazettment, unsustainable resource use, damage from tourism, fire, mining, and transboundary poaching, and there will be greater understanding of the climate change threat. The risk of the park being degazetted and following in the path of Akagera, Mukura and Gishwati, will have been substantially reduced due to: 1) its contribution to the national and local economy through tourism and other market-based activities; 2) benefits from other markets such as for carbon offsets; and 3) Nyungwe's nationally recognized contribution to national watershed management. Unsustainable bamboo cutting in the park will have declined, replaced by bamboo farming outside the park, and deforestation from fuelwood cutting will have declined as a result of available replacements from woodlots, pico-hydro schemes and improved fuel efficiency. Forest fires will continue to be very rare as a result of the promotion of bee hives and the reduction of illegal wild honey collection in the forest. Regeneration of burned areas in the park will have been accelerated by management interventions. Illegal hunting within the park will have declined as a result of education, improved cooperation with Burundi, village liaisons, and more patrols informed by monitoring. Nyungwe's main ecological communities will be secure, and Nyungwe's wildlife, including chimps and colobus, will be thriving. The future impact of climate change on the Nyungwe landscape will be better understood and strategies to manage for climate change developed.

Local and national livelihoods will also benefit. Tourist volume and revenue will have increased, and a portion of this shared with local communities directly through revenue sharing employment and initiatives of WCS partners to help communities to participate in the tourism industry. Rwanda and local communities will be ready to benefit from emerging markets. Payments for other ecosystem services such as watershed management and biodiversity conservation will have been pursued, including revenue sharing for local community development. Community livelihoods will have been enhanced by the increased availability of fuelwood from woodlots, electricity from pico-hydro schemes, and bamboo from plantations. Communities will benefit too from increased security, especially in the border area with Burundi, as a result of transboundary management and conflict resolution.

2.2.4. Complementarities to other development programs

To achieve project goals, WCS shall work closely with different stakeholders involved in the management of NNP and in line with governmental policies. The project proposed here shall complement and strengthen other initiatives and ongoing programs that WCS and others are currently undertaking with various partners including the following key ones:

PAB, a GEF funded project to which WCS is a partner, has initiated various conservation activities at NNP which directly complement the work proposed by this project. These include the establishment of Pico/Micro-hydro in villages surrounding NNP, rehabilitation of degraded areas and off farm bamboo growing in Nshili to alleviate pressure on the limited bamboo area in the park. This project together, with Partners In Conservation (an offshoot of Columbus Zoo), also support beekeeping development associations working in the vicinity of the park. This program has 2.5 more years to run and though the funding is negotiated on an annual basis it is expected that support to WCS in NNP will be maintained at the current level of \$600k per year.

WCS notes the USAID/Rwanda RFA, Strengthening Civil Society in Rwanda, and will liaise as appropriate with the successful recipient(s) of this award. While the scope of this Millennium Challenge Corporation (MCC) Threshold Program focuses at national level, the work the Recipient proposes here includes work with and empowering local communities to manage their resources in cooperation with government agencies. There will likely be complementarity between this and the Civil Society RFA.

In partnership with the University of East Anglia, WCS is implementing a PES pilot project. This is aimed at exploring, in 3 communities bordering NNP, development projects in the sectors related to livestock grazing, bamboo propagation, fuelwood and beekeeping that can be linked to a reduction in direct threats to NNP.

Transboundary collaboration between Nyungwe and Kibira National Parks is another activity that WCS has embarked on with the financial support from the US John D. and Catherine T. MacArthur Foundation as well as an Environmental Education program supported by the US Fish and Wildlife Service.

Activities proposed here, together with those to be developed under the collective USAID Destination Nyungwe project, respond the Rwandan ‘National Economic Development and Poverty Reductions Strategy 2008-2012’, focused on health, rural development and livelihood transformation. In the strategy there is an emphasis on raising the capacity of both the rural poor as well as the national and regional institutions of the country. It also focuses on managing the environment to ensure optimal utilization of natural resources, making a clear connection to the conservation of forests and their biodiversity, which benefit national revenues from tourism. And finally it makes specific reference to the importance of managing upland forests, including Nyungwe, for their watershed services values - for provision of drinking water, irrigation and hydro-electric power.

2.2.5. Sustainability aspects

The three main tenets of sustainability are ecological, social and financial sustainability. All three are core to the Project goal; long-term sustainability is, therefore, central to this project which aims to strengthen NNP management capacity and develop the potential of NNP to directly benefit Rwandans, with focus communities adjacent to the park. Ecological sustainability is assured with the focus on rigorous threats mitigation and monitoring that will assess, among other aspects, the impact of natural products and tourism on the long-term sustainability of NNP wildlife and natural systems. Social sustainability is addressed through engagement of local communities, both through alternative livelihoods, innovations in natural resource use, and the education activities proposed. The project also seeks to make local communities more aware of how they benefit from the forest and in this way they can become protectors of the forest and advocates to government for its protection. Financial sustainability is addressed through a suite of PES and market-based mechanisms; by considering a basket of sustainably extracted ecosystem goods and services, the risk associated with reliance on a single funding source subject to the vagaries of market demand, and the fact that revenue streams for different goods and services fluctuate seasonally and inter-annually, is diminished.

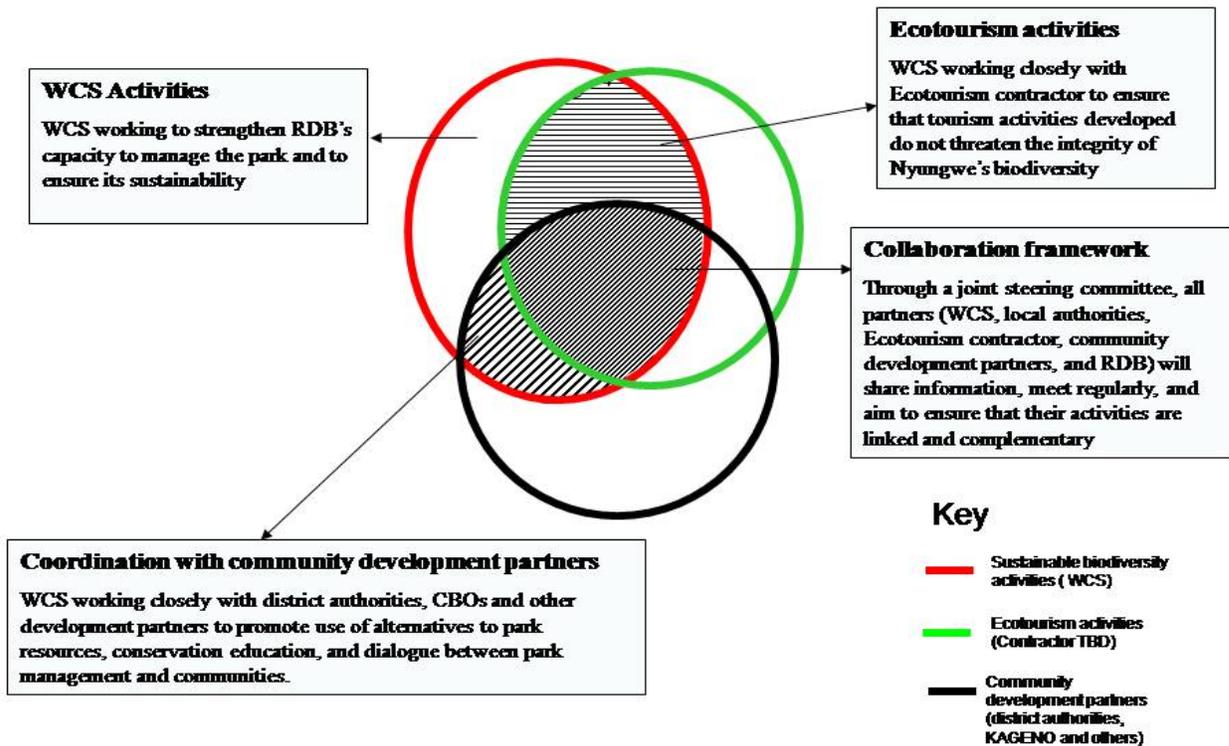
Government institutions and their personnel are likely to retain a greater deal of control over the fate of the forest than that held by local communities. This reality could either safeguard NNP or lead to clearing and degradation, and points to the key threat to Nyungwe – whole or partial degazetment. With a population density of nearly 350 persons per km², most of which live in rural areas, there is virtually no unsettled land outside of existing protected areas. Farms average only 1 ha per family, therefore pressure on land is extreme. The focus of the NNP project is therefore well aimed at building RDB capacity to manage the park, targeting sustainable development at a local level, and focusing on the immediate and longer term needs of local rural populations, particularly alternative sources of income and education.

The national legal framework supporting the protection of Nyungwe is strong and can be built upon to ensure sustainability in the long term. Rwanda has also sought legal mechanisms to provide benefits to communities living adjacent to protected areas and indeed these communities do receive small direct benefits from park revenues and from central government. The Rwandan government has acknowledged its global commitment to conserving its wildlife and wild places and is signatory to all the important multilateral agreements that deal with issues of conservation and biodiversity. The government has also recently signed a bilateral agreement with the Burundian protected areas authorities to enhance collaboration on conservation of the Nyungwe landscape. The fact that in 2004 the Rwandan Government upgraded the protected area status of Nyungwe from forest reserve to national park is another good measure of Rwandan Government’s commitment to protect Nyungwe in to the future.

With over 20 years of deep involvement in the conservation of Nyungwe, WCS has long recognized the global importance of the Nyungwe landscape and has committed to ensure its conservation over the long

term. The impact of the Rwandan genocide in 1994 and the following influx of Rwanda returnees had a strong negative impact on Rwandan forests and lead to the almost total destruction of Gishwati and Mukura forest reserves. Nyungwe forest and the Volcanoes region were, however, spared this destruction and a principal reason for this is believed to be the long term presence of a strong conservation effort in these places.

Integration of WCS activities with those of the ecotourism contractor and community development partners help to ensure efficient use of limited resources as well as long-term sustainability of project outcomes. The diagram below depicts our vision of these relationships.



2.3. Project Management

WCS shall employ a participatory governance structure that ensures all partners have a voice in deciding the priorities and direction of the project “Sustaining Biodiversity and Conservation in and around NNP” in their area of responsibility and expertise. (See next section for a list and description of project partners.) As the Recipient develops its initial work plan, the Recipient shall work with its partners to develop a structure that reflects this commitment, and define the specific implementation roles of each partner. This shall be done in consultation with USAID and will be consistent with the contractual responsibilities the Recipient assumes under the Associates Award. The management structure shall reflect WCS’s commitment to broad participation that strengthens its partners’ abilities to fulfill their respective institutional missions, and the Recipient’s obligations to USAID to deliver the results in accordance with USAID policies and procedures.

The proposed management structure for Sustaining Biodiversity and Conservation in and around NNP is depicted in the organization chart below. The Project Director, noted as key personnel, will have primary responsibility for project management and coordination between WCS, USAID, RDB, District leaders, PAB, the ecotourism contactor and all other partners. Through regular communication and reporting, the Project Director will ensure effective collaboration with USAID, the ecotourism contractor and project partners. S/He will also consult regularly with the WCS Africa Program in New York on major project management decisions.

The senior management team in Rwanda will include the Project Director and Project Coordinator who will provide technical leadership and liaison, along with a team of technical leaders devoted to the programmatic strategies. A Biodiversity Monitoring Manager will also be engaged in day to day project management such as reporting, communication with partners, planning, logistics and workshop coordination. A Sustainable Finance Manager, Education Coordinator, Community Conservation Manager and part-time of the Rwanda Country Program Finance Manager will also be devoted to project implementation and support. A Conservation Support Specialist (technical support from WCS headquarters) will advise a Project Monitoring and Evaluation Manager, an RDB counterpart and the Biodiversity Monitoring team (which includes the Biodiversity Monitoring Manager and the Conservation and Research Officer⁴) to develop tools to monitor impacts, outcomes and outputs/performance at the level of conservation targets, threats and strategies (interventions or activities). This will be linked to the monitoring framework using a range of tools including MIRADI software. They will also help to develop survey methodologies and ensure best statistical tools are applied. All positions that are budgeted are described in detail in the budget narrative.

To ensure that the full extent of partner expertise and participation is achieved, a Project Advisory Committee (PAC) will be formed. It will comprise representation from each of the local partners and the USAID AOTR and meet quarterly. The explicit ToRs of the PAC will be agreed between WCS, RDB and the ecotourism contractor at the start of the project. It is through the PAC that initial M&E results will be reported and initial discussion of project adaptation, through all government, NGO and local partners, will be initiated. Ecotrust Uganda and IISD will participate as appropriate and needed. The PAC will review progress on aspects of the projects as they roll out, potential/relevance of local publicity and lessons learned. The Project Monitoring and Evaluation Manager will play a key role in these meetings, providing status of project monitoring and evaluation and guiding adaptive management if/when monitoring results indicate it is needed.

⁴ in original application this position was referenced as Research and Monitoring officer, the local position USAID asked about in cost application question #3

WCS shall coordinate closely with the ecotourism contractor. For continuity and efficiency of both projects, the ecotourism contractor shall play an active role in the PAC. WCS proposes that the PAC function as the coordinating body for both projects and shall negotiate this approach with USAID and the contractor once the successful bidder is chosen. Joint annual work plan workshops shall also facilitate this cohesion, as will exchange of project documents (e.g., quarterly and other reports). It is especially important that WCS and the ecotourism contract identify at project inception specific areas of shared interest, for example WCS community conservation efforts must be tied to the ecotourism contractor’s work for communities that are engaged in ecotourism, other livelihood activities and PES activities. Project monitoring will also benefit from a joint approach; tourism impact monitoring is critical to ensure that the contractor’s plans to increase tourism numbers do not compromise the conservation efforts. In consultation with the USAID AOTR and after agreement with RDB, an Annual Implementation Plan will be approved each project year. The Project Director will be responsible for overall management of the program, and will ensure that USAID Washington and Missions receive all required support. The Project Director will be available for ad hoc meetings with the AOTR and other USAID staff as needed throughout the project. Partner technical and field-based staff will play active roles, and will help guide on-ground research, tool development and training. A monitoring and evaluation framework, with specific targets and indicators, will be formalized in the context of the participatory design and overall project benchmarks.

2.4. Partnership and Participation

WCS shall build upon strong ongoing partnerships and establish new relationships to bring in local and non-local technical expertise critical to the ecological and socio-economic sustainability of Nyungwe. This solid network shall be characterized by strong local to international constituencies that include communities living both in and surrounding protected areas, local to national government agencies with authority over policies and management practices affecting the landscape, local conservation NGOs, and regional to global partner organizations with complementary skills and common interests. WCS has worked with each of these partners in the past, and is confident that this history will help ensure successful and efficient working relationships during the life of this project. Local partners that work at District level, for example ARECO, will offer the opportunity to pilot awareness, education and alternative livelihood approaches that may be subsequently replicated in other Districts surrounding NNP. These partnerships take a variety of forms, but all are fundamental to develop the activities proposed by this project and ensure the sustainability of conservation efforts. Given USAID’s definition of “key partner” (expected to contribute at least 20% of the work), WCS is not proposing any partners that fit this category. The Recipient is, however, proposing a partner-based approach, that delineates between several types of partners: 1) local/community; 2) Rwandan Government; 3) external experts. These are listed in the table below.

Partner	Type	Role	Sub-award
RDB	Government	Serves as the agency responsible for protected areas management. Direct responsibility for key project components. Ensure the project aligns with its mission. Coordinate transparent and equitable distribution of PES; build NNP monitoring capacity. Participation on project advisory committee and working group on PES.	No
REMA	Government	Serves as the Designated National Authority for the Kyoto Protocol and is the key agency with responsibility for any carbon program. As a national implementing agency of Protected Areas Biodiversity Project (PAB), REMA will provide support for forest carbon and PES activities. REMA will participate in working group on PES.	No

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NAFA	Government	Serves as the agency responsible for the implementation of forestry programs in the country. NAFA will provide support and guidance on development of woodlot programs and the development of farmer-level carbon projects. NAFA will participate in the working group on PES.	No
Ministries	Government	MINIRENA(Ministry of Natural Resources), MINICOM (Ministry of Commerce, Industry, Investment Promotion, Tourism and Cooperatives) , MINALOC (Ministry of Local Government, Community Development and Social Affairs) are responsible for policies that affect natural resource use and will be instrumental in policy discussions related to the development of PES markets. Their involvement will be crucial to addressing policy issues supportive of PES.	No
Districts	Government	This project promotes sustainable natural resource management and provides opportunity for capacity building of district officials. Districts coordinate all local development, environment protection, and co-management of Protected Area (PA) buffer resources. Districts will oversee/approve community based development activities and initiatives under this project and ensure local associations respect terms of contracts of projects/activities funded by Destination Nyungwe II.	No
Local Education authorities	Government	The collaboration of local education authorities will be critical for the development of curricula and associated teaching tools and activities to ensure alignment with national standards and project objectives.	No
Targeted local communities	Local communities	Responsible as key partners for establishing small enterprises, supporting Park management and the key targets of education program.	No
Kageno	International NGO	To help roll out education and outreach and training activities in Banda Sector, through formal schools activities and community events and training courses. Will also operate in two villages to introduce more fuel efficient stoves as well as biomass briquette makers as a way to support the reduction of charcoal use. Based on the experiences of Kageno, the energy program will be expanded. Kageno will coordinate with Ecotrust to explore the feasibility of woodlots for carbon. Lessons learned within this District will then be made available through the PAC to other Districts.	Yes
IISD	International NGO	IISD will provide guidance and trainers in the area of conflict management seeking to reduce tension and engender understanding between protected area managers and their neighboring communities.	Yes
Ecotrust Uganda	International NGO, Environmental Markets expertise	Undertake a feasibility study to determine which areas are most appropriate for small-holder tree plantations as part of an integrated land use strategy. Ecotrust will also build the capacity of a selected local institution to function as a carbon bank for farmers around Nyungwe. Ecotrust has already identified a group of buyers that have an interest in smallholder carbon and will assist the program reach out to those buyers. In addition, the program may find potential buyers of offsets from local businesses, especially hotels and tourism facilities.	Yes

Ecotourism contractor	TBD	Under the auspices of the USAID Destination Nyungwe project, of which this WCS initiative is a part, the ecotourism contractor will be responsible for both ecotourism development and maintenance of new and existing Park infrastructure, and for integrating public health aspects into this work. WCS and this contractor will be closely aligned in planning and implementation on aspects of the project both within and outside of the Park; the contractor will be part of the WCS Project Advisory Committee.	No
GEF PAB (Global Environmental Facility Protected Areas Biodiversity)		The project has provided ongoing support in training for RBM and the use of MIST GIS in Rwanda's National Parks. WCS intends to continue this collaboration to develop biodiversity and wildlife policies and law and provide a robust legal framework for law enforcement within protected areas. Through PAB, WCS also partners with the Center of GIS at the National University of Rwanda. This has enabled us to provide essential GIS equipment at the Park level and RDB headquarters as well as REMA, and GIS training to improve overall capacity and to enable GIS to be used as a tool in park management. The Recipient will continue to work in partnership with these organizations to ensure ongoing training and capacity building in these areas.	No
ARECO-RWANDA NZIZA	Local NGO	ARECO is a local NGO that deals environmental awareness and income generation activities. This NGO will support the implementation of awareness campaigns, school visits to the park from villages in the Karongi district and training for income generation activities. Lessons learned within this District will then be made available through the PAC to other Districts.	Yes
REDO (Rural Environment and Development Organization)	Local NGO	This NGO will facilitate reaching marginalized people and initiate small income generation projects, including training for out-of-school youth and other vulnerable groups. REDO will also be involved in the distribution of fuel efficient stoves in villages around NNP. Lessons learned within this District will then be made available through the PAC to other Districts.	Yes

3. Monitoring and Evaluation Plan

The cornerstone to achieving results and benchmarks set forth in our proposal is designing and implementing an effective monitoring and evaluation (M&E) system and using it to manage performance and inform decision-making. At the same time, the Recipient must be able to diagnose why some actions succeed while others do not, and apply an adaptive management approach that ensures the sustained success of natural resource conservation efforts in NNP.

As a founding member of the Conservation Measures Partnership WCS has been both instrumental in development of and a strong advocate for the adoption of the Open Standards for the Practice of Conservation – a simple set of easy to follow principles that guide the adaptive management of conservation projects. The Recipient uses the principles of the Open Standards to guide the design, implementation, review and adaption of its landscape projects, and is increasingly using MIRADI software as a tool to organize, manage, document and share the information it uses to make management decisions – information that allows the recipient to adapt its actions as threats are abated and as the context for conservation changes over time. WCS shall apply the Open Standards approach to this project, using the Miradi software tool to ensure efficiency and support adaptive management. (Please go to www.ConservationMeasures.org to download the full version of the standards).

Approach

Upon project mobilization and working closely with USAID, RDB planning team, WCS field staff and our local partners, WCS shall tailor MIRADI to the specific needs of this project. Incorporating USAID's broader framework for Strategic Objectives 7 (Expanded Economic Opportunities in Rural Areas), the Recipient shall link USAID SO-level objectives with USAID biodiversity indicators for project performance and longer-term biodiversity monitoring, along with performance indicators.

In addition to MIRADI, the Recipient shall use a simple method of biodiversity threats monitoring (*Ranger based Monitoring*) to evaluate ecological integrity and communicate results in a manner that is useful for park managers. The Recipient shall select indicators based on their relevance to address threats such as forest fires, and illegal poaching of keystone species. Data collection protocols shall be established based on the indicators selected. Refining indicators, preparing/updating baseline information, and setting realistic benchmarks shall be an integral part of the assessment work to be carried out during work plan preparation and project startup. Capacity-building to implement the monitoring protocols shall target both WCS and RDB staff, including the RDB Conservation and Tourism Unit Manager who is responsible for planning, research and monitoring. An M&E workshop with USAID/Rwanda, RDB staff and other NGO partners like the GEF/PAB project shall be held to jointly validate presented baseline data and indicator targets (see M&E indicative plan below). This workshop shall offer the second opportunity (in addition to the PAC forum) to address use of M&E data to guide enforcement activities. The WCS Conservation Support team (formerly Living Landscapes Program) shall provide guidance and technical support to the WCS Nyungwe team on strategic planning, affordable ecological and socio-economic monitoring, landscape and quantitative ecology, training and mentoring, and synthesis and sharing of lessons learned.

WCS has over the years developed a strong GIS program at NNP, and uses it as a tool to manage data and provide timely updates for park management decision making. GIS-based data and information shall be used to refine baseline information. During project implementation, the Recipient shall add information gathered by the MIRADI system to WCS's GIS data sets and share it with RDB and USAID Rwanda in the required M&E reporting schedule. The Recipient's GIS capability shall provide all stakeholders with a visual tracking tool to monitor and evaluate project activities and impacts. In addition, the Recipient shall produce maps and other GIS tools required for effective park management.

Reporting

In addition to the annual work plans submitted for USAID approval, the Recipient shall compile and submit on a scheduled basis a separate M&E plan. At the same time, quarterly and annual program reports shall include an M&E report section.

Developing M&E Capacity

To facilitate effective program monitoring and develop M&E capacity within RDB, WCS shall hire a Project Monitoring and Evaluation Manager who will work with the field teams as well as the RDB planning officer to implement the M&E plan. Together with the field project coordinator and the Project Director, they will be trained in the newly introduced MIRADI system to ensure that their monitoring and reporting skills are strong. In addition, the Recipient shall use on-the-job training as appropriate during field and technical assistance visits to enhance learning and practices. WCS shall work with RDB to identify an RDB counterpart to the Project Monitoring and Evaluation Manager, to help institutionalize the M&E process.

Long-term Impact Monitoring

The M&E plan for the WCS NNP Project is designed specifically to ensure its long-term sustainability. Establishing clear baselines and protocols, providing efficient tools such as Miradi and ensuring that a

support and training system is provided to RDB personnel, a robust M&E system can become quickly integrated and institutionalized into the day to day operations of RDB and relevant partners.

A baseline socio-economic study of 720 households from 43 villages surrounding Nyungwe is underway. The study is designed to provide baseline information on household composition, occupation of head of household, wealth, income, consumption, market access, access to social services, gender roles, land and resource tenure, and knowledge about and attitudes towards the national park. These results will help to gauge, for example, the extent to which communities are dependent on bushmeat, and the need, or not, to develop alternative protein sources. It will also make it possible for a monitoring system protocols to collect regular information on issues pertaining community livelihood as well as conservation related activities in villages surrounding the park to be established. Once this knowledge is available, WCS shall seek additional matching funds through the GEF PAB project as one option to fund the appropriate intervention.

Illustrative Indicators and Monitoring (Under SO 7 - Expanded Economic Opportunities in Rural Areas)

The following table is illustrative of our approach to progress monitoring and reporting. It is derived from a project conceptual model that helps ensure that our theory of change is achievable and our activities strategic. A key element of the framework is measurable and time bound targets against which the Recipient can evaluate and report its progress. The targets and indicators presented in this table are illustrative; targets, indicators and baselines related to the education outputs have been revised as examples in response to USAID's question. They will be revised and refined in response to the survey described above. This will be done in cooperation with the PAC, including RDB and as annual workplans are developed, and with the substantive involvement of USAID Rwanda staff. The Recipient has cross referenced the outputs to the "Anticipated Results" outlined in the project RFA (Page 18). These are as follows and numbered:

1. Threats to biodiversity will be demonstrably mitigated over the life of the project.
2. Increased number of hectares in areas of biological significance showing improved biophysical conditions as a result of the project,
3. Increased number of relevant policies, laws, agreements or regulations promoting sustainable natural resource management and conservation are implemented as a result of the project intervention;
4. Increased number of conservation awareness activities and district development plans supported
5. Increased number of people receiving training in natural resources management and/or biodiversity conservation (men and women);
6. Increased number of carbon markets explored and operated.
7. Increased number of out-of school youth and other vulnerable categories, primary and secondary school students reached by the biodiversity conservation education program

NOTE. There are no illustrative measures applied to complementary activities referred to in proposal that will be carried out with other funding (particularly on bee keeping and micro hydro projects as these will be operated with PAB funding though will be developed alongside the efforts described in this proposal).

Project outputs (Section 2.2.2 above)	Ref to USAID antic. result	Target (USG Fiscal Years)	Indicator	Baseline
Threats Monitoring Capacity Output 1: Biological surveying capacity	1	By 2011 RDB using MIST to deploy threats surveillance and abatement activities in NNP	% RDB patrols guided by analysis of MIST data	Zero in 2009
	1	By 2011 guidelines to minimize tourism impacts developed	Tourism guidelines developed available	No guidelines
	1	By 2014 rangers have received biological monitoring training	Training system in place % of rangers trained	% of rangers trained at the start of the project No training system
Threats Monitoring Capacity Output 2: Capacity in law enforcement and threat monitoring and assessment	1,2	Area of degraded lands within NNP declines over the life of the project	# hectares in NNP showing improved condition	# hectares of degraded land in NNP in 2010
	1,5	By 2011, Ranger Based Monitoring (RBM) system in place	RBM training sessions & monitoring workshops	No RBM system currently in place
Threats Monitoring Capacity Output 3: Capacity in climate monitoring and modeling, baseline assessment completed.	4,5	By 2011 guidelines for NNP to deal with a range of climate change scenarios	Outputs of participatory workshop circulated and management options known	No such planning exists
NNP Management Output 1: Capacity to address conflicts in place	4	By 2013 senior RDB parks staff have received training in conflict resolution and threat mitigation	% of RDB parks staff using conflict resolution and threat mitigation skills	No training available to RDB staff
NNP Management Output 2: Communities participate in conflict mitigation processes.	4	By 2013 District leaders and community liaison agents have received training in conflict resolution and threat mitigation	% of District leaders and community liaison agents using conflict resolution and threat mitigation skills	No conflict training available to communities border NNP

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NNP Management Output 3: Capacity to manage fire, and monitor mining and resource use impacts	1,2	By 2013 anthropogenic fires and illegal mining and hunting within the NNP will be reduced to near zero	# illegal activities detected per ranger-week monitoring effort	Current knowledge from threat assessments
NNP Management Output 4: Tourism impact monitoring program supports adaptive management the tourism program.	1,3	By 2011 guidelines to minimize tourism impacts on the ecology and wildlife of NNP have been developed	Tourism guidelines developed by RDB	No clear current guidelines
	1,5	By 2013 RDB park staff will have received training in how to prevent deleterious impacts of tourism at NNP.	# of RDB staff trained to manage tourism impacts, and low wildlife impact primate habituation and guiding	2010 levels of RDB staff training to minimize tourist impacts
	1,5	By 2013 as selected subset of RDB parks staff will have received training in wildlife impact assessment of tourism development	# of RDB staff trained to prevent deleterious impacts of tourism developments	2010 levels of training of RDB staff in basic EIA
PES Policy Output 1: Assisting Rwandan government, with RDB and other agencies, in designing regulatory framework for PES and biodiversity conservation.	3	By 2013 policies, regulations promoting sustainable natural resources management through PES drafted	Number of relevant policies, regulations drafted	Initial baseline established 2010
PES Policy Output 2: Assisting RDB in developing a comprehensive revenue sharing policy.	3	Relevant PES and tourism policies and regulations include revenue sharing to benefit communities	Agreements in place	Initial baseline established in 2010
PES Schemes Output 1: Payment mechanisms for ecosystem services established, with an emphasis on watershed services and carbon.	6	By 2014 NNP doubles its national revenue from ecosystem services over 2010 levels	Annual value of treasury revenues from NNP PES	Initial baseline established in 2010
	6	By 2013 3 carbon PES projects assessed and, if viable and funding allows, at least 1 will be piloted by 2014	Number of carbon PES projects assessed and implemented	Zero in 2009
	6	By 2013 non-carbon PES projects assessed and, if viable and funding allows, 1 piloted by 2014	Number of non-carbon PES projects assessed and implemented	Zero in 2009

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PES Schemes Output 2: Capacity of Rwandans at local and national levels to design and implement PES markets strengthened.	5	By 2014 20% of income of households surveyed is generated by PES mechanisms	% of household income generated from NNP PES	Survey of 200 households in 2010
Sustainable Alternatives Output 1: Improved energy efficiency around NNP from introduction of fuel efficient stoves and alternative fuel sources.	4	By 2014 50% of households surveyed have access to non-NNP sources of fuel sources	% of 200 surveyed households with access to non-NNP fuel sources	Survey of 200 households in 2010
Sustainable Alternatives Output 2: Incentives to reduce illegal bamboo harvest	4	By 2013 no households surveyed obtain bamboo from within NNP	% of households surveyed obtaining bamboo from NNP	Survey of 200 households in 2010
Education Output 1: Students adopt supportive attitude to park based on understanding of its values, reduce unsustainable behaviors as they grow into adults, and act as advocates for the park.	7	By 2013 the % of school aged children surveyed who value NNP will be at least 80% and not less than 50% increase over current baselines (up to a maximum of 100%).	% of 200 students that value NNP	Survey of 200 students in 2010
Education Output 2: Out-of school youth and other vulnerable groups improve literacy and numeracy skills, adopt a supportive attitude to the park and change their behavior based on understanding of the multiple values of NNP.	7	By 2014 average literacy and numeracy grade level of out-of-school youth increases by at least one grade level above the baseline level	Average literacy and numeracy grade level in 200 out-of-school youth	Survey of 200 out-of-school youth and other vulnerable groups in 2010
	7	By 2013 the % of out-of-school youth and other vulnerable groups surveyed who value NNP will have increased by 50%	% of 200 out-of school youth and other vulnerable groups that value NNP.	
	7	By 2014 the % of target groups not involved in unsustainable behaviors will have increased by 30%	% of 200 out-of-school youth and other vulnerable groups that are not involved in unsustainable behaviors	

ATTACHMENT C - STANDARD PROVISIONS

STANDARD PROVISIONS FOR U.S., NONGOVERNMENTAL ORGANIZATIONS

The Standard Provisions of the Leader Award apply to this Associate Award unless otherwise stated herein. (See “Standard Provisions for U.S. Nongovernmental Recipients” listed under Mandatory References in ADS 303.)

Note:

This Standard Provision on “Reporting of Foreign Taxes” is included in full text just to provide e-mail addresses under item (d) where to submit the report.

REPORTING OF FOREIGN TAXES - MAR 2006

APPLICABILITY: This provision is applicable to all USAID agreements that obligate or subobligate FY 2003 or later funds except for agreements funded with Operating Expense, Pub. L. 480 funds, or trust funds, or agreements where there will be no commodity transactions in a foreign country over the amount of \$500.

a. The recipient must annually submit a report by April 16 of the next year.

b. Contents of Report. The report must contain:

(i) Contractor/recipient name.

(ii) Contact name with phone, fax and email.

(iii) Agreement number(s).

(iv) Amount of foreign taxes assessed by a foreign government [each foreign government must be listed separately] on commodity purchase transactions valued at \$500 or more financed with U.S. foreign assistance funds under this agreement during the prior U.S. fiscal year.

(v) Only foreign taxes assessed by the foreign government in the country receiving U.S. assistance is to be reported. Foreign taxes by a third party foreign government are not to be reported. For example, if an assistance program for Lesotho involves the purchase of commodities in South Africa using foreign assistance funds, any taxes imposed by South Africa would not be reported in the report for Lesotho (or South Africa).

(vi) Any reimbursements received by the Recipient during the period in (iv) regardless of when the foreign tax was assessed and any reimbursements on the taxes reported in (iv) received through March 31.

(vii) Report is required even if the recipient did not pay any taxes during the report period.

(viii) Cumulative reports may be provided if the recipient is implementing more than one program in a foreign country.

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c. Definitions. For purposes of this clause:

(i) “Agreement” includes USAID direct and country contracts, grants, cooperative agreements and interagency agreements.

(ii) “Commodity” means any material, article, supply, goods, or equipment.

(iii) “Foreign government” includes any foreign governmental entity.

(iv) “Foreign taxes” means value-added taxes and custom duties assessed by a foreign government on a commodity. It does not include foreign sales taxes.

d. Where. Submit the reports to: the Chief Accountant, USAID/Rwanda, E-mail: jnyirukundo@usaid.gov with a copy to the Senior Acquisition & Assistance Specialist, USAID/Rwanda, e-mail: askebede@usaid.gov.

e. Subagreements. The recipient must include this reporting requirement in all applicable subcontracts, subgrants and other subagreements.

f. For further information see <http://www.state.gov/m/rm/c10443.htm>.

ATTACHMENT D - MARKING PLAN AND BRANDING STRATEGY

Wildlife Conservation Society (WCS) MARKING PLAN AND BRANDING STRATEGY Revised 14 January, 2010

USAID/WCS Sustaining Biodiversity Conservation in and around the Nyungwe National Park Associate Cooperative Agreement No. AID-696-LA-10-00001 under Leader Cooperative Agreement No. EEM-A-00-09-00007-00

WCS will ensure that the Sustaining Biodiversity Conservation in and around Nyungwe National Park (NNP) program and sub-grantees under this cooperative agreement follow the branding strategy and marking plan outlined below. The branding strategy and marking plan addresses the overall Sustaining Biodiversity Conservation program. WCS will work with USAID and the successful bidder to the Request for Proposal (RFP) No. USAID-RWANDA-RFP-696-09-007 Strengthening sustainable ecotourism in and around the Nyungwe National Park in Rwanda to ensure that the branding and marking of both projects are consistent and complementary.

(1) Positioning

Name of Program: “USAID/WCS Sustaining Biodiversity Conservation in and Around NNP”



(2) Program Communications and Publicity

Primary Audience: Local communities living in and around NNP that are identified for alternative livelihood (including ecotourism) activities, Rwanda Development Board (RDB) staff, with particular emphasis on those responsible for management of NNP, regional/national government as relates to policy objectives.

Secondary Audience: Local NGOs and regional/national policy makers more generally.

Main Program Message:

“Assistance from the American people is supporting local communities, their organizations and the GOR to strengthen rural economic growth and conserve biodiversity, objectives that can be achieved in tandem, in and around Nyungwe National Park”.

Press and Promotional Activities: In all USAID-funded and related activities, WCS will refer to the program as “USAID/WCS Sustaining Biodiversity Conservation in and Around NNP”.

A) **TEXTUALLY:** WCS and program partners will include the program name ‘USAID/WCS Sustaining Biodiversity Conservation in and Around NNP’ in fact sheets and press releases relating to the program. Please note that any press release will be approved in advance by the USAID/Rwanda AOTR and Communications Officer, and, where appropriate, cleared by the US Embassy in Rwanda. Business cards

of project personnel and any communications that are strictly administrative will not display the USAID identity.

B) **VERBALLY:** The USAID/WCS partnership, USAID's role in the project and USAID described as assistance from the American people will be cited in speeches, public presentations, and community meetings when referencing program activities (such as over the radio or during training workshops and community meetings relating to the program).

C) **VISUALLY:** The USAID identity will be of equal size and prominence as the other logos, as they are displayed on program site and office signs, banners for events, Power Point presentations, posters, brochures, fact sheets, promotional materials and on the WCS web site. When other GoR institutions make significant contributions to the program, WCS will consider including their logos on specific materials related to their contribution – consistent with this Branding Strategy and USAID guidelines for use of the USAID identify. Please see the following examples indicating positioning/order if GoR logos, WCS logo, and USAID identity:

USAID/WCS Sustaining Biodiversity Conservation in and Around NNP



D) **IN MEDIA:** Press will be engaged at all possible opportunities in accordance with USAID/Rwanda Media Relations Guidelines. The official program name will be cited in all media events, local radios and where press attends.

E) **FOR PUBLIC EVENTS:** WCS will coordinate with the AOTR and the USAID Development Outreach and Communications Officer all public events and will request USAID's clearance on the proposed sign/billboard/banner/poster designs prior to their production. A USG representative will be invited to all training, conference, and other public events.

F) **Photos and Stories:** Success stories and high quality, captioned digital photos will be provided at each reporting event. Noteworthy or especially interesting stories and photos will be sent to the USAID/Rwanda AOTR.

(3) Acknowledgements

This program builds on a long-term commitment of WCS to NNP, our established and productive working relationship with RDB and local organizations, and the project Profitable Ecotourism through Improved Biodiversity (USAID contract #696-C00-06-00170-00) to which WCS is currently a sub-contractor. The program will also be integrally linked to the upcoming Strengthening sustainable ecotourism in and around the Nyungwe National Park in Rwanda, and therefore appropriate and adequate recognition of USAID, RDB, other partners and the successful contractor will require careful and thorough coordination.

WCS in consultation with the AOTR will decide the appropriate recognition of all partners and their constituent entities and co-brand jointly-produced materials and activities, which in some materials or occasions include these other partners' logos appearing before that of the USAID/WCS Sustaining Biodiversity Conservation in and Around NNP.

WCS will provide the Agreement Officer's Technical Representative (AOTR) or other USAID personnel designated in the cooperative agreement with two copies of all program and communications materials

produced under the award. In addition, WCS will submit one electronic or one hard copy of all final documents to USAID’s Development Experience Clearinghouse.

Marking Plan

Description of communications, commodities, and program materials	Type of Marking	Where the Marking will Appear	Exceptions to Marking
Office Equipment	USAID identity; WCS Inventory number	USAID logo on a visible surface; WCS inventory on back side	Equipment used solely for project administration
Field Equipment	WCS Identity, USAID Identity and inventory number	Backside – for inventory purposes	None
Reports or other deliverables submitted to USAID	USAID identity, WCS logo	Top of first page*	None
Program site and office signs, banners, PP presentations, posters, brochures, fact sheets, promotional materials	USAID Assistance from the American people and WCS logo	Prominently displayed, front page	None
WCS web site	USAID Assistance from the American people	Project description page	None

* Marking will appear in accordance to the Graphic Standards Manual

(http://www.usaid.gov/branding/USAID_Graphic_Standards_Manual.pdf)

Draft Reports: Draft reports for USAID will include the disclaimer in accordance with AAPD-05-11:

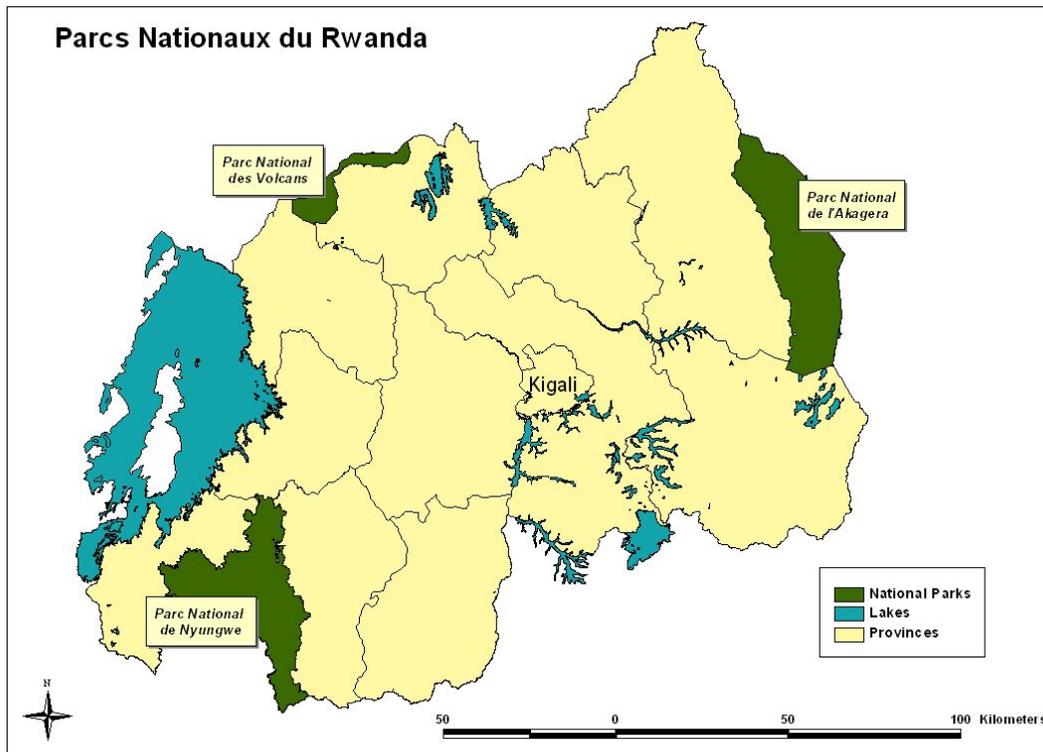
“This study/report/audio/visual/other information/media project (specify) is made possible by the generous support of the American people through the United States agency for International Development (USAID). The contents are the responsibility of the Wildlife Conservation Society, and do not necessarily reflect the views of USAID or the United States Government”.

When final reports and other deliverables submitted to USAID are approved by the AOTR the disclaimer shall be deleted or be retained if the AOTR has determined that it is in the best interest of the US Government to keep it in the final document. The disclaimer language shall not be positioned together with the USAID identity.

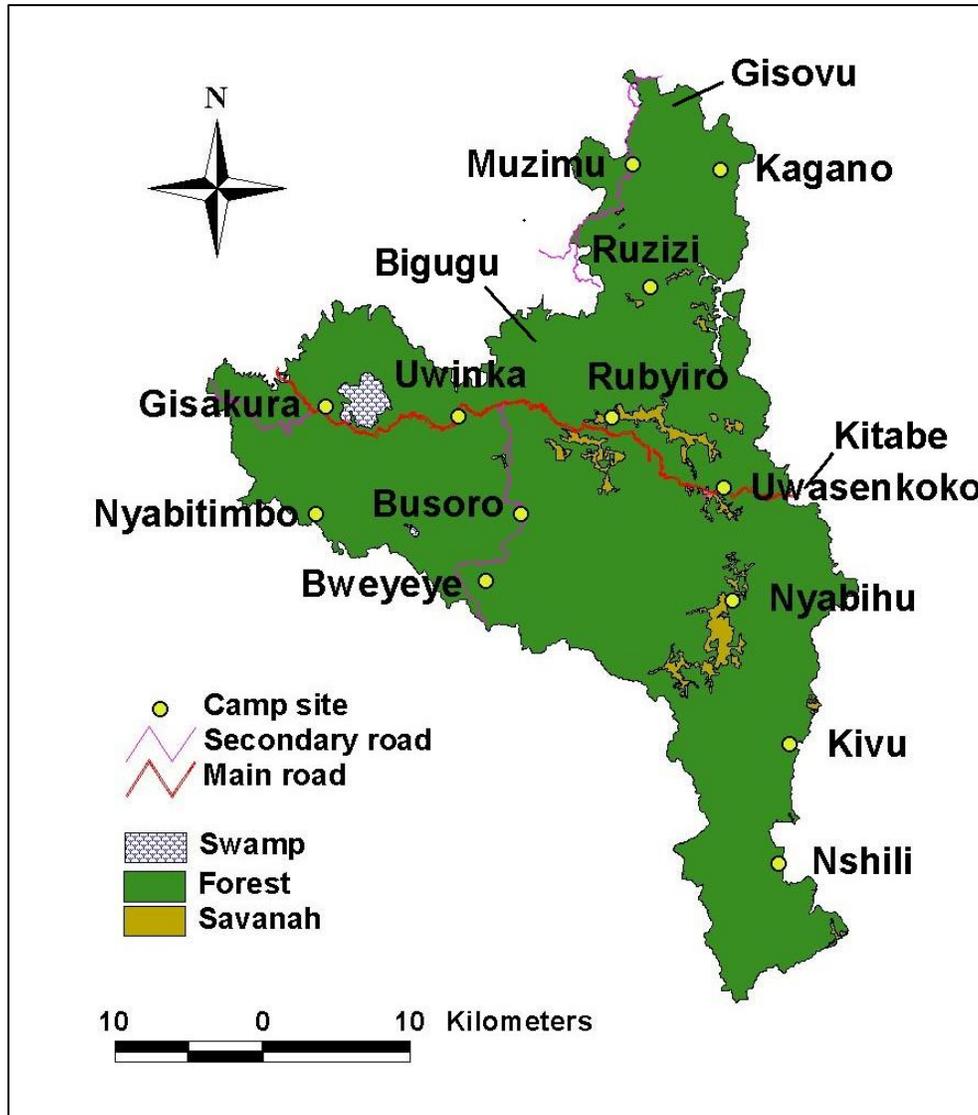
ANNEXES

Annex 1. Maps of the Activity Area

a. National Parks of Rwanda.



b. Nyungwe National Park



Annex 2. Indicative Timeline

WCS presents this indicative timeline to illustrate our intentions for mapping out activities and schedules in cooperation with our partners, with special focus on RDB. At project inception, the Project Director and senior project staff will meet with RDB to review intended activities, partners, management structure and initial timeline. At that time, the Recipient will agree to a schedule for the quarterly Project Advisory Committee meetings. WCS will then immediately follow up with all local and international partners to schedule the first Committee meeting.

The timing of training, policy recommendations, establishment of PES schemes and other project activities will be more precisely scheduled during the initial implementation planning, and as part of the project monitoring and adaptive management cycle that commences with the first project year. These schedules will be ultimately agreed by WCS, RDB and USAID.

The following table summarizes the main activities that will be undertaken in the first year:

Activity	1 st project month	1 st project quarter	1 st project year	2 nd project year	3 rd project year	4 th project year	5 th project year
Quarterly Advisory Committee mtgs		X	X	X	X	X	X
RDB inception planning	X						
Training curriculum			X				
Training implemented: monitoring & mgmt				X	X	X	X
Climate workshop prep		X					
Climate workshop			X				
Tourism monitoring design			X				
Tourism monitoring				X	X	X	X
PES working group established		X					
PES working group policy proposal					X		
PES schemes: water opportunities report				X			
Ecotrust feasibility study: small-holder tree planting			X				
PES training workshops			X	X	X		
Options for fuel efficient stoves			X				
Distribution of stoves				X	X		
Brickette technology				X			
Bamboo assessments			X	X			
Bamboo markets & contracts					X	X	X
Formal education: curriculum development			X				
Social marketing strategy			X				
Social training				X	X		

Annex 3. Affirmation of certificates

Affirmation of Certifications

The undersigned affirms that the following certifications provided in connection with the Leader grant (enter Grant or Cooperative Agreement number) remain valid, or any updated information or new certifications are signed and attached:

"Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs";

"Certification Regarding Lobbying."

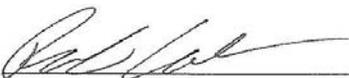
"Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206)"

"Certification Regarding Terrorist Financing Implementing Executive Order 13224"

"Key Individual Certification Narcotics Offenses and Drug Trafficking" (as applicable)

"Participant Certification Narcotics Offenses and Drug Trafficking" (as applicable)

"Certification of Compliance with the Standard Provisions entitled 'Condoms' and 'Prohibition on the Promotion or Advocacy of the Legalization or Practice of Prostitution or Sex Trafficking'" (as applicable).

By:  Title: _____ VICE PRESIDENT AND COMPTROLLER

Typed Name: ROBERT CALAMO
VICE PRESIDENT AND COMPTROLLER Date: 07/29/09

Annex 4. List of Acronyms

DRC	Democratic Republic of Congo
EIA	Environmental Impact Assessment
GEF PAB	GEF Protected Areas Project
GIS	Geographic Information System
IISD	International Institute for Sustainable Development
INECN	Institut National pour l'Environnement et la Conservation de la Nature (Burundi)
M&E	Monitoring and Evaluation
MCC	Millennium Challenge Corporation
MINALOC	Ministry of Local Government, Good Governance, Rural Development and Social Affairs
MINICOM	Ministry of Commerce, Industry, Investment Promotion, Tourism and Cooperatives
MINIFRA	Ministry of Infrastructure
MINIRENA	Ministry of Natural Resources
MINITERE	Ministry of Lands, Environment, Forestry, Water and Mines
MIST	Management Information System
NAFA	National Forest Authority
NNP	Nyungwe National Park
PA	Protected Area
PAC	Project Advisory Committee
PAC	Project Advisory Committee
	Park Project
PDD	Project Design Document
PES	Payment for Ecosystem Services
RBM	Ranger Based Monitoring
RDB	Rwanda Development Board
REDD	Reducing Emissions from Deforestation and Forest Degradation
REDO	Rural Environment and Development Organization
REMA	Rwanda Environment Management Authority
RMS	Residue Monitoring Scheme
RSM	Residue Monitoring Scheme
USAID GCP	USAID Global Conservation Program