



## Nations Development Programme

### Project Document for projects financed by the various GEF Trust Funds

<b>Project title:</b> Kabobo-Luama Protected Area Landscape Management		
<b>Country:</b> Democratic Republic of Congo	<b>Implementing Partner (GEF Executing Entity):</b> Institut Congolais pour la Conservation de la Nature (ICCN)	<b>Execution Modality:</b> NIM
<b>Contributing Outcome (UNDAF/CPD, RPD, GPD):</b> Development objective: Protect the environment and fight against climate change (Pilier 4 du DSCR 2) Outcome 5: The Congolese State improves the management of its natural mineral, energy, biodiversity and land resources and associated benefits, disaster management mechanisms and engages in the green economy (UNDAF 2013-2017)		
<b>UNDP Social and Environmental Screening Cat:</b> High	<b>UNDP Gender Marker:</b> GEN 2	
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<b>Expected date of Mid-Term Review:</b> 10 January 2024	<b>Expected date of Terminal evaluation:</b> 10 March 2026	
<b>Brief project description:</b> The Kabobo-Luama Landscape (667,305 ha) is located on the western shore of Lake Tanganyika in the Democratic Republic of Congo (DRC). The area has a high significance for biodiversity under which endemic species, as well as for communities including indigenous people (Batwa). Socio-economic infrastructure has been largely destroyed by war or is no longer functional after years of neglect. Threats to the landscape are unregulated hunting, fishing, artisanal mining, forest exploitation, deforestation for agriculture, and pastoralism. The Kabobo-Luama landscape management project aims at mainstreaming biodiversity considerations across sectors at landscape level and to address drivers to protect habitats and species by taking a human-rights based approach. The project will intervene through institutional capacity building, co-management of protected areas and livelihood development. The intervention approach seeks to reverse the degradation which is threatening the landscape and to preserve the ecosystem services, while supporting environmentally sustainable local development. A shift to non-consumptive and sustainable resource use is adopted to face the increasing human pressure on the landscape. The project will be implemented by a partnership between the Congolese Institute for the Conservation of Nature (ICCN), which is the DRC government agency for the management of protected areas, and Wildlife Conservation Society, a conservation NGO working in the landscape over more than ten years.		

<b>FINANCING PLAN</b>		
GEF Trust Fund		USD 3,730,734
Confirmed cash co-financing to be administered by UNDP		USD 300,000
<b>(1) Total Budget administered by UNDP</b>		<b>USD 4,030,734</b>
<b>FURTHER CONFIRMED CO-FINANCING</b>		
Ministry of Environment and Sustainable Development / <i>Ministère de l'environnement et du développement durable</i>		USD 6,000,000
Ministry of Environment Tanganyika Province / <i>Ministère provincial de l'agriculture, pêche, élevage, environnement et développement durable</i>		USD 1,000,000
Wildlife Conservation Society		USD 400,000
<b>(2) Total confirmed co-financing</b>		<b>USD 7,400,000</b>
<b>(3) Grand-Total Project Financing: (1) + (2)</b>		<b>USD 11,430,734</b>
<b>SIGNATURES<sup>1</sup></b>		
<b>NOTE: IF THE PROJECT DOCUMENT IS IN FRENCH OR SPANISH, THE FINAL PROJECT DOCUMENT MUST BE CLEARED BY THE RTA BEFORE SIGNATURE</b>		
<b>Agreed by Government Development Coordination Authority</b>	<b>Signature:</b>  print name	<b>Date/Month/Year:</b>
<b>Agreed by Implementing Partner</b>	<b>Signature:</b>  print name	<b>Date/Month/Year:</b>
<b>Agreed by UNDP</b>	<b>Signature:</b>  Dominic Sam, Resident Representative, UNDP DRC	<b>Date/Month/Year:</b>
<b>Key GEF Project Cycle Milestones:</b>		
<b>Project document signature:</b> within 25 days of GEF CEO endorsement		
<b>First disbursement date:</b> within 40 days of GEF CEO endorsement		
<b>Inception workshop date:</b> within 60 days of GEF CEO endorsement		
<b>Operational closure:</b> within 3 months of posting of TE to UNDP ERC		
<b>Financial closure:</b> within 6 months of operational closure		

<sup>1</sup> All signatures to be provided within 25 days of GEF CEO endorsement

## Table of Contents

I.	Development Challenge.....	7
II.	Strategy.....	14
III.	Results and Partnerships.....	18
IV.	Project Results Framework.....	37
V.	Monitoring and Evaluation (M&E) Plan.....	40
VI.	Governance and Management Arrangements.....	43
VII.	Financial Planning and Management.....	47
VIII.	Total Budget and Work Plan.....	50
IX.	Legal Context.....	56
X.	Risk Management.....	56
XI.	Annexes.....	59
	Annex 1a. Geospatial coordinates of project sites.....	59
	Annex 1b. Map of project sites: the Kabobo-Luama Landscape.....	59
	Annex 2. Multi Year Work Plan.....	61
	Annex 3. Monitoring Plan.....	64
	Annex 4. UNDP Social and Environmental Screening Procedure (SESP).....	71
	Annex 5. UNDP Risk Register.....	90
	Annex 6. Overview of Project Staff, Technical Consultancies and IP and RP staff contributing to the project.....	98
	Annex 7. Stakeholder Engagement Plan.....	107
	Annex 8. Environmental Social Management Framework (ESMF).....	134
	Annex 9. Gender Analysis and Gender Action Plan.....	135
	Annex 10. Procurement Plan - first year of implementation.....	159
	Annex 11. Knowledge Management Plan.....	159
	Annex 12. Baseline METT for the Kabobo, Luama and Ngandja Reserves.....	162
	Annex 13. Draft UNDP/Government Letter of Agreement on UNDP Support Services.....	163
	Annex 14. Draft Responsible Party Agreement between UNDP and WCS.....	165
	Annex 15. GEF Core Indicators at Baseline.....	175
	Annex 16. UNDP Capacity Development Scorecard.....	177
	Annex 17. Co-financing letters.....	180
	Annex 18. GEF OFP Request Letter for NIM Country Support Services.....	187
	Annex 19. TBWP in GEF Budget Template.....	159

## Acronyms

ADIPET	Association pour le Développement Intégré des Paysans et des Enfants dans le Tanganyika
ADPE	Association de Développement pour la Protection de l'Environnement
AIGA	Alternative Income Generating Activities
ATL	Autorité du Lac Tanganyika
BNS	Basic Necessities Survey
CAFI	Central African Forest Initiative
CAMI	Cadastre Minier
CAR	Central African Republic
CCC	Comité de Conservation Communautaire
CEO-ER	CEO Endorsement Request
CFLEDD	Coalition des Femmes Leaders pour l'Environnement et le Développement Durable
CGCC	Comité de gouvernance pour la conservation communautaire
CLC	Comité Local de Conservation
CLG	Comité Local de Gouvernance
CLIP	Consentement Libre, Informé et Préalable (FPIC)
CO	UNDP Country Office
CPE	Coordination Provinciales de l'Environnement
CREMA	Community Resource Management Area
CSO	Civil Society Organisation
CVEC	Caisse Villageoise d'Épargne et de Crédit
DGDA	Direction Générale des Douanes et Accises
DGPA	Dynamique des Groupes des Peuples Autochtones
DRC	Democratic Republic of Congo
ER	Endorsement Request
ER-PIN	Emission Reduction - Project Idea Notes
ESIA	Environmental & Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
EU	European Union
FAO	Food and Agricultural Organization
FARDC	Forces Armées de la République Démocratique du Congo
FONAREDD	Fonds National REDD
FPIC	Free Prior Informed Consent
GED	Gender and Environment for Development)
GEF	Global Environment Facility
GIS	Geographic Information System
GWP	Global Wildlife Program
ha	hectare
HACT	Harmonized Approach to Cash Transfers
ICCN	Congolese Institute for the Conservation of Nature
ICWC	International Consortium on Combating Wildlife Crime
IOM	International Organization for Migration
IP	Implementing Partner

IPAPEL	Inspection Provinciale de l’Agriculture, Pêche et Élevage
IPP	Indigenous Peoples Plan
KFW	Kreditanstalt für Wiederaufbau
LAP	Livelihood Action Plan
LPAC	Local Project Appraisal Committee
M&E	Monitoring and Evaluation
MAPEEDD	Ministère de l’Agriculture, pêche, élevage, environnement et développement durable (Tanganyika)
MEDD	Ministère de l’Environnement et du développement durable (National)
MINAGRIPEL	Ministère de l’Agriculture, de la pêche et de l’élevage (National)
MMP	Migration Management Plan
MPBIPME	Ministre du plan, budget, industrie, petites et moyennes entreprises (provincial)
MTR	Mid-Term Review
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non-Governmental Organisation
NIM	National Implementation Modality
NP	National Park
NR	Nature Reserve
OMI	International Organization for Migration
OMP	Officier du Ministère Public
OPJ	Officier de police judiciaire
PCAT	Partner Capacity Assessment Tool
PES	Payment for Ecosystem Services
PICAGEL	Projet Intégré de Croissance agricole dans la région des grands lacs
PIF	Project Identification Framework
PIR	Project Implementation Report
PIREDD	Projet Intégré REDD
PMU	Project Management Unit
PPG	Project Preparation Grant
PPG IP	PPG Initiation Plan
ProDoc	Project Document
PRSP	Poverty Reduction Strategy Programme
RAP	Resettlement Action Plan
RDC	République Démocratique du Congo
REDD	Reducing Emissions from Deforestation and Degradation
REFETANG	Réseau des Femmes de Tanganyika
REPALEAC	Réseau des Populations Autochtones et Communautés Locales pour la gestion durable des Ecosystèmes forestiers d’Afrique Centrale
REPALEF	Réseau des Populations Autochtones et Locales pour la gestion durable des Écosystèmes Forestiers de la RDC
RP	Responsible Partner
RTA	Regional Technical Advisor
SBAA	Standard Basic Assistance Agreement
SEA	Sexual Exploitation and sexual Abuse
SES	Social and Environmental Safeguards
SESP	Social and Environmental Risk Screening Procedure

SH	Sexual Harassment
SMART	Spatial Monitoring and Reporting Tool
SPAT	Schéma Provincial d'Aménagement du Territoire
STAP	Scientific and Technical Advisory Panel
TBWP	Total Budget and Work Plan
TE	Terminal Evaluation
TL	Team Leader
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
USAID	United States Agency for International Development
USD	US Dollar
WCS	Wildlife Conservation Society
WG	Working Group
WR	Wildlife Reserve
WWF	World Wildlife Fund

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## I. DEVELOPMENT CHALLENGE

1. The Kabobo-Luama Landscape (667,305 ha) is mainly located in the Tanganyika Province, but the northern part extends into South Kivu Province, eastern Democratic Republic of Congo (DRC). Tanganyika (134,941 km<sup>2</sup>) and South Kivu (65,070 km<sup>2</sup>) have populations of respectively 3.0 million and 5.8 million (2015) composed of Batwa, Bantu and other ethnic groups. The livelihood of most communities along Lake Tanganyika in the east depend on fisheries, while agriculture is the main economic activity inland. Furthermore, hunting, wood and NTFP collection as well as artisanal mining are important activities. Social and production infrastructure has been largely destroyed by war or is no longer functional after years of neglect. The public health and education systems are highly deficient across the region (even though advanced Ebola monitoring is done at access points (airport, port) by NGOs and UN/WHO organizations). In rural areas, few families have access to safe drinking water.
2. Since the development of the concept note, social stability and security has improved, which will facilitate project implementation in the area. However, illegal resource use and depletion of biodiversity continues, due to the wide circulation of arms, the influx of migrants looking for livelihood opportunities or short-term benefits, and the lack of adequate protection capacity.

### Biodiversity & Ecosystem Services

3. The landscape is situated within the Albertine Rift region (see map in Annex 1b), which is part of the Eastern Afromontane Biodiversity Hotspot. This is one of Africa's most biodiverse eco-regions, containing more endemic and threatened vertebrates than anywhere else on the continent<sup>2</sup>. The landscape encompasses three protected areas: Kabobo Wildlife Reserve (147,710 ha), Luama-Katanga Hunting Reserve (230,351 ha), and Ngandja Natural Reserve (289,244 ha). A diversity of terrestrial habitats characterizes the landscape, including Miombo woodland, grasslands and forest types ranging from 750-2700 meters, and it is one of the few places in the Albertine Rift where this forest type is protected. The landscape also includes marshes, streams, and rivers that flow into Lake Tanganyika, recognized as a global freshwater biodiversity hotspot. Both Ngandja and Kabobo Reserves include a diversity of littoral habitats that provide important fish breeding sites for local fisheries. The area harbours an important population of chimpanzees (*Pan troglodytes*), as well as other threatened mammals including elephants (*Loxodonta africana*), lion (*Panthera leo*), and hippopotamus (*Hippopotamus amphibious*), in addition to bongo (*Tragelaphus euryceros*), red river hog (*Potamochoerus porcus*) and giant forest hog (*Hylochoerus meinertzhageni*). Significant biodiversity values of the Kabobo-Luama landscape are the presence of endemic species (5 mammal species, 22 bird species, 2 reptile species, 10 amphibian species and 71 plant species)<sup>3</sup> and endangered species (4 mammal species, 8 bird species, 5 amphibian species and 17 plant species), including Chimpanzee. Together with 5 other protected areas, the Kabobo-Luama landscape ranks in the top priority conservation areas for endemic and globally threatened species out of 38 different protected areas of the Albertine Rift in the six countries concerned<sup>4</sup>.
4. The landscape provides vital provisioning, regulating, supporting, and cultural ecosystem services, including forest resources, protein, micro-climate regulation, soil and freshwater retention, which benefits local communities including indigenous people as well as the population of Kalemie, the provincial capital. A hydropower dam in Kyimbi river near the town of Bendera generates power to the city of Kalemie. The catchment of Kyimbi river is covered by the Kabobo forest which protected by the Kabobo and Ngandja reserves. A feasibility assessment for ER-PIN<sup>5</sup> for REDD+ financing estimated that adequate protection of the landscape could conserve 7 million tons of CO<sub>2</sub> over a 30-year period<sup>6</sup>.

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<sup>2</sup> The Albertine Rift Mountains are also recognised as Endemic Bird Area: <http://datazone.birdlife.org/eba/factsheet/97>

<sup>3</sup> Plumptre, A.J., Ayebare, S., Segan, D., Watson, J. & Kujirakwinja, D. (2016). Conservation Action Plan for the Albertine Rift. Unpublished Report for Wildlife Conservation Society and its Partners

<sup>4</sup> Plumptre A.J., Davenport T.R.B., Behangana M., Kityo R., Eilu G., Ssegawa P., Ewango C., Meirte D., Kahindo C, Herremans M., Peterhans J.K., Pilgrim J.D., Wilson M., Languy M, Moyer D., The biodiversity of the Albertine Rift, Biological Conservation, Volume 134, Issue 2, 2007,

<sup>5</sup> <https://www.forestcarbonpartnership.org/carbon-fund>

<sup>6</sup> WCS, 2011. Assessment of the Potential Carbon Financing of a REDD project in the Ngamikka (Kabobo) proposed protected area, Eastern Democratic Republic of Congo.

## Threats to Biodiversity & Ecosystem Services

5. The biodiversity and ecosystem services of the Kabobo-Luama landscape are threatened mainly due to anthropogenic factors<sup>7</sup>. The main threats to the landscape identified are unregulated (i) hunting, (ii) fishing, (iii) artisanal mining, (iv) forest exploitation, (v) forest clearing for agriculture, and (vi) pastoralism. All these activities contribute to deforestation and a forest cover analysis<sup>7</sup> shows that in the period 2000-2015 the rate of deforestation in the Kabobo-Luama landscape has increased 4-fold from 500 ha to 2000 ha per year.
6. As a result of habitat decline, the survival of the unique biodiversity of global importance is at risk and opportunities of local sustainable development is at risk, which is indicated by wildlife surveys in the area<sup>8</sup> which show extremely low density for larger wildlife such as elephant, buffalo and large antelopes. Causal pathways of degradation are complex and intertwined (see causal chain analysis, Figure 2). Degradation of soils and water quality due to erosion caused by unsustainable agricultural practices and artisanal mining poses a direct threat to the landscape. These factors combined with unsustainable practices for fuelwood, timber and charcoal production lead to wildlife habitat degradation. Wildlife habitat degradation, combined with unregulated hunting and fishing, contributes to the decline of both terrestrial and aquatic flora and fauna.
7. In addition, current climate forecasts<sup>9</sup> indicate that the Albertine Rift region will become warmer and wetter in the future, with greater differences between wet and dry seasons, and increasing likelihood of flash floods and landslides in the September–November wet period. Modelling studies<sup>10</sup> demonstrate that conversion of natural habitat to agriculture in the region has already claimed 38% of suitable habitats, which is increasingly impacting the range of endemic species with narrow habitat tolerances. Climate change is expected to lead on average to a 75% loss of the remaining range of these wildlife species by 2080. The combined impact would result in only an estimated 15.5% of suitable wildlife habitats remaining in 2080.
8. The underlying causes of unsustainable use of the natural resources of the Kabobo-Luama landscape are related to inadequate governance of land and resource use, which is worsened by insufficient capacity for resource use surveillance and enforcement of regulations. The increasing pressure on the land is caused by land shortage and social conflicts in areas north of the landscape, which motivate people from these areas to migrate to Tanganyika province. This immigration leads to increasing pressure on resources and competing interests between resource users in the Kabobo-Luama landscape<sup>11</sup>. Traditional management systems of land and natural resources cannot cope with this changing socio-economic context of the landscape<sup>12</sup>. Violent conflicts and insecurity are side effects of the demographic and socio-economic changes, which complicate the implementation of rule of law. Several land related conflicts are affecting the area, between traditional rights holders and migrants on the one hand, and between Bantu and Batwa ethnic groups<sup>13</sup> on the other hand. Limited mobility and access opportunities especially for the indigenous Batwa communities residing within the landscape due to security reasons hinders mediation efforts and support for implementation of sustainable land use practices and income generation. Limited access to social services, particularly education and health, prevent these groups to escape from the poverty trap. Women in particular are vulnerable to the impacts of insecurity and ecosystem degradation in the landscape, as they often depend directly on natural resources to sustain livelihoods and generate income (see Gender Analysis, Annex 9).
9. The livelihood uncertainty and the lack of adequate resource use governance, both resulting from this situation, lead to unsustainable use of "open access" resources such as wildlife. The consumption of bushmeat is common and bushmeat can be seen sold on urban markets. While surveys and surveillance have revealed evidence for poaching and local trade to supply local urban markets, no quantitative information is available.
10. The position of the region and lake on the international border with Tanzania involves moreover an increased risk of cross-boundary trade in wildlife products. Anecdotal evidence is available however there has been too little monitoring capacity on the ground to obtain quantitative data. The few wildlife surveys carried out in the area, indicate however that

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<sup>7</sup> WCS, 2016. Conservation Action Plan for the Kabobo-Luama Landscape.

<sup>8</sup> Kerbis j., Huhndorf M., Plumptre A., Hutterer R., Kaleme P., Ndara B., 2013. Mammals, other than bats, from the Misotshi-Kabogo highlands (eastern Democratic Republic of Congo), with the description of two new species (Mammalia: Soricidae). *Bonn zoological Journal*. 62. 203-219.

<sup>9</sup> Seimon A., Picton Phillipps G., 2013. Regional climatology of the Albertine Rift. [Ch2 in, A. Plumptre (Ed.), *Long-term changes in Africa's Rift Valley*, New York: Nova Science Publishers. 2012].

<sup>10</sup> Ayebare S., Plumptre A.J., Kujirakwinja D., Segan D., 2018. Conservation of the endemic species of the Albertine Rift under future climate change. *Biological Conservation* 220 (67-75)

<sup>11</sup> Crawford A., Kujirakwinja D., 2016. Migration and Conservation in the Misotshi–Kabogo Ecosystem. International Institute for Sustainable Development.

<sup>12</sup> Baysande A., Bamba A., Kujirakwinja D., 2017. Analyse de la tenure et de la gestion des terres dans le Paysage Kabobo-Luama. *Wildlife Conservation Society*.

<sup>13</sup> See conflict analysis in the Stakeholder Engagement Plan, Annex X to this Project Document.



populations of most large wildlife species such as elephant, buffalo and large antelopes have been decimated if not eliminated in much of the landscape, while hunting on smaller species continues. Fortunately, the chimpanzee population has been spared in relative terms due to cultural attitudes towards the hunting and consumption of chimpanzees.

11. The occurrence of human-wildlife conflict (HWC) was low due to relatively low human population density and reduced populations of conflict species. Local farmers complain however increasingly about crop raids by baboon and bush pigs. According to them, animals are becoming less shy, since conservation efforts with support from WCS are becoming successful. The chimpanzee is sometimes considered as a positive species, as they deter baboons, which are the most severe conflict species.

### Relevance to Local, National and Global Priorities

12. Since the creation of the Tanganyika Province in 2015, the provincial government strives for solutions of its environmental and social problems, which are both strongly related to competition for land and resources. The development plan for the province of Tanganyika (2017)<sup>14</sup> emphasizes social harmony and sustainability through the promotion of local inclusive governance. This plan underlines also the importance of the development of the Kabobo Reserve through improved protection and the future development of ecotourism. Mitigation of social conflicts through a dialogue moderated by the province and by mobilizing increased law enforcement capacity, appears to be effective as security is improving. The provincial government considers the presence of the protected areas in the landscape as an opportunity to restore order and to conserve biodiversity and ecosystem services. An essential step in this process is the operationalization in the Tanganyika province of the National Institute for the Conservation of Nature (ICCN).

13. The proposed GEF-funded project is consistent with national and global priorities, and in line with the Poverty Reduction Strategy Programme (PRSP) covering the period 2013-2015<sup>15</sup>, in which the DRC government recognizes the importance of conserving biodiversity, protected areas<sup>16</sup> and endemic species. The project addresses directly the Sustainable Development Goal (SDG) 15 (Life on land), but it contributes as well to 5 (Gender equality), 10 (Reduced inequalities), 13 (Climate action), and 14 (Life below water) as result of the participatory approach and improvement of forest cover. The project matches the objectives of the national REDD+ Investment Plan, to use forest preservation as a leverage to promote sustainable development for Congolese citizens, as well as the National REDD+ Framework Strategy (2012) aiming to stabilize and maintain forest cover to 63.5% from 2030. The PRSP pleads for the development of a protected areas network and increasing the national coverage of protected areas from 11% to 17% by 2020. The significance of the Kabobo-Luama landscape for bird conservation and aquatic biodiversity in Lake Tanganyika is emphasized in the DRC National Biodiversity Strategy and Action Plan (NBSAP). The project moreover supports national implementation of CITES: by training government stakeholders on illegal wildlife trade/wildlife crime and measures to combat it at local and national levels; through the inclusion of indigenous people in the management partnership for the Kabobo-Luama landscape, which is relevant under CITES decision 18.31 (sharing lessons learned on engaging indigenous people and local communities) and 18.33 - 18.37 (Livelihoods).

Table 1. Alignment with national priorities

National strategies and plans or reports and assessments under relevant conventions	Description of consistency
National Action Plan for Adaptation (NAPA) under LDCF/UNFCCC	The DRC NAPA is currently being revised. The old version (2006) lacks clear priorities which could be related to this project.
National Action Program (NAP) under UNCCD	DRC has ratified the convention in 1997 and drafted a NAP in 2006. The project will promote sustainable land management, participatory natural resource management which are priority fields of action of this NAP.
ASGM NAP (Artisanal and Small-Scale Gold Mining) under Mercury	DRC has validated the NAP in 2020. Local Development Plans elaborated under the project will promote sustainable practices of mining

<sup>14</sup> Gouvernement provincial de Tanganyika, 2017. Plan de développement provincial du Tanganyika.

<sup>15</sup> The next development plan, "Plan national stratégique de développement (PNSD) 2018 – 2022" is being developed, which will include climate change mitigation and enforcing environmental sustainability.

<sup>16</sup> The PRSP (2013-2015) proposes to undertake the following actions: (i) establishing mechanisms for management and biodiversity conservation which promotes sustainable and economic development of forest and halieutic resources; (ii) developing initiatives of community conservation; (iii) systematic integration of sustainable management of environmental resources in development projects and programs; (iv) rehabilitating the network of protected areas, particularly through establishing a legislative, financial, institutional and social environment favorable for the rehabilitation of the network of protected areas of the DRC and its extension.

Minamata Initial Assessment (MIA) under Minamata Convention	DRC has not yet signed the Minamata Convention but is preparing with support from GEF.
National Biodiversity Strategies and Action Plan (NBSAP) under UNCBD	significance for bird conservation and aquatic biodiversity in Lake Tanganyika emphasized in the DRC NBSAP.
National Communications (NC) under UNFCCC	Not applicable
Technology Needs Assessment (TNA) under UNFCCC	Not applicable
National Capacity Self-Assessment (NCSA) under UNCBD, UNFCCC, UNCCD	Not applicable
National Implementation Plan (NIP) under POPs	Not applicable
Poverty Reduction Strategy Paper (PRSP)	PRSP of DRC recognizes the importance of conserving biodiversity, protected areas and endemic species and the project's livelihood activities contribute to poverty alleviation.
National Portfolio Formulation Exercise (NPFE) under GEFSEC	NPFE not conducted in DRC
Biennial Update Report (BUR) under UNFCCC	Not applicable

## Barriers

14. Key barriers to protecting the globally important biodiversity of the Kabobo-Luama Landscape while ensuring sustainable management of natural resources to the benefit of local communities are identified as 1: Insufficient institutional capacity at all levels for protected area landscape management; 2: Management of protected areas and law enforcement is insufficient to ensure biodiversity conservation with limited to no involvement of local community members; 3: Low levels of socio-economic development, subsistence, and limited opportunities for income generation leading to unsustainable use and over-exploitation of natural resources; and 4: Insufficient knowledge management and gender mainstreaming.

### Barrier 1: Insufficient institutional capacity at all levels for protected area landscape management

Until recently, this region was part of the Katanga Province. ICCN was poorly resourced, and as a result there has been no management presence in Luama Hunting Reserve since 1996. In 2014, the Province of Tanganyika was established, and a new Provincial Ministry for the Environment established, which is staffed but poorly resourced and with insufficient capacity to manage and implement programs. There is a need to strengthen the operations of this institution to better manage the landscape. The landscape plan specifies that a management committee oversees the plan's implementation, and that this committee is comprised of members of government, traditional leaders from the local community, ICCN and WCS. While the committee has been established, members have insufficient knowledge of biodiversity conservation, wildlife management or protected area management. The Province of Tanganyika was only established in 2015, and there is a real necessity for enhancing capacity at all levels. Effectively, most people are new to working in conservation in this region and need enhanced skills and knowledge on how to effectively manage protected areas and address threats to biodiversity including the illicit wildlife trade while engaging local communities. This is seen as an opportunity because there are no entrenched positions or approaches and people are willing to learn.

### Barrier 2: Management of protected areas and law enforcement is insufficient to ensure biodiversity conservation with limited to no involvement of local community members

The recent creation of Ngandja and Kabobo Reserves has created a situation of urgent need for resources to fully establish these reserves, and to enhance wildlife populations so that related income-generation avenues such as tourism become viable. The lack of permanent staff in the Luama Hunting Reserve since 1996 has affected its ability to adequately protect the park, with substantial encroachment and poaching as a result. Since 2011, WCS has engaged 28 members of the community to provide monitoring information across the landscape. There is a need for more active management of the sites, and local ownership by engaging additional people from the community (including Batwa) as rangers who can contribute to active onsite law enforcement and biodiversity conservation. Park staff are restricted in their ability to monitor the landscape, and there is a need to invest in vehicles and boats to enable regular patrols. Staff remain to be fully equipped, as do the ICCN offices within the landscape and in the Ministry of Environment in Kalemie. Communities need to be fully engaged to agree on the boundaries and internal zoning of Ngandja Natural Reserve, and complete zoning of the Kabobo Wildlife Reserve. Capacity is needed to enable appropriate zoning and mapping to take place, and to obtain legal agreements for zones and limits at the national level. Particular attention needs to be given to the indigenous Batwa groups who are marginalized as rights-holders. Through the implementation of an improved joint management protected area governance model that empowers local community rights in a fair and transparent manner, there is potential to reduce conflict at the same time as promoting DRC's commitment to safeguarding natural habitats

**Barrier 3: Low levels of socio-economic development, subsistence, and limited opportunities for income generation leading to unsustainable use and over-exploitation of natural resources**

There is strong local community support for the protected area of the Kabobo-Luama landscape. However, A socioeconomic survey of communities living around the Mt Kabobo massif undertaken in 2008 demonstrated that people were very poor, even in comparison with most communities in eastern DRC. The humanitarian situation in the DRC is of great concern. Armed conflict and general insecurity have created one of the world's most complex and protracted humanitarian crisis. About half a million people have been displaced since the last escalation of fighting in Katanga province in September 2013. DRC has monumental humanitarian needs for these highly vulnerable populations, especially in terms of food, health, shelter and protection. Human development is low (with an HDI of 0.433, DRC ranks 176th out of 188 countries), and poverty is widespread with more than 61% Congolese living below the poverty line. The project area is remote and generally lacks basic services – access the forest is important for local communities who rely on numerous forest products, particularly building poles, fuel wood, ropes/lianas, medicinal plants, and who value certain cultural sites of religious significance.

**Barrier 4: Weak knowledge management and gender mainstreaming**

Limited collection and sharing of reliable data information and knowledge remains a substantial hurdle to ensuring effective support for biodiversity conservation and ecosystem management in DRC. Similarly, monitoring of gender-related aspects and mainstreaming of gender disaggregated data into policies and programmes is not routinely practiced. Additionally, the minimal amount of information available creates challenges regarding sharing and scaling-up of successes and lessons learned in efforts being supported by international, national and local actors. Promoting robust M&E processes and sharing of information is essential for adaptive management, replication/upscaling of good practices, and overall improved management of environmental governance.

**Baseline Scenario**

15. The project builds on investments and lessons from a range of baseline interventions, including in similar landscapes in DRC, often financed by international donors supporting the DRC government in its ambitions regarding forest and biodiversity conservation. The project will build on and benefit from experiences from such projects and realize synergy through knowledge sharing.

16. The USAID-funded Central Africa Regional Program for the Environment (CARPE Phase III) Regional Development Cooperation Strategy (RDCS) 2011-2020 builds on previous successes in forest cover monitoring and management. WCS is an important implementing partner of that programme. The German Government (KfW, BMZ and GIZ) has provided long-term support to sustainable natural resource management and forest protection in DRC, including in the Maniema and South Kivu Provinces (€ 24 million for 2016-2019), including the Kahuzi Biega NP and Luama-Kivu Hunting Reserve, adjacent to the Kabobo-Luama landscape. Furthermore, the EU committed €20 million to protect forests, support biodiversity conservation in the Congo Basin, which includes an initiative on strengthening capacity of civil society to combat wildlife crime (2018-2022).

17. Experiences with the involvement of indigenous people in protected area management in Itombwe NR<sup>17</sup> and enhancing economic opportunities with conservation around Virunga NP<sup>18</sup> are especially relevant.

18. The concept note identified REDD+ as a finance opportunity for the conservation of the landscape. REDD+ offers the opportunity to align national development and environmental policies addressing forest conservation and community development. Since the formulation of the concept note, DRC has increasingly engaged in the REDD+ process. Linking drivers and impacts of biodiversity and forest degradation, the land-use planning and tenure reform has started with support from the national REDD+ fund FONAREDD<sup>19</sup>, which implements the National Investment Plan. The Central African Forest Initiative (CAFI) funds multiple programs (totalling \$200 million) to address direct drivers of deforestation (mining, agriculture, timber extraction and other extractive activities...) and indirect drivers of deforestation (socio-economic conditions, population growth...) at National and at Provincial levels. Integrated REDD+ Programs (PIREDD) target drivers of deforestation at local level in various provinces. The Tanganyika provincial government is eager to join this dynamic, and the project will support this ambition.

<sup>17</sup> <http://www.conservation-watch.org/2017/02/01/towards-a-new-model-of-conservation/>

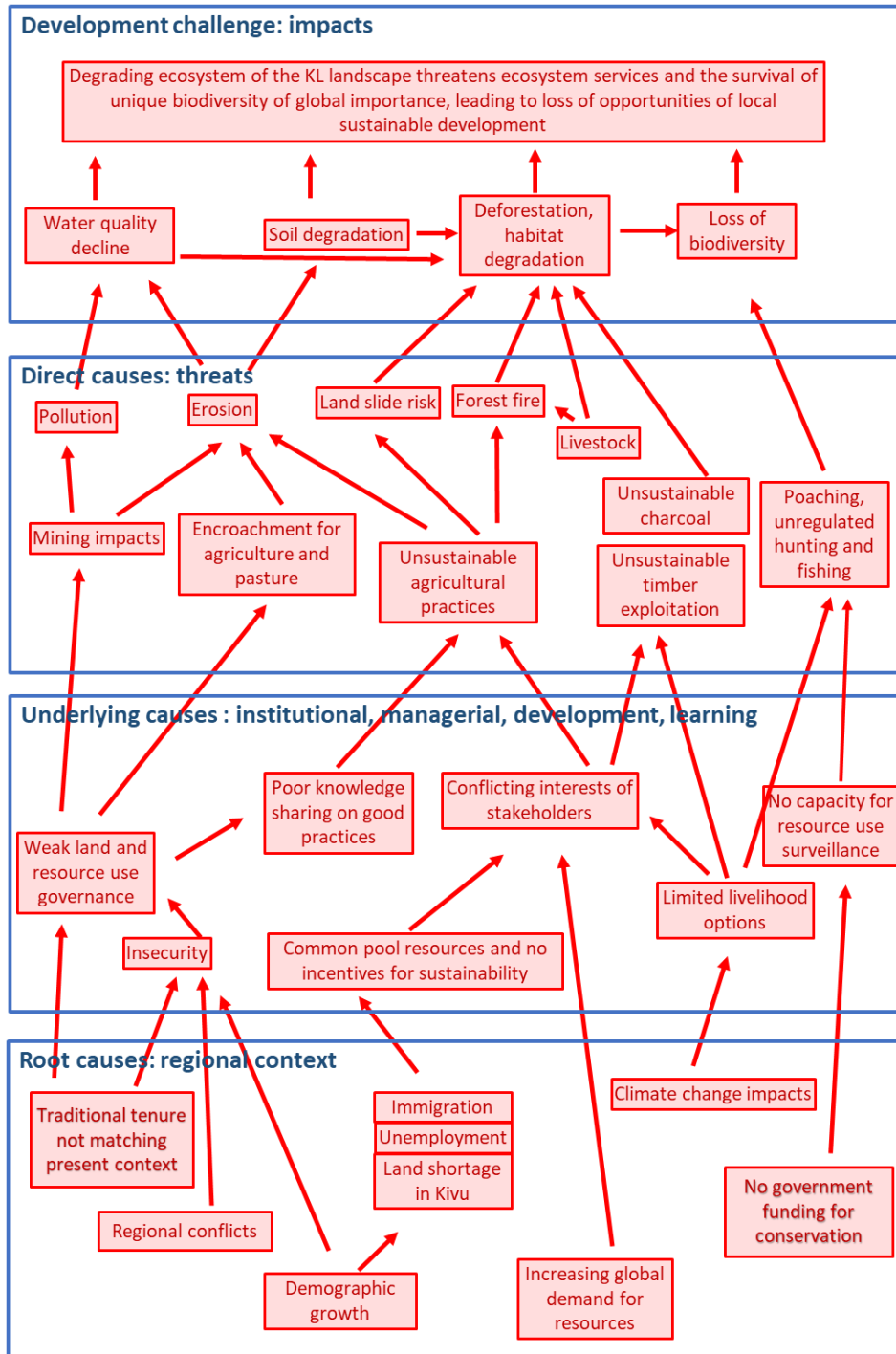
<sup>18</sup> <https://europa.eu/capacity4dev/articles/virunga-preserving-africas-national-parks-through-people-centred-development>

<sup>19</sup> <http://www.fonaredd-rdc.org/>

19. The provincial government has expressed its commitment for this project and included biodiversity conservation and the development of ecosystem services in the Development Plan for the Province of Tanganyika (PDP 2018-2022) as a policy priority, which provides an enabling environment for the project. This plan promotes the application of ecologically best practices, with an emphasis on sustainable fisheries and forestry, as well as engaging in land use planning and REDD+. A task force to combat illegal fishing in the Tanganyika region has been established by the provincial government. Synergy is also expected with the efforts of the provincial government with regard to peacebuilding a key priority of this plan, which is supported by World Bank, USAID and OIM.

20. The three targeted protected areas have no permanent PA staff presence since 1996. In the newly created reserves of Ngandja and Kabobo, local “monitors” have been recruited among the communities by WCS. However, several aspects regarding the operationality of these monitors need to be elaborated, particularly their mandate with regard to law enforcement, their relationship with the communities and the supporting financial model. However, the project will build on the Conservation Action Plan for the Kabobo-Luama landscape, developed and implemented over the last 12 years through stakeholder consultations with support from WCS. The implementation of conservation activities of this plan started, and the plan envisages the installation of ICCN to deal with the increasing threats to the protected areas. The project will support ICCN to take up this new responsibility.

Figure 1: Problem tree and causal pathways



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## II. STRATEGY

21. The project aims to mainstream biodiversity considerations across sectors at landscape level (BD-1-2a) and address drivers to protect habitats and species (BD-2-7) by taking a human-rights based approach and by purposefully respecting and protecting access to natural resources by local communities and indigenous peoples in line with the right to Free Prior Informed Consent (FPIC). The project aims to reverse the degradation that is threatening the landscape and preserve the integrity<sup>20</sup> of its ecosystems in order to provide regulating, supporting, and cultural services that support its global environmental benefits, while supporting environmentally sustainable local development. A shift to both non-consumptive as well as sustainable resource use is therefore essential to face the increasing human pressure on the Kabobo-Luama landscape due to social and economic factors.

22. A general assumption underlying the success of this project and the longer-term sustainability of its investments is that provincial and national authorities will continue to make constructive efforts to stabilize the region, engage in peace dialogue between armed forces and other actors, and reduce potential for conflict. Although criminal groups (including former militia) remain active in the area targeted by the project, the ongoing peace-building approach supported by the government and partners including World Bank<sup>21</sup>, USAID<sup>22</sup> and OIM<sup>23</sup> appears to be successful. As local conflicts often relate to access to natural resources, the project is expected to contribute to the peace building process particularly through pathways 1 and 4.

23. The project logic to address the identified barriers impeding this change according to the Theory of Change (Figure 3), is based on (i) Enhancing institutional capacities; (ii) Improving the management of protected areas; (iii) Development of environmentally sustainable livelihoods; and (iv) Knowledge sharing and learning by all key stakeholders.

24. The transformation of activities into outputs, generating outcomes and resulting into impacts can be described according to the following four impact pathways, which are closely intertwined:

### Impact pathway 1: institutional capacity development

25. To strengthen their role in sustainable management of natural resources and conservation of biodiversity in the targeted landscape, the capacity of crucial institutions will be reinforced through training and support to the development of participatory natural resources governance. Considering the many competing and often conflicting interests in accessing natural resources, an integrated approach involving all sectors and stakeholders will be adopted, aiming at a shared and effective approach to landscape management. Roles and collaboration of stakeholders with regard to the components of the landscape will be defined in an integrated landscape management plan, a communication strategy to engage and motivate all relevant actors in the implementation of the plan, as well as an institutional capacity development strategy to equip stakeholders with the required skills for implementation.

26. The project will build on initial progress made in the development of participatory management in the Kabobo-Luama landscape<sup>24</sup>, while integrating lessons learned from similar contexts (e.g. in DRC<sup>25</sup>, Cameroon<sup>26</sup>, CAR<sup>27</sup>, Tanzania<sup>28</sup>, Zambia<sup>29</sup>). As participatory PA management remains a novelty in DRC, the Kabobo-Luama model will serve as an important pilot for possible replication.

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<sup>20</sup> Ecosystem integrity is defined here as a system's capacity to maintain structure and ecosystem functions using processes and elements characteristic for its ecoregion. A condition for ecosystem integrity is that resource use does not exceed the system's production capacity. Also see: Dorren et al. (2004). Integrity, stability and management of protection forests in the European Alps. Forest Ecology and Management. 195. 165-176.

<sup>21</sup> <https://www.worldbank.org/en/news/feature/2019/03/19/from-fighters-to-peace-builders-in-tanganyika-province>

<sup>22</sup> <https://www.usaid.gov/democratic-republic-congo/fact-sheets/peace-and-security>

<sup>23</sup> <https://www.iom.int/news/iom-drc-assists-returnees-displaced-families-tanganyika-welcomes-additional-funding-sweden>

<sup>24</sup> WCS-ICCN. Plan d'Action pour la Conservation du Paysage Kabobo-Luama 2016-2025

<sup>25</sup> <https://salonga.org/partners>

<sup>26</sup> <https://www.bergorilla.org/en/gorillas/threats-protection/protective-measures/articles-protective-measures/the-conservation-of-itombwe-nature-reserve>

<sup>27</sup> <http://www.fao.org/3/XII/0430-C1.htm>

<sup>28</sup> <https://ecofaune.org/index.php>

<sup>29</sup> <https://wildlife.org/jwm-community-based-wildlife-management-works-in-tanzania>

<sup>30</sup> <https://conservationzambia.org/mafinga-afromontane>

27. The ongoing DRC land management reforms<sup>30</sup> are expected to lead to the implementation of new territorial governance systems by 2020 after the endorsement of the national land use policy<sup>31</sup>. Under these reforms, rational and sustainable use of natural resources is envisaged for more balanced development of the provinces by addressing land tenure issues, taking into account social and environmental safeguards and considering all sectors concerned. Under the Land Use Policy Reform Programme (UNDP) the elaboration of provincial land use plans (SPAT)<sup>32</sup> is being prepared. The Tanganyika Development Plan (2017) gives priority to the development of this SPAT. The landuse planning efforts of the project will inform the SPAT and in reverse, the SPAT will incorporate and consolidate the land use planning interventions of the project.

### **Impact pathway 2: protected area management system development**

28. Removing the causes of ecosystem degradation and biodiversity loss in the targeted landscape, including deforestation, encroachment, and poaching will require the adoption of measures applying practices that have been proven successful in similar contexts, such as participatory zoning of land use, as innovative approaches involving local communities in conservation governance, and the application of SMART<sup>33</sup> monitoring. SMART monitoring of biodiversity values and threats will enable the finetuning of management measures through an adaptive approach. Landscape zoning determines the levels of access and management of land in and outside protected areas in relation to the values and vulnerabilities of the different ecosystem components.

29. Capacities for resource use surveillance will be enhanced through fielding of ICCN surveillance staff, and introduction of equipment and infrastructure. Training will be provided to enable ICCN staff and other actors involved in surveillance and governance to perform their roles while ensuring that human rights are respected and the potential for local conflicts is reduced. Collaborative management of the protected areas by ICCN and communities while taking into account their specific needs and rights with respect to the use of land and resources will lead to public support for conservation measures.

30. Upgrading of the legal status of the protected areas will increase funding options as national budgets will become available and international funding may become more likely. To ensure sustainable funding and incentives for beneficiaries to support conservation measures, a business plan will be prepared elaborating models and opportunities for revenue generation and sharing.

### **Impact pathway 3: sustainable livelihood development**

31. Pressures on natural resources in the landscape are largely determined by insufficient alternative economic opportunities. The reduction of threats to biodiversity on the one hand, and local socio-economic development on the other hand, can go hand in hand by the promotion of sustainable use<sup>34</sup>, of which the latter can act as an incentive for the former. A proven example of this approach is the Community Resource Management Area (CREMA) model<sup>35</sup>, where protected area co-management and eco-development based on land use planning are promoted in communities adjacent to protected areas. Sustainable use of biodiversity requires abandoning current unsustainable practices, which will involve a mindset change of the users.

32. At present, biodiversity is used as a common pool resource in the Kabobo-Luama landscape, without considering cumulative impacts on sustainability. Changing to sustainable resource use, reducing the pressure on biodiversity involves: (a) a shift to adaptive resource use management, where offtake is balanced in response to the state of the resources; (b) application of sustainable practices such as Sustainable Land Management<sup>36</sup> and Conservation Agriculture<sup>37</sup>; (c) a shift towards non-consumptive use of biodiversity (REDD+, tourism, media interest), and (d) introduction of alternative income generating activities (AIGA). The benefit for local resource users is increasing sustainability of their livelihoods. Payment for ecosystem services mechanisms (PES) such as REDD+ would permanently motivate farmers to apply sustainable practices and should be investigated in order to consolidate a sustainable land use strategy on the long term.

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<sup>30</sup><https://www.cafi.org/content/cafi/fr/home/partner-countries/democratic-republic-of-the-congo/drc-fonaredd-programmes.html>

<sup>31</sup> Schéma National d'Aménagement du Territoire

<sup>32</sup> Schéma Provincial d'Aménagement du Territoire (SPAT)

<sup>33</sup> <https://smartconservationtools.org>

<sup>34</sup> Acquah E., Rollins R., Dearden P., Murray G., 2017. Concerns and benefits of park-adjacent communities in Northern Ghana: the case of Mole National Park, *International Journal of Sustainable Development & World Ecology*, 24:4, 316-327

<sup>35</sup> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3720029>

<sup>36</sup> Sustainable Land Management (SLM): <http://www.fao.org/land-water/land/sustainable-land-management/en>

<sup>37</sup> Conservation Agriculture: <http://www.fao.org/conservation-agriculture/en>

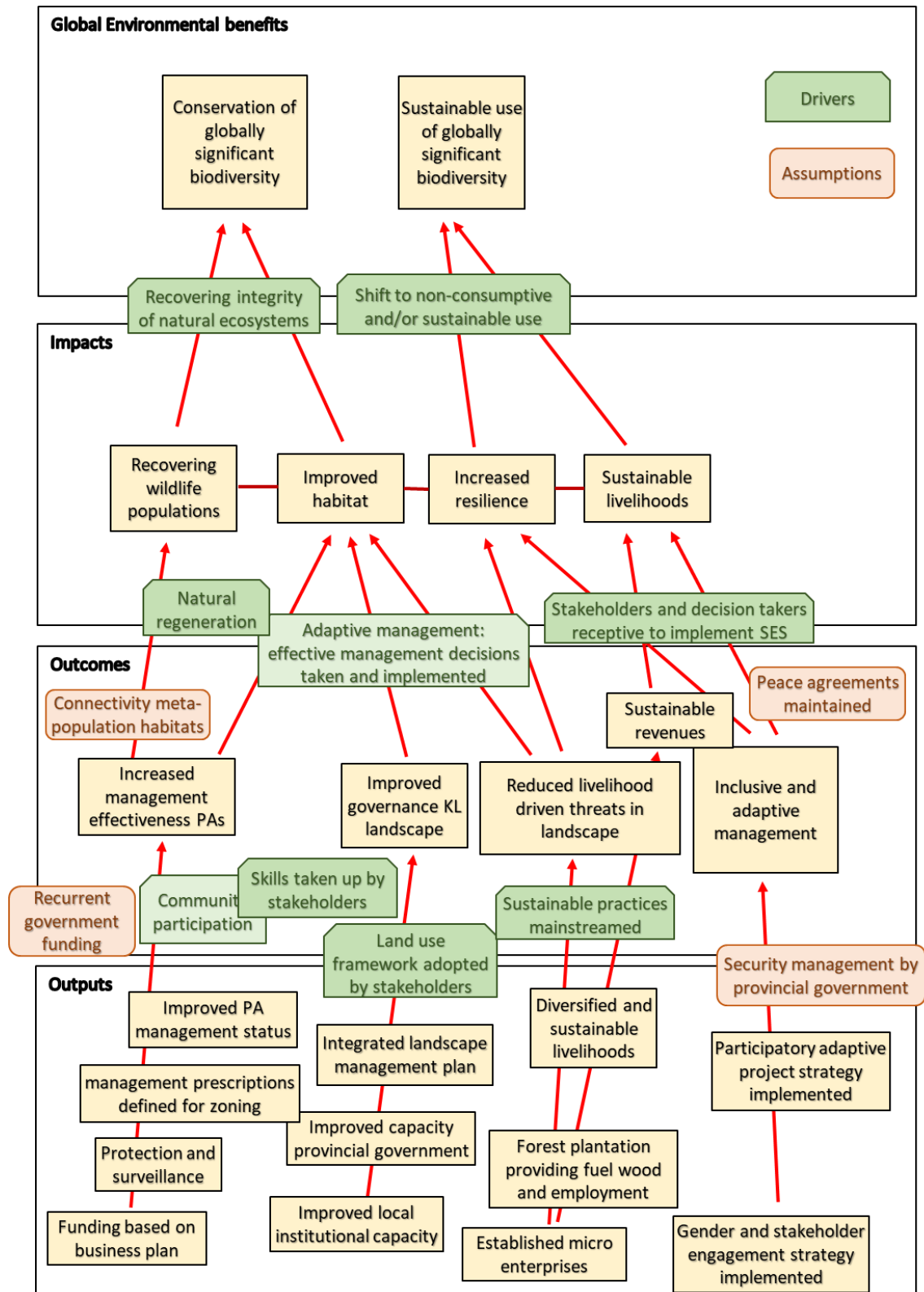
33. The maximum impact of sustainable land use will be achieved through participatory planning processes involving all stakeholders, using an approach that is specifically adapted to the needs of the different target groups (e.g. Batwa, Bantu, Banyamulenge, youth, women) and in adherence to FPIC protocols while ensuring that existing discrimination and inequality patterns will not be reproduced nor reinforced.

**Impact pathway 4: knowledge sharing**

34. Optimal use of knowledge will be mainstreamed throughout the project approach to enable learning, adaptive management, replication and upscaling. Wide support from all stakeholders will be required to enable successful landscape level sustainable management. This support will be realized through the implementation of stakeholder engagement strategies (see Annex 7), while ensuring that gender issues are mainstreamed (Annex 9) and safeguards are strictly adhered to (Annexes 4 and 8).



Figure 2: Theory of change



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### III. RESULTS AND PARTNERSHIPS

#### Project Description and Expected Results

35. The project objective is to ***strengthen the participatory management of the Kabobo-Luama protected area landscape and enhance conservation of endangered species to support local sustainable development and provide global biodiversity benefits***. This objective will be achieved through four interrelated components, aimed at strengthening institutional capacities, protected area management, livelihood development and knowledge management.

36. To ensure that appropriate safeguards measures are in place, an Environmental & Social Impact Assessment (ESIA) will be undertaken and an Environmental & Social Impact Management Plan (ESMP) prepared within the first six months of project implementation, to further refine risk identification and mitigation strategies, as well as to establish a system for monitoring these risks. Based on the findings, required management plans (e.g., Indigenous Peoples Plan, Resettlement/Livelihood Action Plan) will be developed and implemented as appropriate. The project will ensure that FPIC is adhered to throughout its implementation and will not initiate high risk activities until ESIA and ESMP have been finalised<sup>38</sup>.

#### Component 1: Institutional capacity for landscape management and biodiversity conservation

##### *Output 1.1 Kabobo-Luama landscape management plan*

37. A landscape management plan will be prepared for the three protected areas (Kabobo, Luama, Ngandja), corridor areas and adjacent community land, building on previous planning processes<sup>39</sup>. The plan will be developed using participatory approaches<sup>40</sup> with the objective to protect biodiversity while enabling sustainable development of the human populations that rightfully inhabit the landscape. The landscape management plan will include a zoning map<sup>41</sup> of the area prepared through participatory<sup>42</sup> 3D mapping exercises<sup>43</sup>. Mapping will involve macro zoning of land protection status according to the national and provincial legislation<sup>44</sup> and will consider use and access rights of communities.

38. The landscape management plan will form a basis for interventions described under project Component 2 and 3. The plan will include a strategy to manage human-wildlife conflicts (prevention, intervention, compensation) and integrate bushmeat-related health risks and their management as well as measures to reduce harmful bushmeat consumption and trade. Community participation in the planning process will be facilitated through the local community-based structures<sup>45</sup> that will be strengthened under Output 1.3, as well as a targeted stakeholder engagement strategy (see Appendix 7). The community-based structures will act as a key interface between local, provincial and national-level stakeholders involved in the elaboration and implementation of the plan.

##### *Output 1.2. Capacity for Landscape Management of Tanganyika Provincial Ministries strengthened*

39. Training and tools will be provided to enhance the capacity of the provincial government to manage the targeted landscape in an integrated, environmentally sustainable manner. This support will focus in the first place on the provincial

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<sup>38</sup> See Annex 8 for more details.

<sup>39</sup> E.g. see: Plumtre, A., Kujirakwinja D., Bamba A., Kibambe J.-P., Mahamba C., Ilambu O. (2016). Conservation Action Plan for the Kabobo-Luama Landscape.

<sup>40</sup> This approach will be based on the active and responsible involvement of all relevant stakeholders (including rights-holders). Local communities will be engaged as main actors capable and legitimate to make the choices that concern them, representing key knowledge of the specific context and environment that will be essential to the success of the project. The project will guide and facilitate decision-making by the local communities themselves. The management plans will be based on participatory approaches preparing for collaborative management and ensuring respect of local communities and indigenous peoples rights as per UNDP Social and Environmental Safeguards (see Annex 4). Participatory approaches are tools for the active and responsible involvement of local populations aiming at considering communities as main actors, holding the knowledge of the context and environment essential to the success of the project, but above all the first one capable and legitimate to make the choices that concern them. The project will guide and facilitate decision-making by the local communities themselves.

<sup>41</sup> Thomas L., Middleton J.(2003). Guidelines for management planning of protected areas. IUCN, Gland.

<sup>42</sup> Also see Stakeholder Engagement Plan, Annex 7.

<sup>43</sup> The methodology used for mapping will build on participatory approaches that were successfully piloted in the Itombwe Nature Reserve in eastern DRC : [www.berggorilla.org/en/gorillas/protected-areas-for-gorillas/protected-areas-for-gorillas/participatory-mapping-in-the-itombwe-nature-reserve](http://www.berggorilla.org/en/gorillas/protected-areas-for-gorillas/protected-areas-for-gorillas/participatory-mapping-in-the-itombwe-nature-reserve)

<sup>44</sup> Loi Foncier de 1973 ; Constitution congolaise (2006) ; Loi portant Code Forestier (2002) ; Loi n° 14/003 du 11 février 2014 relative à la conservation de la nature

<sup>45</sup> (1) Village level - Community conservation committees (CLC), (2) Groupement level - Community Conservation Committees (CCC), (3) Province level - Community Conservation management committee (CGCC), (4) Protected area level - Local Governance Committee (CGL).

ministry responsible for environmental management (MAPEEDD) and the national (decentralised) service for environmental policy implementation (Coordination Provinciales de l'Environnement, CPE), but when relevant, other provincial government partners<sup>46</sup> will be involved as well. Topics for training will be decided upon assessments of existing skills and knowledge and may include among others: integrated land use policy and planning, participatory governance, community-based conservation, social and environmental safeguards in development planning, gender approaches, biodiversity conservation, climate change and sustainable development. In collaboration with ICCN, training will be provided on enhanced wildlife crime management and reduced harmful bushmeat trade with engagement from the DRC army<sup>47</sup>, the custom services<sup>48</sup>, the judiciary and the police. Training will include specific modules focused on safeguards, human rights principles and conflict prevention, building on lessons learned in similar contexts<sup>49</sup>. Based on capacity needs assessment<sup>50</sup> carried out by TRAFFIC, training sessions are required on specific modules related to the law (a reminder of certain principles of law, procedural rules, an introduction to environmental law, sessions on legislation and wildlife offenses, a reminder of ethical rules, etc.).

40. The project will consult with partners of the International Consortium on Combating Wildlife Crime<sup>51</sup> as training materials and sessions are developed to identify opportunities for collaboration/coordination.

### *Output 1.3. Local institutional capacity established for the implementation of the landscape management plan*

41. With support from WCS, stakeholder engagement processes have been ongoing since 2016 to establish a governance structure for community-based joint management of the Kabobo-Luama landscape and its protected areas<sup>52</sup>. The structure includes committees<sup>45</sup> at village and "Groupement"<sup>53</sup> level, protected areas, and provincial level. Members of these committees are nominated by local communities and are expected to effectively represent the interests of stakeholder groups at community level including customary chiefs, Batwa, Bantu, women, youth, hunters and fishermen.

42. Under the project, institutional roles will be defined in the context of decentralized, deconcentrated, and traditional governance systems. Terms of Reference (TORs) will be elaborated for each committee, including: i) specific roles for each stakeholder group; and ii) mechanisms to ensure coherence and synergies between committees. To enable a future role of the committees in benefit-sharing mechanisms<sup>54</sup>, their further development will follow REDD+ standards, including National REDD+ FPIC guidelines, and the REDD+ Consultation Guide.

43. Effective and efficient performance of the committees will be achieved through a participatory process to determine governance rules, and by building capacity of the committee's members through training in, among others: leadership (women, communities), sustainable land-use, conservation, human-wildlife conflict management, participatory governance, environmental law, etc. The quality of the participation will be monitored in order not to have silent representatives endorsing men's interests or Bantu women interests to the detriment of others. Participation of illiterate representatives to the governance committee will also be enabled in order to ensure participation of the most vulnerable stakeholders.

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<sup>46</sup> This will include the Ministère de l'intérieur, sécurité, affaires coutumières, communication et médias; Ministère de l'économie, finances et commerce; Ministère du plan, budget, industrie, petites et moyennes entreprises; Ministère de travaux publics, infrastructures, affaires foncières, urbanisme et habitat; Ministère des mines, énergie, hydrocarbure, transport et voies de communication; Ministère de la jeunesse, sports et loisirs, culture, arts, tourisme, poste, télécommunication et NTIC; Ministère de travail, prévoyance sociale, fonction publique, genre, famille et enfant; Ministère de l'éducation, santé, affaires sociales, recherche scientifique.

<sup>47</sup> Forces Armées de la République Démocratique du Congo, FARDC

<sup>48</sup> Direction Générale des Douanes et Accises, DGDA

<sup>49</sup> E.g. Itombwe Nature Reserve

<sup>50</sup> Ngeh C.P., Shabani A. N., Mabita M. C., et Djamba K.E. (2018). La répression des crimes fauniques en DRC : comment améliorer les poursuites judiciaires ? Edition TRAFFIC. Yaoundé, Cameroun et Cambridge, Royaume Uni.

<sup>51</sup> ICCWC is a collaborative effort of five inter-governmental organizations working to bring coordinated support to the national wildlife law enforcement agencies and to the subregional and regional networks that, on a daily basis, act in defense of natural resources. The partners are the CITES Secretariat, INTERPOL, the United Nations Office on Drugs and Crime (UNODC), the World Bank and the World Customs Organization (WCO). DRC receives ICCWC support and it is in the process of determining support to government officials, customs, police and other relevant enforcement agencies through the ICCWC toolkit. Both ICCN and WCS collaborate with ICCWC.

<sup>52</sup> Arcel B., Kujirakwinja D., Baysande A., Masoka R., 2016. Stratégie de Conservation Communautaire 2016-2018. WCS

<sup>53</sup> "Groupement" is a territorial unit covering a number of villages.

<sup>54</sup> Future development of benefit sharing in the framework of REDD+ will be addressed in the business plan to be developed under Output 1.4. Facilitating REDD+ investments are a longer-term goal beyond the duration of the GEF-funded project.

#### *Output 1.4. Business plan developed*

44. A business plan will be developed for the landscape and its protected areas through a participatory process in close consultation with all relevant stakeholders. Complimentary to the Protected Area Management Plans (to be developed under Output 2.3), the business plans will present i) an analysis of challenges and opportunities for PA management; ii) an elaborate strategy to generate sustainable funding flows; iii) design for the institutional setup required for transparent financial management; iv) a Benefit-Sharing Plan according to national REDD+ standards. The plan will consider traditional potential funding sources (government, donors, resource use taxes and any future tourism), as well as different innovative options of payment for ecosystem services (PES) such as REDD+ and catchment protection. The Livelihood Plan developed during the initial six months of project implementation (see ESMF, Annex 8) will also be linked to this financing strategy. The business plans will be elaborated in the 4th project year, after the completion of the management plans and after the MTR, when opportunities and risks can be assessed based on natural resources surveys (Output 2.1 and 3.2), on the preliminary results of business pilots (3.3) and advances in DRCs' REDD+ process.

### Component 2. Enhanced protected area management and reduced poaching of key species

#### *Output 2.1. Biodiversity and habitat status and trends monitored*

45. Land use prescriptions and conservation measures require information on the use of the landscape by wildlife. Habitat and wildlife surveys will be carried out in the entire landscape to determine spatial and temporal patterns. The project will support procurement and expert training for GIS-based monitoring upon a needs and capacity assessment<sup>55</sup>. Training may include development of skills for landscape and vegetation mapping, collection and use of SMART data on biodiversity, use of camera traps, and indirect wildlife surveys. ICCN staff (e.g. Biodiversity Officers) will be responsible for maintaining and updating the GIS database.

46. Data will be shared by ICCN and WCS, and used as a baseline for management planning, including zoning, monitoring of threats and pressures, prevention of human-wildlife conflict, reduction of bushmeat consumption and wildlife trade, planning of sustainable resource collection, protection of vulnerable species, infrastructure planning, EIA, future tourism development, etc., feeding into Outputs 2.3 and 2.5 as well as 4.1.

#### *Output 2.2. Kabobo and Ngandja Reserves gazetted as National Reserves*

47. The project will support the finalization of formal procedures required to obtain the status as National Reserve for Kabobo and Ngandja Reserves. This will include studies, stakeholder consultations and participatory delimitation and validation while ensuring FPIC, as well as editing of endorsement documents. The management structure for the Reserves will include mechanisms for stakeholder involvement as developed under Output 1.3, in planning and monitoring of protected area management, which will be elaborated in the management plans that will be developed under Output 2.3.

#### *Output 2.3. Protected area management plans elaborated and validated*

48. Protected area management plans and local development plans will be prepared based on a participatory micro zoning exercise that is expected to result in land use prescriptions to meet defined management objectives. Micro-zones will be based on ecological, environmental, economic, cultural and utilitarian values of the land such as fertility, slope, erosion risk, habitation, biodiversity habitat, ecological and economical connectivity, socio-cultural attributes etc. Land use prescriptions inside protected areas will follow IUCN/WCPA guidelines for biodiversity conservation, while considering needs and rights of local communities.

49. Management zones will be defined to meet different management objectives (e.g. species conservation, habitat rehabilitation, management infrastructure, controlled<sup>56</sup> resource use, future tourism etc). In protected areas, buffer zones, and multiple use areas (protection category V and VI) zones for mining, timber extraction and other extractive activities may be defined under the applicable restrictions of the national legislation related to conservation<sup>57</sup> and environmental management.

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<sup>55</sup> An needs assessment was carried out in November 2019 by ICCN and WCS

<sup>56</sup> based on pre-set sustainable offtake levels and monitored

<sup>57</sup> Loi n° 14/003 du 11 février 2014 relative à la conservation de la nature

#### *Output 2.4. Infrastructure and facilities established for protected areas*

50. The protection of the three areas requires infrastructure to support management and surveillance staff. Base stations are planned in each of the 3 protected areas, as well as 5 surveillance stations. An office for ICCN will be established in Kalemie within the existing building of the MAPEEDD. Furniture and office equipment will be purchased for the staff using these facilities. A control room will be equipped to support surveillance<sup>58</sup> and field equipment<sup>59</sup> will be purchased for surveillance by ICCN and communities. For logistics and surveillance 3 four-wheel drive cars, 4 motorcycles and 1 steel boat with outboard engine and 1 wooden boat with outboard engine will be purchased<sup>60</sup> under the GEF funding.

#### *Output 2.5. Patrol and enforcement capacity strengthened*

51. A mixed-patrolling approach will be used for surveillance of the landscape using ICCN-teams, community teams and joint teams, tackling illegal activities including wildlife trade and harmful bushmeat poaching incompatible with sustainable use. ICCN eco-guards have a law enforcement mandate that enables them to conduct armed patrols to counter wildlife crime, while community patrols will involve monitoring of biodiversity and threats. Joint patrolling will contribute to collaboration and peaceful relations between ICCN and local communities. A surveillance strategy will be elaborated by an expert in protected area surveillance and based on both retrospective planning (using SMART) and direct detection (using DeLorne/InReach). Planning and evaluation of surveillance will take place in a control room with a large screen (to be procured under Output 2.3). The surveillance strategy will be included in the management plans that will be developed under Output 2.3. Surveillance staff and community guards will be trained in surveillance skills and technologies (navigation, communication, legislation, SMART, field-tracking, law enforcement, first aid, biodiversity observations, conflict management, awareness, reporting, etc.). Special attention will be given to conflict resolution, public relations and human rights, building on lessons learned elsewhere<sup>61, 62</sup>.

#### *Output 2.6. Improved habitat conditions*

52. As part of the Protected Area Management Plans, areas degraded due to unsustainable cultivation activities and forest fires in the past requiring interventions for rehabilitation will be identified and mapped in consultation with stakeholders. Rehabilitation in protected areas, buffer zones and wildlife corridors will counter erosion and forest fragmentation in order to maintain essential habitat and connectivity for wildlife/biodiversity. Assessments will be conducted to determine the most appropriate rehabilitation methods for each site. Where possible, natural regeneration (NR) will be applied, involving measures to limit human access. If found necessary, assisted natural regeneration (ANR) will be applied, involving removal of unwanted weeds and mulching around tree seedlings. Tree plantation will only be applied on degraded soils, where the natural seedbank appears to be insufficient for quick recovery. Only indigenous tree species will be used in case of reforestation. Heavily degraded soils may require specific interventions depending on the state of degradation (e.g. ploughing, trench-ploughing, mulching, gully management, terrace reinforcement, etc.).

### Component 3. Improved livelihoods

#### *Output 3.1. Local sustainable development plans elaborated*

53. The promotion of sustainable livelihood development will be realized through participatory planning of sustainable natural resources management at community level, in line with the Landscape Management Plan (Output 1.1) and the Livelihood Plan (see ESMF, Annex 8) taking into account the needs and priorities of all social groups. Participatory mapping<sup>63</sup>

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<sup>58</sup> Including a large screen to support surveillance planning and evaluation, dual screen computer with high processing capacity and sufficient memory to process GIS and SMART data, HF radio.

<sup>59</sup> GPS, Cybertracker, DeLorne/InReach, HF radios, camping and survival kits.

<sup>60</sup> Numbers are based on a needs assessment done by WCS and ICCN in November 2019, which was inspired by the Action Plan for the conservation of the Kabobob-Luama landscape (2016-2025). 11 cars 14 motorbikes, 2 steel boats and 4 wooden boats are required to support surveillance, community activities and logistics of conservation staff and related community structures in order to cover the landscape with extremely poor roads, which measures almost 7000 km<sup>2</sup> and to cover the lakeshore measuring approximately 240 km. The government and WCS will contribute 8 cars, 10 motorbikes, 1 steel boat and 3 wooden boats.

<sup>61</sup> E.g.: [www.dw.com/en/wwf-launches-investigation-in-response-to-human-rights-abuse-accusations/a-47770307](http://www.dw.com/en/wwf-launches-investigation-in-response-to-human-rights-abuse-accusations/a-47770307)

<sup>62</sup> CEPF: DRC-62610: Establishment and management of the Itombwe Massif and Misotshi-Kabogo as new protected areas in the Democratic Republic of Congo. Free Prior and Informed Consultation of Indigenous Peoples

<sup>63</sup> [www.fao.org/land-water/land/land-governance/land-resources-planning-toolbox/category/details/en/c/1236456](http://www.fao.org/land-water/land/land-governance/land-resources-planning-toolbox/category/details/en/c/1236456)

will be applied jointly with all relevant stakeholders and guided by a stakeholder engagement expert to determine micro-zones and to elaborate land use prescriptions to meet defined management objectives. Micro-zones will be based on ecological, environmental, economic, cultural and utilitarian values of the land such as fertility, slope, erosion risk, habitation, biodiversity habitat, ecological and economical connectivity, socio-cultural attributes etc. Land use prescriptions will be geared towards sustainable local socioeconomic development while integrating conservation considerations.

54. As part of the participatory process, development opportunities will be identified, and priorities agreed with regard to development and sustainability using best practices<sup>64</sup>. The plans will present development goals, indicators, measures, and investments. Activities under the plans will be prioritized for implementation with project funding (up to a maximum of USD 160,000), based on criteria agreed with stakeholders. Additional sources of funding will be sought simultaneously to ensure longer-term implementation of the local development plans.

55. Human health<sup>65</sup>, education<sup>66</sup> and employment are considered as important drivers for social reform and sustainable development. The availability and quality of health services and schools in the project area are far below the needs, and sometimes not adapted to the seasonal calendar of indigenous communities. Consultations with communities and local authorities highlighted this urgency as a crucial entry point for development and gaining trust. The Community Development plans developed under Output 3.1 will address these aspects. The project will support the identification of funding of social facilities, particularly for health and education, in order to contribute to a more enabling environment for the development of sustainable use of the landscape. The project will in this context also support further awareness raising and integration regarding the health risks posed by bushmeat consumption and the link to zoonotic diseases.

#### *Output 3.2. Sustainable livelihood options identified and improved*

56. The local development plans (see Output 3.1) will orient livelihood activities leading to sustainability and diversification of incomes to reduce direct dependence on natural resources. Sustainable Land Management (SLM)<sup>67</sup> practices including agroforestry and conservation agriculture will be introduced to support diversification and sustainability of farming practices. Fuelwood production in designated woodlots will be explored to meet demands of larger urban areas including Kalemie. Support to livestock development may involve small animals such as poultry, goats, sheep and pigs, depending on local needs and opportunities (with preference for local/improved breeds to limit issues related to dietary requirements and animal health risks). The collection, processing and marketing of non-timber forest products (NTFPs) from community land as well as from dedicated parts of the protected areas during specific periods of the year will also be explored as an option. NTFP species to be considered are among others Mpafu<sup>68</sup> (*Canarium schwieinfurthii* Engl.), and Manyemu<sup>69</sup> (*Allanblackia spp*), as well as other fruits, mushrooms, caterpillars, and honey.

57. The project will provide technical support and training, based on eligibility criteria that will be determined in a participatory manner, needs and capacity assessments<sup>70</sup>, as well as market and viability assessments. Households which have shown to adopt readily new practices are selected by the CCC<sup>45</sup> for the promotion of new practices. Group initiatives (e.g. associations) will be encouraged, by giving such initiatives priority. The existing microcredit facility that has been successfully established by WCS<sup>71</sup> will be further developed to support individuals/households/groups interested in establishing/expanding sustainable income generating activities.

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<sup>64</sup>E.g.: Mpenzele- les communautés en charge de la gestion forestière – Livre vert des approches participatives dans la gouvernance forestière en République Démocratique du Congo (Green Paper on participatory approaches in forest governance in DR Congo) , Regnskogfondet, 2020 [www.academia.edu/42325998/Livre\\_vert\\_des\\_approches\\_participatives\\_dans\\_la\\_gouvernance\\_foresti%C3%A8re\\_en\\_R%C3%A9publique\\_D%C3%A9mocratique\\_du\\_Congo](http://www.academia.edu/42325998/Livre_vert_des_approches_participatives_dans_la_gouvernance_foresti%C3%A8re_en_R%C3%A9publique_D%C3%A9mocratique_du_Congo)

<sup>65</sup> Kjærgård B., Land B., Bransholm Pedersen K., 2014. Health and sustainability, Health Promotion International, Volume 29, Issue 3, <https://doi.org/10.1093/heapro/das071>

<sup>66</sup> [www.un.org/sustainabledevelopment/goal-of-the-month-february-2019-quality-education](http://www.un.org/sustainabledevelopment/goal-of-the-month-february-2019-quality-education)

<sup>67</sup> [www.fao.org/land-water/land/sustainable-land-management/slm-practices/en](http://www.fao.org/land-water/land/sustainable-land-management/slm-practices/en)

<sup>68</sup>Tcheghebe O.T., Seukep A.J., Tatong F., 2016. A Review on Traditional Uses, Phytochemical Composition and Pharmacological Profile of *Canarium Schweinfurthii* Eng. 14. 10.7537/marsnsj141116.03.

<sup>69</sup> <http://www.worldagroforestry.org/project/allanblackia-project-tree-crops-development-africa-benefit-poor>

<sup>70</sup> Assessments will ensure to consider the fact that different ethnic groups (e.g. Batwa and Bantu) are likely to have different needs and capacities based on their traditions, educational levels, etc.

<sup>71</sup> Baysande A., R. Masoka, D. Kujirakwinja et A. Bamba, 2016. Caisse du village d'épargne et de crédit « CVEC » un model pratique de microcrédit de finance dans le paysage Kabobo Luama. WCS.

### *Output 3.3. 3.3. Green micro-entrepreneurship approach piloted for conservation-friendly businesses*

58. Tested approach(es) will be applied to involve resource extractors (particularly people of marginalized groups) to develop small businesses, supported by small grants, training and long-term coaching<sup>72</sup>. The community committees (CCC and CGRN, see output 1.3<sup>45</sup>) will select pilot projects based on agreed criteria. A business plan will be elaborated for each pilot and its implementation monitored by the CGRN and the officer responsible for component 3. Pilots for beekeeping and fish farming may be supported by the project based on feasibility studies.

59. Beekeeping is found to contribute to conservation<sup>73</sup> due to increased stakeholder support as a result of its additional economic value. Beekeeping could be particularly interesting for Batwa, who have significant experience with traditional honey collection<sup>74</sup>. Another option for business development is the production and promotion of fuel-efficient stoves, which will reduce pressure on the forest<sup>75</sup> while reducing workloads of women and children who collect firewood and improving health conditions due to reduced smoke emissions. To reduce deforestation, small enterprises for plantation forestry and the production of fuel wood or sustainable charcoal for local urban markets can be created in buffer zones or near urban centres, competing with illegal forest exploitation from the protected areas.

## Component 4. Mainstreaming of safeguards and knowledge management

### *Output 4.1. Environmental and social safeguards addressed*

60. The project Environmental and Social Management Framework (ESMF, Annex 8) outlines recommended actions based on the outcomes of the Social and Environmental Screening Procedure (SESP, Annex 4) that was conducted during project design to ensure compliance with DRC regulatory frameworks, UNDP and GEF social and environmental safeguards requirements, as well as DRC's REDD+ policy. The ESMF sets out the principles, rules, guidelines and procedures for screening, assessing, and managing the potential social and environmental impacts of forthcoming interventions of the project.

61. Based on the recommendations outlined in the ESMF, the project will conduct a full Environmental and Social Impact Assessment (ESIA) during the first 6 months of implementation, and an Environmental & Social Management Plan (ESMP) will be developed, implemented, and monitored accordingly. In addition, the project will prepare and implement a Grievance Redress Mechanism. The ESMP will be supported by targeted management plans including a Resettlement Action Plan, Livelihood Action Plan, Indigenous Peoples Plan, Migration Management Plan, as required. Each plan will include indicators to monitor its implementation. In addition to the requirements outlined in the ESMF, all project activities should be implemented in line with the Stakeholder Engagement Plan (Annex 7) as well as the Gender Action Plan (Annex 9). As per UNDP transparency and accountability standards, safeguards related information as well as stakeholder engagement and FPIC protocols and documentation should be publicly disclosed (in both English and French).

### *Output 4.2. Participatory project monitoring, evaluation and learning*

62. Participatory planning, monitoring and evaluation will be at the core of project result-based management and knowledge sharing approaches. Participatory monitoring and evaluation will help to ensure that relevant information and experiences from stakeholders are adequately taken into account. The process of participation contributes to accountability and ownership of project activities and increases the likelihood of replication and sustainability. The project will incorporate stakeholders at all levels to ensure that they contribute to and benefit from knowledge-sharing. The following mechanisms are proposed by the project to enable participatory monitoring, evaluation and learning:

- The structure for participatory management developed under Output 1.3 will provide platforms for monitoring and learning at village level (Community conservation committees, CLC), "Groupement level"<sup>53</sup> (Community Conservation Committees, CCC), provincial level (Community Conservation management committee, CGCC), and at protected area level (Local Governance Committee, CGL). Conclusions and recommendations formulated during meetings of these committees will inform decisions regarding policy and management of community land and protected areas.

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<sup>72</sup> An approach to business planning is found in: Biodiversity-based microenterprise development (B2md) - <https://www.iucn.org/downloads/b2md.pdf>

<sup>73</sup> <http://www.beesfordevelopment.org/categories/beekeeping-in-protected-areas/>

<sup>74</sup> Plumptre, A J., & al, 2009. Etude socio-économique autour de la forêt de Misotshi Kabogo au Sud-Est de la République Démocratique du Congo,

<sup>75</sup> <https://www.wri.org/blog/2017/10/river-lined-smoke-charcoal-and-forest-loss-democratic-republic-congo>

- The project Steering Committee (see Chapter VII) comprised of the national and provincial ministries responsible for environmental management (MEDD, MAPEEDD), key development partners and relevant NGOs will meet twice each year to review project progress and planning.
- The project reporting system (see Chapter VI), which will inform both monitoring mechanisms indicated above, as well as provide regular feedback to UNDP and the GEF and to other relevant partners.
- The impact of livelihood activities will be monitored with the Basic Necessity Survey (BNS) tool<sup>76</sup>.

63. In addition, under this Output, at inception stage and throughout the implementation period, the project will regularly review its approach to relevant emerging impacts from the COVID crisis in the country and target region and adapt its implementation approach, in a consultative manner, building on the COVID-related risks and opportunities assessment in the Section *Risks and opportunities emerging from the COVID-19 pandemic* above and under Risk # 13 in the Project Risk Register in Annex 5.

#### *Output 4.3. Stakeholders engaged at all levels*

64. The existing Stakeholder Engagement Plan (Annex 7) will be reviewed and updated as required during the first six months of project implementation. During this period, a detailed participation strategy and a communication plan<sup>77</sup> will be developed, with the aim to ensure that all stakeholders are adequately engaged, at all levels.

65. Stakeholder engagement and communication strategies will be closely linked to the design and implementation of the Kabobo-Luama landscape plan (Output 1.1), which will form the basis of all further project activities. This is particularly relevant as the successful development and implementation of the plan as well as its monitoring will require full engagement of all stakeholders to ensure common understanding, shared objectives and support to ensure longer-term sustainability.

66. Stakeholder engagement in governance will be monitored using the Natural Resources Governance Tool<sup>78</sup>.

#### *Output 4.4. Project lessons and good practices disseminated, and upscaling strategies developed*

67. The project aims to serve as a model on participatory conservation and sustainable natural resource management in conflict-sensitive landscapes. Lessons and good practices derived from implementation will be codified and shared with all relevant actors as identified the Stakeholder Engagement Plan (Annex 7 and Output 4.3) to facilitate replication and upscaling. Good practices will be disseminated through national and international media, including radio stations such as Radio Okapi<sup>79</sup>, websites (e.g. ICCN<sup>80</sup> and Global Wildlife Program<sup>81</sup>) as well as relevant blogs, social media forums, etc. (see Annex 7 for more details).

68. ICCN as well as other relevant Government partners will be actively engaged in ensuring replication and upscaling, including through advocacy and enabling integration of good practices in policy updates and practices. Direct linkages will be established with the management teams from other protected areas in DRC that are operating under similar circumstances as those prevalent in the Kabobo-Luama landscape, including Itombwe Nature Reserve, Okapi Wildlife Reserve, Kahuzi-Biéga and Virunga National Parks in order to share experiences and replicate successful strategies.

69. Moreover, the project will participate in the Global Wildlife Program knowledge exchange platform and in virtual and face-to-face knowledge events, and bilateral/regional exchanges with other GWP projects in Central Africa. Knowledge management activities will also aim to disseminate lessons learned through GWP with national and landscape stakeholders.

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<sup>76</sup> Assessing the impact of conservation and development on rural livelihoods: Using a modified Basic Necessities Survey (BNS) in experimental and control communities. (library.wcs.org > DesktopModules)

<sup>77</sup> Communication and awareness activities will make use of NGO and media who are active locally where possible, including local rural radio (Community radio Radio IMARA). In the absence of local radios, the local committees are important in liaison with local communities. For a wider audience, radio Okapi will be used, which transmits from Kalemie and Bukavu. Other opportunities for awareness and communication are schools, press conferences, and the creation of a website

<sup>78</sup> The Natural Resource Governance Tool (NRGT) developed by WCS is used to assess the role and effectiveness of stakeholders in natural resources governance, such as women and indigenous people ([https://rmportal.net/biodiversityconservation-gateway/projects/closed-global-projects/scapes-1/guidelines-learning-applying-nrgt-landscapes-seascapes/at\\_download/file?subsite=biodiversityconservation-gateway](https://rmportal.net/biodiversityconservation-gateway/projects/closed-global-projects/scapes-1/guidelines-learning-applying-nrgt-landscapes-seascapes/at_download/file?subsite=biodiversityconservation-gateway))

<sup>79</sup> [www.radiookapi.net/environnement](http://www.radiookapi.net/environnement)

<sup>80</sup> [www.iccn.info](http://www.iccn.info)

<sup>81</sup> [www.worldbank.org/en/programs/global-wildlife-program](http://www.worldbank.org/en/programs/global-wildlife-program)



## **Alignment with GEF focal area and/or Impact Program strategies**

70. The focus of the project is on mainstreaming biodiversity considerations across sectors at landscape level (BD-1-2a) and to address drivers to protect habitats and species (BD-2-7) by taking a human-rights based approach that adheres to Free Prior Informed Consent (FPIC) principles and purposefully respects and protects exclusive access to natural resources for local communities and indigenous peoples. The project aims to reverse the degradation which is threatening the landscape and to preserve the ecosystem services that support its Global Environmental Benefits, while supporting environmentally sustainable local development. Long term conservation of biodiversity and continuation of the provisioning, regulating, supporting, and cultural services provided by the landscape requires integrity of its ecosystems. A condition for ecosystem integrity is that resource use does not exceed the system's production capacity. A shift to both non-consumptive as well as sustainable resource use is therefore essential to face the increasing human pressure on the Kabobo-Luama landscape due to social and economic factors identified in the problem analysis.

71. This project is a child project under the Global Wildlife Program. It is aligned to BD-1-2a through its focus on countering threats to endemic and threatened wildlife species of high conservation value in high-risk poaching sites across the landscape that have seen only limited conservation action to date. The species of concern entail chimpanzees, elephant, lion, hippopotamus, bongo, red river hog and giant forest hog. Significant biodiversity values of the Kabobo-Luama landscape are the presence of endemic species (5 mammal species, 22 bird species, 2 reptile species, 10 amphibian species and 71 plant species) and endangered species (4 mammal species, 8 bird species, 5 amphibian species and 17 plant species), including chimpanzee.

72. Specific contributions of the project towards the Global Wildlife Program framework are shown in Section 1c of the CEO ER.

73. In addition, the project is aligned to BD-2-7 by adopting an integrated landscape approach covering the improvement of the management effectiveness and protection status of three protected areas, while maintaining biodiversity habitat and connectivity between these protected areas. The development of a stakeholder partnership responsible for the landscape management with local communities is expected to lead to effective and sustainable conservation. An essential element in the approach is the consideration of needs of local stakeholders, particularly IPs in order to reduce their dependency on important wildlife species for their livelihood.

## **Incremental/additional cost reasoning and expected contributions from the baseline, the GEF-TF and co-financing**

74. As sketched out by the concept note and in the respective section on the baseline above, the baseline activities are significantly contributing to social stability and sustainable development of Tanganyika and South Kivu province. However, due to a number of barriers, they fall short with regard to the long term effective management of the Kabobo-Luama landscape, its protected areas and globally significant biodiversity, such as (1) insufficient institutional capacity for landscape and protected area management, (2) limited participation of communities and vulnerable social groups including women and indigenous people, (3) socio-economic barriers hindering sustainable use of natural resources and (4) poor use of available and acquired knowledge to improve management practices.

75. Under Component 1, the Tanganyika provincial government's efforts to establish social order and governance in this newly created province, will be complemented by the mainstreaming of conservation management at landscape level in collaboration with the neighbouring South Kivu province. The landscape management plan will integrate rights, needs and concerns of local populations into a strategy conserving natural resources and biodiversity in the landscape in a sustainable way, agreed between all stakeholders. This approach is new to the young province and the provincial government needs to develop the capacity to engage in its implementation. With support from WCS, stakeholder engagement processes have been ongoing since 2016 to establish a governance structure for community-based joint management of the Kabobo-Luama landscape and its protected areas. The structure includes committees at different institutional levels, including villages, protected areas and the province and they represent the interests of stakeholder groups at community level including customary chiefs, Batwa, Bantu, women, youth, hunters and fishermen. These efforts have been an important step towards participatory conservation, but significant capacity and awareness building will be required to enforce the role and independent functioning of these structures.

76. Component 2 will invest in the establishment of ICCN to reinforce the management of the protected areas and to conserve biodiversity in the area. As explained in the concept note, ICCN is not yet operational in the new province of Tanganyika, whereas significant protected areas are found here. The provincial government does not have the operational means and mandate for effective protected area management and they are therefore looking forward to ICCN filling this

gap with significant support from WCS, which is already active in that province. In South Kivu province, however, ICCN has an operational provincial office, and with donor support (such as KFW), protection systems are being developed in other protected areas in that province (e.g. Kahuzi-Biega National Park, Itombwe Nature Reserve). As ICCN is already established in South Kivu, the cost under the proposed project for developing Ngandja Nature Reserve (part of the Kabobo-Luama landscape in South Kivu province) will be less than in the Tanganyika province and the role of WCS will be more limited to technical assistance. The national ministry under which ICCN resorts, is ready to support establishment and operation of ICCN in the landscape, but significant investments are required to set up the logistic and technical capacity required to accomplish their tasks in the landscape, particularly in Tanzania province. Protected area development plans, enforced protection capacity and the promotion of the SMART law enforcement and biodiversity monitoring tool will be essential contributions to the protection systems. The experience of WCS with these aspects in other conservation projects inside and outside DRC will be crucial for these contributions.

77. The baseline described in the concept note and updated in the Project Document indicates significant efforts from the national and provincial governments as well as from development partners to deal with the poverty in the region, which is very serious, even compared to neighbouring provinces. However, as the concept note observes, and confirmed during consultations by the PPG team, the support for the protected areas by local populations is significant. This support is among others related to awareness on the importance of protected areas for the protection of locally essential resources against competing exploitation by others, particularly migrants (e.g. pastoralists setting fire to the forest, miners and settlers converting forest into crop land). Under Component 3 sustainable livelihood development will be realized through participatory planning of sustainable natural resources management at community level, in line with the Landscape Management Plan and the Livelihood Plan taking into account the needs and priorities of all social groups. The opportunity of this approach is to match livelihood and biodiversity conservation needs. On the short term and long-term investment in local development plans are expected from provincial, national (including co-funding) and other sources, such as REDD+. However, on the short-term leverage of GEF funding is required to support plan development as well as implementation, in order to motivate stakeholders to engage in the process, which is new to them, and to accelerate visible results.

78. The structured approach for monitoring and information sharing under Component 4, will ensure optimal engagement of stakeholders in the adaptive management of the landscape and the associated learning process. Standardized monitoring tools for natural resource governance and household wellbeing have already been deployed by WCS in several areas across DRC and will be helpful in this process. Important added values of this component with respect to the baseline are the facilitation of replication and promotion of innovative approaches.

### **Global environmental benefits (GEFTF)**

79. The main threats to the landscape and its biodiversity and wildlife stem from unsustainable i) hunting/poaching (for bushmeat and wildlife trade), ii) human-wildlife conflict, ii) fishing, iii) artisanal mining, iv) forest exploitation, v) forest clearing for agriculture, and vi) unregulated pastoralism, which are all directly related to human economic land use. The project will adopt several approaches to increase the sustainability of these economic activities, including participatory and sustainable resource use planning, participatory zoning, enforcement of governance and alternative income generation.

80. The global environmental benefits generated by the project stem from a better conservation of globally significant biodiversity — habitats and wildlife. The landscape includes a great variety of globally significant ecosystems covering 667,305 ha and biodiversity hotspots as a result of the geomorphological structure. Both Ngandja and Kabobo Reserves include a diversity of littoral habitats that provide important fish breeding sites for local fisheries. The area harbours an important population of chimpanzees (*Pan troglodytes*), as well as other threatened mammals including elephants (*Loxodonta africana*), lion (*Panthera leo*), and hippopotamus (*Hippopotamus amphibious*), in addition to bongo (*Tragelaphus euryceros*), red river hog (*Potamochoerus porcus*) and giant forest hog (*Hylochoerus meinertzhageni*). Significant biodiversity values of the Kabobo-Luama landscape are the presence of endemic species (5 mammal species, 22 bird species, 2 reptile species, 10 amphibian species and 71 plant species) and endangered species (4 mammal species, 8 bird species, 5 amphibian species and 17 plant species), including Chimpanzee.

81. It is expected that the project will by project end have achieved a stronger management in the 667,305 ha of PA areas across the three targeted reserves, with annual landscape-wide deforestation rates dropping by 30% and functional connectivity via landscape corridors restored between the three reserves. The project targets a 30% increase in populations of key flagship/indicator species including Bongo, Buffalo, Chimpanzee, Red Colobus and Elephant, resulting from better PA management, better connectivity and reduced pressure from bushmeat hunting, trade and HWC. Further, the project will improve management of 154,000 ha of unprotected land to benefit biodiversity.

## Local benefits

82. The project strategy is based on the assumption that the joint management of the landscape and its natural resources, in partnership between local communities and the conservation authority (ICCN), will contribute to the reduction of social conflict and insecurity, to the sustainable recovery and use of natural resources, as well as to biodiversity conservation. Clear arrangements on resource use, and the joint enforcement of rules of these arrangements will contribute to reducing inequalities in relation to access to resource use. Furthermore, reduced social conflict will provide enabling conditions for rational sustainable land use practices promoted by the project and for resource conservation. Decreased social conflict resulting from negotiated resource use agreements will also reduce the barriers (insecurity) for existing and future baseline initiatives to provide support to communities in order to improve their socio-economic conditions. The evolving REDD+ approach in DRC is an opportunity for multiplication in the future. The installation and development of ICCN's capacity in the landscape will help the communities to secure their land with respect to external threats resulting from land and resource grabbing mainly by migrants. The additional contribution of community involvement in conservation is expected to be a considerably increase biodiversity protection<sup>82</sup>. The experience in DRC and elsewhere of WCS with collaborative management and up to date biodiversity conservation techniques is crucial to guide ICCN in this process.

## Coordination and partnerships

83. The project will use lessons from previous interventions and will seek coordination and synergies with parallel ongoing or planned interventions relevant for the management of the Kabobo-Luama landscape. This will build on the initiatives already identified in the following table:

Table 2. Partners, projects and initiatives

Partners, projects, initiatives	Relationship with proposed GEF project
<p>UNEP/GEF/MEDD regional FSP <i>Biodiversity conservation, sustainable land management and enhanced water security in Lake Tanganyika basin</i></p> <p>GEF-7 ID 10388, GEF project grant USD 14,599,083, due to start from 2020/2021</p>	<p>The multi-focal GEF-7 Lake Tanganyika project will work with Lake Tanganyika Authority, Ministry of Environment, Agriculture and Livestock (Burundi), Ministry for Environment and Sustainable Development (DRC), Vice President's Office (Tanzania), Ministry of Water Development, Sanitation and Environmental Protection (Zambia), International Union for the Conservation of Nature (IUCN) and The Nature Conservancy (TNC)</p> <p>The GEF Lake Tanganyika project is being developed to improve water quality in the basin, to support the effective use of biodiversity monitoring, to improve ecosystem conservation, improve livelihoods, and improved information sharing between the countries of the basin, i.e. Zambia, Tanzania, Burundi and DRC. In DRC the project will target interventions in Itombwe Natural Reserve, which is located north of the Kabobo landscape, adjacent to the Ngandja Natural Reserve in South Kivu; where it will promote a more sustainable use of natural resources. Specific activities are being determined during the ongoing PPG phase. WWF and ICCN work in Itombwe Natural Reserve on the development of collaborative management.</p> <p>The Kabobo-Luama project will share experiences through their partner organisations and by exchange visits by local and provincial stakeholders to Itombwe.</p>
<p>UNEP/GEF regional FSP <i>The Congo Basin Sustainable Landscapes Impact Program (CBSL IP)</i></p> <p>GEF-7 ID 10208, GEF project grant USD 57,201,127, due to start from 2020/2021</p>	<p>Working with the Governments of participating countries as well as ECCAS, COMIFAC, CEFDHAC, REPALEAC, and ITTA, this project aims catalyze transformational change in conservation and sustainable management of the Congo Basin through landscape approaches that empower local communities and forest dependent people, and through partnerships with the private sector. In DRC the project on the Lac Tele Lac Tumba and Grand Kivu landscapes.</p> <p>The child project will ensure that three provincial governments (Equateur, North Kivu and South Kivu) have indicative land use zoning plans and that legislation on indigenous and local community land tenure and natural resource user rights is promulgated at the national level. Conservation on private lands will be supported by ensuring that 400,000 ha of conservation areas (other than national protected areas) in the target landscape have efficient management in order to ensure the protection of the habitat of vulnerable species, the promotion of ecosystem services and the improvement of their connectivity. This will include the creation of private (community) reserves. Improved agricultural production will be</p>

<sup>82</sup> Singh S., Sankaran V., Mander M., Worah S., 2000. Strengthening conservation cultures - Local communities and biodiversity conservation. Man and the Biosphere Programme, UNESCO

	<p>supported through the adoption of climate smart best practices for land use by local communities and forest dependent people. The capacity to monitor wildlife tracking, land use change, and SDG progress in priority areas will be strengthened, and the governance structure will be improved for better transboundary coordination and actions against wildlife tracking.</p> <p>The northern target area of the Kabobo-Luama project, Ngandja, is located in South Kivu. It will be particularly useful to exchange on land use planning approaches and local development planning.</p>
<p>GEF/FAO/MEDD child project in DRC of the regional FSP <i>The Restoration Initiative: Improved Management and Restoration of Agro-sylvo-pastoral Resources in the Pilot Province of South-Kivu</i></p> <p>GEF-7 ID 9515, GEF project grant USD 3,600,000, ongoing since 2018</p>	<p>This is one of the 11 child projects under The Restoration Initiative. TRI was designed to assist the selected countries in meeting the restoration targets pledged as part of the Bonn challenge through promoting the Forest and Landscape Restoration (FLR) approach.</p> <p>The project's objectives are reforestation and sustainable management of natural resources by local communities using an FLR approach in South-Kivu province, which has one the highest population densities in DRC, targeting the UNESCO World Heritage Site Kahuzi-Biega National Park.</p> <p>This FAO/GEF project is interesting for knowledge exchange and the Kahuzi Biega park is planned to be visited by Kabobo stakeholders.</p>
<p>The Central African Forest Initiative (CAFI)</p>	<p>CAFI supports strategic, holistic and country-level REDD+ and Low Emission Development investments while focusing on Central African high-forest cover countries. Its objective is to recognize and preserve the value of the forests in the region to mitigate climate change, reduce poverty and contribute to sustainable development. Since 2012, the DRC has established a REDD+ National Fund (FONAREDD) to serve as a financial vehicle for the implementation of the National REDD+ Strategy. Under the chairmanship of the Ministry of Finance and vice-chairmanship of the Ministry of Environment, the National REDD+ Fund has the ambition of representing the entry point for funding the country's National REDD+ Strategy.</p> <p>The Kabobo-Luama project will integrate the future opportunities offered by FONAREDD to develop sustainable finance of conservation, by promoting local development plans, collaborative management and local finance mechanism development.</p>
<p>Programme Intégré de Croissance Agricole dans la Région des Grands Lacs (PICAGEL), funding World Bank</p>	<p>PICAGL supports farming intensification and efficiency while preserving the environment and fragile ecosystems, including protected areas (e.g. reforestation, range improvement, soil and water conservation, particularly in the buffer zones of the Itombwe and Luama-Katanga Reserves.</p>
<p>Tusikilizane (United Nations Population Fund (UNFPA), Food and Agricultural Organization (FAO) and UNESCO)</p>	<p>The project Tusikilizane aims to consolidate peace and to promote social cohesion between Bantu and Twa populations by encouraging women and youth to participate in local peace committees in order to reinforce social society.</p>
<p>Food for the Hungry, Tuendelee Pamoja 2 project (USAID)</p>	<p>This project supports communities in South Kivu and Tanganyika south of Kabobo promoting climate smart agriculture, income security, social accountability, savings groups and engaging farmers in value chains. The project will benefit from experience with participatory extension from this project.</p>
<p>Other protected areas in the landscape (e.g. Itombwe, Kahuzi Biega, Virunga)</p>	<p>In several protected areas in the landscape, important experience has been built up on shared issues such as wildlife crime, law enforcement, human migration and ecological connectivity supported by among others WCS, WWF, KFW, USAID and EU. The project will benefit from this experience through knowledge sharing events in which ICCN and WCS networks will be instrumental.</p>

### Risks to project success and social and environmental safeguards risks

84. A range of risks were identified that may affect project implementation. As per standard UNDP requirements, the project will manage and monitor risks continuously and report on the status of risks on a quarterly basis, with UNDP providing appropriate oversight.

85. The project was rated **High Risk** in the Social and Environmental and Safeguards Screening Process (SESP) and Environmental and Social Management Framework (ESMF). The underlying social and Environmental risks are fully reflected in the UNDP Risk Register (Annex 5), which additionally contains further risks to project success. For details, please refer to

the UNDP Risk Register Annex 5 for a detailed analysis; in addition, please refer to the SESP in Annex 4 and the ESMF in Annex 8.

86. Environmental and social risk management of the project will be provided at three levels: the preparatory phase (before high risk activities start, through ESIA/ESMP measures), implementation (when putting in place the said activities), and operating stages (through ESMF monitoring when selecting the green entrepreneurship activities for instance). **To ensure that appropriate safeguards measures are in place, an Environmental & Social Impact Assessment (ESIA) will be undertaken and an Environmental & Social Management Plan (ESMP) prepared within the first six months of project implementation, to further refine risk identification and mitigation strategies, as well as to establish a system for monitoring these risks.** Based on the ESIA findings and as part of the ESMP (as appropriate), the required stand-alone management plans (e.g. Indigenous Peoples Plan, Resettlement/Livelihood Action Plan) will be developed and implemented. **The project will ensure that FPIC is adhered to and will not initiate high-risk activities until ESIA and ESMP have been finalized.**

87. The estimated total costs for implementing the environmental and social safeguards measures recommended in this ESMF amount to USD 180,000.

*Table 3. Social and Environmental and Safeguards measures to conduct and emplace prior to project start.*

Environmental and social elements	Description
Environmental and Social Impact Assessment (ESIA)	In accordance with UNDP’s SES policy, high-risk projects require comprehensive forms of assessment. An ESIA assesses the full range of social and environmental impacts, including alternatives analysis. It will be developed and carried out by independent experts in a participatory manner with stakeholders during the inception phase. The ESIA will further identify and assess social and environmental impacts of the project and its area of influence; evaluate alternatives; and design appropriate avoidance, mitigation, management, and monitoring measures. It will address all relevant issues related to the SES Overarching Principles and Project-level Standards.
Environmental and Social Management Plans (ESMP)	A key output of the ESIA is an ESMP, prepared within the first six months of project implementation, to further refine risk identification and mitigation strategies, as well as to establish a system for monitoring these risks. Based on the findings, required management plans (e.g. Indigenous Peoples Plan, Resettlement/Livelihood Action Plan) will be developed and implemented as appropriate.
Development of specific plans	In order to address specific high risks, the project’s ESMP will be complemented by: <ul style="list-style-type: none"> <li>• Resettlement Action Plan (RAP)</li> <li>• Livelihood Action Plan (LAP)</li> <li>• Indigenous Peoples Plan (IPP)</li> <li>• Migration Management Plan (MMP)</li> <li>• Biodiversity Action Plan (BAP)</li> <li>• Health and Safety Plan (HSP)</li> </ul>
Technical and feasibility studies	Infrastructures to be built as well as activities to be supported by the projects in buffer zones as “green entrepreneurship” will be subject to technical and feasibility studies according to UNDP guidelines in order to be appropriately screened and managed.
Operationalization of a Grievance Redress Mechanism (GRM)	The GRM used for the project is in line with that of FONAREDD in order to ensure coherence and alignment between the Kabobo-Luama Landscape project and the REDD+ safeguards management system. In addition to the replication of FONAREDD’s GRM, the project will train paralegals among community members in order to be able to channel complaints to the Project Steering Committee. The full details of the GRM will be agreed upon during the ESIA phase and the project will establish a project-level GRM at the start of implementation. Interested stakeholders may raise a grievance at any time with the Project Management Office, the Implementing Agency, UNDP, or the GEF.
Operationalization of the Gender Action Plan	A Gender Action Plan has been developed during the project’s design phase. It will guide all actions pertaining to SES implementation and gender-mainstreaming. It offers specific activities, from capacity-building to specific consultation activities, allowing all women to fully engage with the project and decision-making processes from the outset.
Operationalization of the Stakeholder Engagement Plan and development of an	A Stakeholder Engagement Plan has been developed during the project’s design phase. It will guide all actions pertaining to SES implementation. It will be completed by an FPIC protocol, to be developed together with the local communities and especially the indigenous peoples in order to enable communities to get extensive information about the project and associated possible positive and negative consequences. They will be encouraged and given the time to explicitly reflect on this information in

associated FPIC protocol	order to able to give their free prior informed consent (FPIC). The FPIC protocol will then be applied to each activity of the project, as communities will be allowed to provide their consent to part of them, ask for modifications, or withdraw their consent.
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### Risks and opportunities emerging from the COVID-19 pandemic

88. The impact of COVID-19 in Central Africa, including DRC, has been much slower and lower than in other parts of the world. The total number of reported cases (Johns Hopkins Univ. of Medicine) for DRC in early December 2020 was 5,774 of which 94 people died. The first peak took place in the period May-July 2020 and a little second increase appears to have started in November 2020. The first six cases in Tanganyika Province were observed in September 2020. The following factors may be responsible for the relatively slow development of COVID-19 in DRC:

- COVID-19 seems to spread slower in hot climates;
- COVID-19 seems to have smaller impact on young populations such as in DRC;
- The intensity of testing for COVID-19 in DRC is much lower than in developed countries, leading to lower COVID figures in combination with the prior factor above;
- Eastern DRC is an Ebola area and therefore health measures (wearing of masks, body temperature monitoring on places such as borders and airports) is intensive, with many health organisations represented in eastern DRC; moreover, local residents are afraid of contagious diseases and readily adopt preventive strategies.

89. Overall, it appears therefore that the risk of significant local impacts affecting project implementation is manageable. Already the targeted region has been facing many other underlying security, poverty and health challenges. The target area is close to an Ebola epicentre, which has not hindered the implementation of development projects in the region. The presence of Ebola in fact has fostered awareness of infectious diseases among the population and health services: the DRC national and Tanganyika provincial governments are aware of the relations among health, poverty and resource degradation. The Tanganyika provincial government prioritizes the development of health services in the Kabobo landscape. In November 2020, the Ministry of Health launched an awareness strategy to reduce the risks of zoonoses including COVID-19 for humans.

Table 4. COVID-19 Risk Analysis of Risks and Opportunities

Risk Analysis	Level	Mitigation
<p><b>Availability of technical expertise and capacity and changes in timelines</b></p> <p>Travel (Kinshasa-Kalemie) may be complicated for experts and project staff due to temporary travel restrictions</p> <p>Remote work with beneficiaries complicated due to lack of mobile network</p>	medium	<p>Improvement and increase of capacity for remote work. Extra cost for equipment and services will be compensated by less costs for travel.</p> <p>Continued field visits while applying COVID protocol (distancing, systematic sanitary measures, mouth/nose mask)</p>
<p><b>Stakeholder engagement process</b></p> <p>Beneficiaries may be reluctant or unable to participate</p>	medium	<p>Awareness raising on COVID protocol (distancing, systematic sanitary measures, mouth/nose mask, quarantine)</p> <p>Provision of disinfectant soap and masks for meetings.</p> <p>Local and temporary interruption of activities during outbreaks</p> <p>Facilitation of health services in Kabobo landscape</p>
<p><b>Enabling Environment</b></p> <p>ICCN office in Kinshasa is seriously affected during lockdowns, due to transport problems of staff going to office</p>	high	<p>Use teleconferencing by staff involved in the project</p>
<p><b>Purchasing costs to project increased</b></p> <p>COVID may affect prices of local goods (supplies for surveillance, office tools, etc.)</p>	medium	<p>Budgets are in dollars, but dollars are currently used in DRC. Budget review may be necessary at the end of 2021 when surveillance and other crucial activities will be affected</p>
<p><b>Livelihoods</b></p>	medium	<p>The project supports local communities and their livelihoods through the Local Development Plans.</p>

COVID may undermine the livelihoods of local households/communities, causing instability, livelihood displacement including to illegal or harmful activities		Active engagement would aim to stem increased uptake of harmful or illegal activities
<b>Future Risks of Similar Crises</b> COVID may complicate surveillance (supplies, readiness to participate) In other areas, COVID has shown to increase poaching and other illegal activities due to weakening protection and increased pressure due to livelihood migration	high	Building on WCS and other conservation NGO's (ZSL, WCF, WWF, etc.) experience in other areas with health crises (Rep. Congo, CAR, Liberia, Guinea, etc.) Facilitation of health services in Kabobo landscape Considering health in Local Development Plans
<b>Reduced resources</b> COVID-19 could divert domestic and international efforts and resources away from aspects related to the project, i.e. causing loss of baseline investment and co-financing and priority given to the project's goals.	medium	The project co-financing from UNDP and WCS is set aside. Funding for post-COVID green recovery could be used to compensate for any losses.
<b>Opportunity Analysis</b>		
1) Can GEF projects do more to protect and restore natural systems and their ecological functionality? This also includes limiting forest fragmentation especially in high-risk areas based on what we know of potential future pandemics.		The objective of the project is to promote integrated NRM, sustainable land use and to mainstream BD in landscape management, preventing further habitat fragmentation and restoring habitats. Hence, the project contributes to mitigating the risk of transmission of known or unknown zoonotic diseases to human populations in the target area.
2) Can GWP and/or BD projects working on regulating consumption of wildlife and markets for risky taxa support this action?		The project will contribute to the reduction of wildlife consumption and human-wildlife contact
3) Can GEF projects include a focus on production landscapes and land use practices within them to decrease the risk of human/nature conflicts?		The landscape management plan developed under the project will include a human-wildlife conflict reduction strategy
4) Can the GEF promote circular solutions to reduce unsustainable resource extraction and environmental degradation?		Not applicable
5) Can the GEF innovate in climate change mitigation and in engaging with the private sector?		The project will promote small conservation friendly business and fuel wood plantations

## Stakeholder engagement

90. The project will work with a range of stakeholders, including representatives of government, civil society, local communities, NGOs, and academic and research institutions, with the aim of strengthening joint capacities to protect forests and biodiversity, while generating local and global environmental benefits. A full **Stakeholder Engagement Plan is included in Annex 7** and will be implemented throughout the project's lifetime. The Stakeholder Engagement Plan also underpinned the social and environmental safeguards assessments (Annexes 4 and 8). A summary is presented here below.

91. The proposed project takes an integrated and participatory approach to planning and management at landscape level. The landscape governance model aims at being at the forefront of community engagement and to reach co-management by the state (ICCN) and the communities, including indigenous peoples and women of the landscape. Indeed, during the PPG, particular attention was given to the position of vulnerable people (with an emphasis on Indigenous People and women) in the landscape and to the inter-ethnic conflict and resulting insecurity that affects the landscape. Migration from Kivu and competition for access to land and resources are drivers of these conflicts that have escalated since 2013. Mitigation of social conflicts through a dialogue moderated by the province and by mobilizing increased law enforcement capacity, appears to be effective as security is continuously improving and the security situation is much better than during the formulation of the concept note according to most resource persons consulted. Significant efforts to increase the representation of women as well as indigenous people in the current management system are required in order to ensure equal engagement of different groups. ICCN and WCS will empower and actively engage traditional authorities, local communities and indigenous people.

92. Project outputs are all designed and delivered in a manner that optimizes gender mainstreaming as well as full and effective participation of Indigenous Peoples, ensuring that women benefit fully from capacity building and effective participation in resource management and livelihood support decisions, as well as in the distribution of benefits.

93. Stakeholder engagement reflects the principles of the integrated landscape approach: continuous learning, multiple and diverse stakeholders, participatory stakeholder monitoring. This pilot project aims to test a new approach to protected area management in the DRC, including the establishment of structures that integrate traditional local community leaders into decision-making processes and active management of the Landscape and the implementation of processes to seek and obtain Free Prior Informed Consent of local communities and indigenous peoples at all stages of the project.

94. The stakeholder engagement approach is based on the understanding of local-level community dynamics and ethnography of local communities and indigenous people. The area is inhabited by a variety of both Bantu and Batwa ethnic groups, as well as some Nilotic communities. The Tanganyika province is characterized by important displacement and migration of people coming mainly from South Kivu and Kasai, looking for lands to cultivate and for cattle grazing. Because the Kabobo-Luama Landscape project involves the management of natural resources on which many stakeholders depend, its influences on the social tissue are inherently complex, involving multiple stakeholders and issues. Differences in values, interests and needs of stakeholders cause divergent positions between conservationists, communities, businesses and governments. Conservation efforts and human well-being are therefore inextricably linked, as each conservation intervention can have a positive or negative impact on broad networks of stakeholders, and vice versa.

95. The stakeholder engagement plan (SEP) will be implemented according to five basic principles that will ensure its effectiveness and inclusiveness: Participation, Gender equity, Respect for cultural diversity, Communication and transparency, Partnerships and synergies. The main objective of the SEP is to ensure that the interests and priorities of the different stakeholder groups and sectors are taken into account during relevant phases of project development and implementation. Specific objectives of the plan include:

- Providing full information to the stakeholders to ensure a common understanding of the intended project goals, approaches, activities and outcomes
- Promoting participation in order to identify underlying issues and address them in a timely and adequate manner, or adapt the project consequently if needed
- Seeking and obtaining Free Prior Informed Consent (FPIC) of all project stakeholders
- Generating project buy-in and appropriation by targeted partners and beneficiaries
- Identifying priority interventions and adequate strategies to successfully achieve the intended outcomes of the project
- Identifying opportunities for synergies and partnerships, including co-financing and institutional cooperation
- Validation of the intervention strategy and targets by its key stakeholders
- Facilitation of participatory M&E and feedback mechanisms
- Establishing a Grievance Redress Mechanism

96. Stakeholder engagement will be anchored especially in the collaborative management structure of committees representing local stakeholders, meeting regularly and playing a crucial role in the management partnership for the landscape. Additional to this structure, a Steering committee in which all key stakeholders will be represented, will meet every six months to monitor and approve planning of project implementation (see section 6. Institutional Arrangements - here below).

97. Additional to that, the following approaches will be employed to support effective stakeholder engagement: meetings with institutional and donor actors mainly concerned by the project, contact and technical meetings with resource persons, workshops, formal and/or informal strategic meetings at the grassroots level, expert consultation, field visits and exchange visits.

98. Finally, some flexibility and adaptive management may need to be applied should the COVID crisis lead to greater restrictions (such as reduced travelling, distancing restrictions in consultations and field work, etc.) than presently the case; noting that COVID to date has had a negligible impact on local livelihoods and communities in the target areas, in relative terms compared to other security, poverty and health (Ebola, etc.) challenges.



## **Gender equality and Women's Empowerment:**

99. UNDP prioritizes gender mainstreaming as its main strategy to achieve gender equality and women's empowerment. A Gender Analysis and a Gender Action Plan for the project are included in Annex 9 and will be implemented throughout the project's lifetime.

100. Women are the main users of natural resources in the area targeted by the project, and they play a crucial role in agricultural activities. Areas reserved for agriculture and forest fields in the project area are exploited by women and used mostly for self-sustenance. The project will consider differences between ethnic groups, widows, and young women while pursuing the following goals, with appropriate gender-responsive measures:

- Closing gender gaps in access to and control over natural resources.
- Improving women's participation and implication in decision making.
- Generating socio-economic benefits or services for women.

101. In line with national policies as well as UNDP and GEF guidelines, the project will adopt the following principles in day-to-day management:

- Demonstrate gender responsiveness in all interactions with project stakeholders.
- No use of language or behaviour denoting bias and disrespect for any individual based on gender.
- Avoid gender stereotyping in project documents, and communication outputs.
- Apply zero tolerance for sexual harassment, gender-based violence and/or sexual exploitation and abuse of men, women, girls and boys that may occur in connection with any of its supported activities.

102. More specifically, the project design takes gender issues into account, by being sensitive to differentiated and uneven roles and needs between women and men but also among women (age, ethnic group, marital status), with a specific focus on discrimination by Batwa women only. The project goes further than ensuring a simple seat at the table, guaranteeing also the quality of participation. The Project Management Unit is responsible to ensure that participation reaches beyond nominal membership of women providing them access to decision-making alongside men as well as the possibility to have impact and to lead. The timing of their participation from the beginning of the decision-making processes, is the key to allow them to provide substantial feedback that may result in significant changes. This will be achieved through trainings to both women and men, including community leaders. The establishment of a specific women group meeting ahead of governance committee meetings, and regular separate consultations for Batwa women and young women will also accompany this process. The project will adopt a participatory approach to guarantee a long-lasting impact: the inclusion of all relevant social groups, with attention to the participation and inclusion of women are key to the conservation of the Kabobo-Luama Landscape. Gender equality and including women in the project are promoted as a way of improving outcomes and efficiency in terms of biodiversity protection and development. Gender considerations played an essential role in the formulation process, considering the identification and promotion of appropriate forms of benefit sharing that acknowledge and reward the contributions of both women and men to sustainable management of natural resources. For all community-based activities, a Gender Responsive Budget (GRB) will be determined disaggregating allocations to women and men, boys and girls, in order to ensure gender-equitable distribution of resources and by contributing to equal opportunities for all. Women will be engaged in monitoring and evaluation. Data collected will be gender-responsive and collected in order to allow to assess progress with regard to gender issues and make appropriate adjustments if needed. A gender-sensitive database on socio-economic information will be developed by the project in order to monitor the progress on gender policy.

## **Knowledge Management and South-South Cooperation**

103. A **Knowledge Management Plan for the project is included in Annex 11**. Under Component 4, knowledge management will be mainstreamed to enable learning, adaptive management, replication and upscaling. Participatory planning, monitoring and evaluation will be the core of the project result-based management and knowledge sharing approaches. Participatory monitoring and evaluation help to ensure adequate communication and use of relevant information and experiences from stakeholders. The process of participation contributes to accountability and ownership of project activities and increases the likelihood of replication and sustainability. Participatory monitoring and evaluation mechanisms such as lessons and messages from co-management committees (Output 1.3), from the project board (Chapter VII) and from the project reporting system (Chapter VI) will feed the project knowledge management and learning process.

104. During the inception phase a detailed communication plan will be developed, to ensure adequate engagement and information of stakeholders at all levels. Lessons and good practices derived from implementation will be codified and shared with all relevant actors as identified in the Stakeholder Engagement Plan (Annex 7 and Output 4.3) to facilitate replication and upscaling. Good practices will be disseminated through national and international media, including radio stations such as Radio Okapi, websites (e.g. ICCN and Global Wildlife Program) as well as relevant blogs, social media forums, etc. (see Annex 7 for more details).

105. ICCN as well as other relevant Government partners will be actively engaged in ensuring replication and upscaling, including through advocacy and enabling integration of good practices in policy updates and practices. Direct linkages will be established with the management teams from other protected areas in DRC that are operating under similar circumstances as those prevalent in the Kabobo-Luama landscape, including Itombwe Nature Reserve, Okapi Wildlife Reserve, Kahuzi-Biega and Virunga National Parks in order to share experiences and replicate successful strategies.

106. The project will participate in GWP webinars and the GWP global knowledge platform and relevant virtual and face-to-face knowledge exchanges and events, along with progressing coordination with other Central African countries represented in the GWP. A representative from DRC participated in the GEF-7 GWP annual knowledge exchange event held in South Africa in Oct-Nov 2019, and this will be continued as project results come forth. The project will aim to disseminate knowledge gained and shared through the GWP with national stakeholders through at least two dedicated national-level training sessions for wildlife and PA technicians, as well as through regular exchanges between staff of ICCN, WCS and the project and related local and regional stakeholders.

107. To bring the voice of DRC to global and regional for and benefit from global best practices, the project will explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on biodiversity conservation and wildlife crime. ICCWC is a partner for KM in this context. Also, the CITES Secretariat will be kept informed about project outcomes by the DRC CITES management authority, which is ICCN.

108. In addition, learning opportunities and technology transfer from peer countries will be explored during project implementation. To present opportunities for replication in other countries, the project will codify good practices and facilitate dissemination through global ongoing South-South and global platforms, such as Africa Solutions Platform, the UN South-South Galaxy<sup>83</sup> knowledge sharing platform, PANORAMA<sup>84</sup> and the Global Wildlife Program<sup>85</sup>.

109. Finally, the project will provide opportunities for regional and south-south cooperation with countries that are implementing initiatives on biodiversity conservation in conflict areas in geopolitical, social and environmental contexts relevant to the proposed project in DRC such as the WCS programmes in South Sudan<sup>86</sup> and the Central African Republic.

110. A tentative estimate of the total budget assigned to Knowledge Management is provided in the following table:

*Table 5. Tentative budget for Knowledge Management*

Impl Agent	Item	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)
RP	Component 4 Manager Mainstreaming of safeguards and knowledge management @ 50%	8,400	8,400	8,400	8,400	8,400	42,000
RP	Component Officer Monitoring and Research @ 50%	2,100	2,100	2,100	2,100	2,100	10,500
RP	Technical assistance WCS knowledge management (Project manager, Country Director, Technical Director)	11,025	11,025	35,180	11,025	35,180	103,435
IP	Project technical assistant - support to KM activities	6,900	6,900	6,900	6,900	6,900	34,500
RP	Communication products and publications	2,500	2,500	2,500	2,500	2,500	12,500
RP	Translation costs	3,000		5,000		5,000	13,000
RP	Air and road travel of project staff, 50% of Comp 4	3,668	3,668	3,668	3,668	3,668	18,340
	<b>TOTAL Knowledge Management Cost</b>	<b>37,593</b>	<b>34,593</b>	<b>63,748</b>	<b>34,593</b>	<b>63,748</b>	<b>234,275</b>

<sup>83</sup> <https://www.unsouthsouth.org/south-south-galaxy/>

<sup>84</sup> <https://panorama.solutions/en>

<sup>85</sup> <https://www.worldbank.org/en/programs/global-wildlife-program/news-n-events>

<sup>86</sup> <https://www.facebook.com/wcs.southsudan>

## **Innovativeness, Sustainability and Potential for Scaling Up**

111. The key innovation under this project is the development of a partnership for the sustainable management of biodiversity and natural resources in the concerned landscape involving local stakeholders (including indigenous people), governmental stakeholders and an international NGO, based on a collaborative management structure being developed. The strength of this approach is the alignment of stakeholders in sustainable development and biodiversity conservation in the context of limited government budgets, as well as the reduction of conflicts between interests and stakeholders. The inclusion of IPs is an important aspect of the model, as IP's livelihood generally depend heavily on biodiversity resources, but current social and administrative practices often tend to marginalize them from access to its use and management. Consequently, impacts from IPs on biodiversity as well as impacts from conservation on IPs are important. In this regard it is interesting that the support for protected area establishment is particularly important from the side of IPs. The management model is inspired by initiatives striving for inclusive/integrated natural resources management in other areas inside and outside DRC and supported by conservation NGOs. The institutional elaboration of the Kabobo management model, however, is significantly advanced in DRC and therefore it will help to promote further application in the country.

112. An important factor improving sustainability is the project's support to the establishment of ICCN in the Tanganyika Province and to develop its capacity to ensure biodiversity conservation through training, through the development of the conservation management system and through the investment in infrastructure and equipment. The proposed approach for the engagement of stakeholders such as provincial authorities, other law enforcement bodies, and local populations including indigenous people, will help ICCN and other stakeholders to deal jointly with the present challenges of effective landscape conservation, such as climate change, resource user conflicts, increasing pressure on land and resources and marginalization of certain groups, such as indigenous people. The establishment of an ICCN team within the targeted landscape, and the fostering of partnerships with provincial government, WCS and other key actors, will facilitate the sustainability of the approach after the end of the project.

113. Financial sustainability is strengthened through community based natural resources management in partnership with the state agency responsible for protection as well as through improved institutional conditions for sustainable financing of landscape management. By explicit anticipation on REDD+ through local development planning, co-management and the development of microfinance, these aspects are further elaborated in the project proposal. These approaches are unique in DRC and have high potential for replication and scale-up across the country in view of the current REDD+ policy and ambitions of DRC. This model for local landscape governance, being compatible with REDD+ principles, will provide the provincial government also with a model for the management of other forest and biodiversity resources in the province.

114. Funding from the DRC government will be secured through ICCN, and additional funding opportunities associated with the development of the protected areas to be identified during the project will evolve, such as increased income from sustainable use and benefits from PES/REDD+. A particular contribution of an international NGO in the partnership, will be the increase of opportunities for funding of conservation through its international network.

115. The gazettement of Kabobo was inspired by the participatory zoning of the Okapi Wildlife Reserve and the participatory zoning of Itombwe Nature Reserve (Brown, 2010; D. Kujirakwinja et al., 2018; Deo Kujirakwinja et al., 2010). As such, Kabobo benefited from lesson learned from both protected areas to develop its participatory gazettement process. In addition, the proposed governance style of Kabobo is based on the inclusion of communities and local stakeholders in the decision-making in the management of protected areas. The practical experience with the governance of Kabobo has been used to establish three CFCLs (Concessions Forestières des Communautés Locales) in the same province and will be used to inform the ongoing consultations for the gazettement of the Oku Wildlife Reserve in Maniema. In addition, we expect to use the same community-based approach to support the provincial government to set up CFCLs in Tanganyika Province. Finally, we hope that the implementation of the integrated management and interventions in Kabobo will generate enough knowledge and lessons that could inspire the ICCN to implement the same approach in other protected areas throughout the country. An important policy in this sense is the National Strategy for Community Conservation (2016-2021) that is already partly aligned with the project approach of engaging communities in PA management. This strategy will be reviewed in the year 2021 with involvement of WCS, and this will be an opportunity to further strengthening community engagement in conservation in this key policy. The sustainability and upscaling of this community-based approach will also be supported by the project through the tools that will be developed, such as training programmes, databases, development plans and business plans. The sharing of these tools and experiences will be supported by the knowledge management and communications plans under this project. The ICCN protected area network and the WCS partner network provide also significant opportunities for replication. Moreover, there are ongoing discussions to include Tanganyika province in the FINAREDD program that

would again provide increased opportunities for the upscaling of community-based approaches to forest and biodiversity conservation.

## IV. PROJECT RESULTS FRAMEWORK

<p><b>This project will contribute to the following Sustainable Development Goals:</b> 1. End poverty in all its forms everywhere; 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture; 5. Achieve gender equality and empower all women and girls; 13. Take urgent action to combat climate change and its impacts; 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</p>				
<p><b>This project will contribute to the following country outcome (UNDAF/CPD, RPD, GPD):</b> Outcome 5.<sup>87</sup> The Congolese State improves the management of its natural resources (mining, energy, biodiversity and land) and the associated benefits, the mechanisms of disaster management and engages in the green economy.</p>				
	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target
<p><b>Project Objective:</b> Strengthen the management of the Kabobo-Luama protected area landscape and enhance conservation of endangered species for local sustainable development and global biodiversity benefits</p>	<p><u>Indicator 1 (GEF Core Indicator 11):</u> # Direct project beneficiaries disaggregated by gender (individual people).</p>	0	Total 7,500. W 3,750 / M 3,750	Total 15,000. W 7,500 / M 7,500
	<p><u>Indicator 2:</u> # Indirect project beneficiaries disaggregated by gender (individual people).</p>	0	Total 37,500. W 18,750 / M 18,750	Total 76,758. W 38,359 / M 38,359
	<p><u>Indicator 3 (GEF Core Indicator 1.2):</u> Terrestrial protected areas under improved management effectiveness (hectares)</p>	0	667,305 ha	667,305 ha
	<p><u>Indicator 4 (GEF Core Indicator 4.1):</u> Area of landscapes under improved management to benefit biodiversity (qualitative assessment, non-certified)</p>	0	154,000 ha	154,000 ha
<p><b>Component 1 Institutional capacity for landscape management and biodiversity conservation</b></p>				
<p><b>Outcome 1</b>  Improved management of the Kabobo-Luama Protected Area Landscape</p>	<p><u>Indicator 5:</u> Institutional capacity for landscape management as measured per UNDP Institutional Capacity Development Scorecard</p>	<p>Cr1 = 58% Cr2 = 55% Cr3 = 56% Cr4 = 67% Cr5 = 44% Total Avge 56%</p>	+ 10% each	+ 25 % each
	<p><u>Indicator 6:</u> Populations of key species (Bongo, Buffalo, Chimpanzee, Red Colobus, Elephant) monitored using direct and indirect encounter rates from SMART (observation/km covered).</p>	<p>– Number of Buffalo observed per km covered: 0.005 /km – Number of Bongo observed per km covered: 0.03 /km – Number of Chimpanzee observed per km covered: 0.02 /km – Number of Chimpanzee nests observed per km covered: 0.83 /km<sup>(88)</sup> – Number of Red Colobus observed per km covered: 0.007 /km – Number of Red Colobus nests</p>	10% increase each sub-indicator	30% increase each sub-indicator

<sup>87</sup> Effet 5. L'État congolais améliore la gestion de ses ressources naturelles minières, énergétiques, biodiversité et foncières et des bénéfices associés, les mécanismes de gestion des catastrophes et s'engage dans l'économie verte

<sup>88</sup> Based on data from the SMART monitoring giving encounter rate of observed chimpanzees and chimpanzee nests per kilometer covered (two indicators)

		observed per km covered: and 0.003 /km <sup>(89)</sup> – Number of Elephant dung observed per km covered: 0.0008 /km <sup>(90)</sup>		
	<b>Indicator 7:</b> Connectivity between the Kabobo-Luama protected areas, as measured by encounter rates of indicator species (Chimpanzee, Elephant, Red Colobus) per km covered by patrols in the corridor areas (SMART surveillance data)	Baseline to be determined during first 6 months of project	30% of corridors are used by indicator species	60% of corridors are used by indicator species
Outputs to achieve Outcome 1	1.1. Kabobo-Luama landscape management plan 1.2. Capacity for Landscape Management of Tanganyika Provincial Ministries strengthened 1.3. Local institutional capacity established for the implementation of the landscape management plan 1.4. Business plan developed			
<b>Project component 2</b>	<b>Enhanced protected area management and reduced poaching of key species</b>			
<b>Outcome 2</b> Increased management effectiveness of Kabobo , Luama-Katanga, and Ngandja Reserves, with increased capacity to combat wildlife crime	<b>Indicator 8:</b> Signature of provincial and national decrees affording upgraded protection status for the Kabobo and Ngandja <sup>91</sup> Reserves.	Provincial decrees signed	National endorsement process started	National decree signed
	<b>Indicator 9:</b> PA Management Effectiveness Tracking Tool (METT) scores	1. Kabobo: 31 2. Luama: 24 3. Ngandja: 19	1. Kabobo: 40 2. Luama: 35 3. Ngandja: 35	1. Kabobo: 60 2. Luama: 50 3. Ngandja: 50
	<b>Indicator 10:</b> Threat levels measured by encounter rates from SMART monitoring data for illegal activities (hunting, encroachment by mining and timber extraction) using) per km covered.	Hunting: 0.14 Timber harvesting: 0.15 Mining: 0.016 Agriculture: 0.002	MTR level will be determined in first 6 months of project <sup>92</sup>	Hunting: 0.1 Timber harvesting: 0.1 Mining: 0.01 Agriculture: 0.002
	<b>Indicator 11:</b> Annual deforestation rates of the protected areas using globally available forest mapping sources based on Landsat satellite images indicated as percentage forest cover reduction per year <sup>93</sup> . The baseline (2000-2001) will be reviewed during the first 6 month of the project. Significance will be determined of differences between baseline and MTR and FE levels.	Kabobo (2019): 0.41 % forest cover reduction Luama (2019): 0.54 % forest cover reduction Ngandja (2019): 0.30 % forest cover reduction	Kabobo: 0.37% (-10% decrease) Luama: 0.51% (-5% decrease) Ngandja: 0.21% (-10% decrease)	Kabobo: 0.29% (-30% decrease) Luama: 0.43% (-20% decrease) Ngandja: 0.21% (-30% decrease)
Outputs to achieve Outcome 2	2.1. Biodiversity and habitat status and trends monitored 2.2. Kabobo and Ngandja Reserves gazetted as National Reserves 2.3. Protected area management plans elaborated and validated 2.4. Infrastructure and facilities established for the three protected areas 2.5. Patrol and enforcement capacity strengthened 2.6. Improved habitat conditions			
<b>Project component 3</b>	<b>Improved livelihoods</b>			

<sup>89</sup> Based on data from the SMART monitoring giving encounter rate of observed colobus and colobus dung per kilometer covered (two indicators)

<sup>90</sup> Based on data from the SMART monitoring giving encounter rate of observed elephant dung per kilometer covered (two indicators)

<sup>91</sup> The classification of Ngandja as national reserve is still to be decided

<sup>92</sup> The baseline presented is determined by current protection level and current monitoring coverage. Increasing both protection and monitoring area as well as intensity will reduce threats, but also increase the number of observed illegal activities. The combined result of these parameters on the SMART encounter rates cannot be predicted. Therefore, the MTR target cannot yet be set.

<sup>93</sup> Forest cover and deforestation rates are calculated using data from <https://www.globalforestwatch.org/>, and [https://earthenginepartners.appspot.com/science-2013-global-forest/download\\_v1.7.html](https://earthenginepartners.appspot.com/science-2013-global-forest/download_v1.7.html)

<b>Outcome 3</b> Livelihood-driven threats to biodiversity within and around PAs reduced	<b>Indicator 12:</b> Number of observed cases of unsustainable bushmeat hunting per km covered by patrolling (based on SMART surveillance data) <sup>94</sup>	Baseline to be determined during first 6 months of project	20% reduction	50% reduction
	<b>Indicator 13:</b> Household well-being measured by a modified Basic Necessities Survey (BNS) <sup>95</sup>	Baseline to be determined during the first 6 months of project (see Output 4.2)	30% increase	70% increase
	<b>Indicator 14:</b> Number of households benefiting from income generation from alternative livelihood options introduced through the project	0	M=200 W=250	M=250 W=500
Outputs to achieve Outcome 3	3.1. Local sustainable development plans elaborated 3.2. Sustainable livelihood options identified and improved 3.3. Green micro-entrepreneurship approach piloted for conservation-friendly businesses			
<b>Project component 4</b>	<b>Mainstreaming of safeguards and knowledge management</b>			
<b>Outcome 4</b> Mainstreaming of gender and indigenous people's concerns, and lessons learned through participatory project implementation and M&E are used to guide adaptive management, knowledge management and communication in support of upscaling	<b>Indicator 15:</b> Number of good practices on sustainable land-use, biodiversity conservation and stakeholder engagement demonstrated, documented and upscaled for replication	0	3 good practices demonstrated and documented	5 good practices demonstrated, documented and with plans for replication
	<b>Indicator 16:</b> % of Gender Action Plan targets met	0	40%	80%
	<b>Indicator 17:</b> % of Social & Environmental Management Plan targets met	0	100%	100%
	<b>Indicator 18:</b> Influence of indigenous people, women and other vulnerable groups on governance <sup>96</sup> , measured using the WCS Natural Resources Government Tool <sup>97</sup>	Baseline to be determined during first 6 month of project (Output 4.3)	Tentatively 10% increase	Tentatively 25% increase
	<b>Indicator 19:</b> Inclusion of Batwa IP as direct beneficiaries in activities, consultation and recruitment, measured by IP share (%) amongst: participants in local-level trainings; ICCN-hired PA rangers; local consultation committees; exchange visit participants.	0	25% in all sub-indicators	25% in all sub-indicators
Outputs to achieve Outcome 4	4.1. Environmental and social safeguards addressed 4.2. Participatory project monitoring, evaluation and learning 4.3. Stakeholders engaged at all levels 4.4. Project lessons and good practices disseminated, and upscaling strategies developed			

<sup>94</sup> "Unsustainable bushmeat hunting" is defined as hunting for bushmeat without respecting hunting regulations (e.g. hunting methods, seasonality, species protection, quota, zoning). The level of unsustainable bushmeat hunting will be based on SMART monitoring data (observed cases / km covered).

<sup>95</sup> Assessing the impact of conservation and development on rural livelihoods: Using a modified Basic Necessities Survey (BNS) in experimental and control communities. (library.wcs.org > DesktopModules)

<sup>96</sup> NRG will (among others) indicate the influence of indigenous people, women and other vulnerable groups on governance

<sup>97</sup> The Natural Resource Governance Tool (NRGT) developed by WCS is used to assess the role and effectiveness of stakeholders in natural resources governance, such as women and indigenous people ([https://rportal.net/biodiversityconservation-gateway/projects/closed-global-projects/scapes-1/guidelines-learning-applying-nrgt-landscapes-seascapes/at\\_download/file?subsite=biodiversityconservation-gateway](https://rportal.net/biodiversityconservation-gateway/projects/closed-global-projects/scapes-1/guidelines-learning-applying-nrgt-landscapes-seascapes/at_download/file?subsite=biodiversityconservation-gateway))

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## V. MONITORING AND EVALUATION (M&E) PLAN

116. The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored annually and evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. The Monitoring Plan included in Annex 3 details the roles, responsibilities, and frequency of monitoring project results.

117. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP and UNDP Evaluation Policy](#). [The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements.](#)

118. Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the [GEF Monitoring Policy](#) and the [GEF Evaluation Policy](#) and other [relevant GEF policies](#)<sup>98</sup>. The costed M&E plan included below, and the Monitoring plan in Annex, will guide the GEF-specific M&E activities to be undertaken by this project.

119. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report.

### Additional GEF monitoring and reporting requirements:

#### *Inception Workshop and Report*

120. A project inception workshop will be held within 60 days of project CEO endorsement, with the aim to:

- a. Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.
- b. Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.
- c. Review the results framework and monitoring plan.
- d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP and other stakeholders in project-level M&E.
- e. Update and review responsibilities for monitoring project strategies, including the risk register; SESP report, Social and Environmental Management Framework and other safeguard requirements; project grievance mechanisms; gender strategy; knowledge management strategy, and other relevant management strategies.
- f. Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.
- g. Plan and schedule Project Board meetings and finalize the first-year annual work plan.
- h. Formally launch the Project.

#### *GEF Project Implementation Report (PIR)*

121. The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR. The PIR submitted to the GEF will be shared with the Project Board. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

#### *GEF Core Indicators*

122. The GEF Core indicators included as Annex 15 will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to MTR and TE. Note that the project team is responsible for updating the indicator status. The updated monitoring data should be shared with MTR/TE consultants prior to required evaluation missions, so

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<sup>98</sup> See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)



these can be used for subsequent groundtruthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF [website](#).

123. The required Protected Area Management Effectiveness Tracking Tool (METTs) have been prepared and the scores included in the GEF Core Indicators.

#### *Independent Mid-term Review (MTR)*

124. The terms of reference, the review process and the final MTR report will follow the standard templates and guidance for GEF-financed projects available on the [UNDP Evaluation Resource Center \(ERC\)](#).

125. The evaluation will be ‘independent, impartial and rigorous’. The evaluators that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project under review.

126. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the evaluation process. Additional quality assurance support is available from the BPPS/GEF Directorate.

127. The final MTR report and MTR TOR will be publicly available in English and will be posted on the UNDP ERC by 31 October 2023. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report’s completion.

#### *Terminal Evaluation (TE)*

128. An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance for GEF-financed projects available on the [UNDP Evaluation Resource Center](#).

129. The evaluation will be ‘independent, impartial and rigorous’. The evaluators that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project being evaluated.

130. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the BPPS/GEF Directorate.

131. The final TE report and TE TOR will be publicly available in English and posted on the UNDP ERC by 31 December 2025. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report’s completion.

#### *Final Report*

132. The project’s terminal GEF PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

#### *Agreement on intellectual property rights and use of logo on the project’s deliverables and disclosure of information*

133. To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy<sup>99</sup> and the GEF policy on public involvement<sup>100</sup>.

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<sup>99</sup> See [http://www.undp.org/content/undp/en/home/operations/transparency/information\\_disclosurepolicy/](http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/)

<sup>100</sup> See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)

Table 6. Monitoring and Evaluation Plan and Budget

<b>Monitoring and Evaluation Plan and Budget:</b> This M&E plan and budget provides a breakdown of costs for M&E activities to be led by the Project Management Unit during project implementation. The oversight and participation of the UNDP Country Office/Regional technical advisors/HQ Units is not included as it is covered by the GEF Fee. These costs are included in Component 4 of the Results Framework and TBWP.			
<b>GEF M&amp;E requirements</b>	<b>Responsible Parties</b>	<b>Indicative costs (US\$)</b>	<b>Time frame</b>
Inception Workshop	Implementing Partner Project Manager	\$5,000	Within 60 days of CEO endorsement of this project
Inception Report	Project Manager	none	Within 90 days of CEO endorsement of this project
Monitoring of indicators in project results framework	Project Manager will oversee national institutions/agencies charged with collecting results data.	\$15,000	Annually prior to GEF PIR. This will include GEF core indicators
GEF Project Implementation Report (PIR)	Project manager, UNDP-CO, RTA	none	Annually typically between June-August
Monitoring all risks (Atlas risk register)	Project Manager	none	On-going
Monitoring of safeguards management frameworks, as specified in ESMF	Project Manager	\$25,000	On-going
Monitoring of stakeholder engagement plan	Stakeholder engagement and Gender Expert	\$15,000	On-going
Monitoring of gender action plan	Stakeholder engagement and Gender Expert	\$15,000	On-going
Reports of Project Board Meetings	Implementing Partner (ICCN), Project manager, UNDP-CO	none	Annually
Lessons learned and knowledge generation	Project Manager	\$25,000	Annually
Supervision missions	UNDP Country Office	none	Annually
Oversight missions	UNDP-GEF RTA and UNDP-GEF Directorate	none	Troubleshooting as needed
Mid-term GEF Core indicators and METT or other required Tracking Tools	ICCN	\$5,000	Before mid-term review mission takes place.
Independent Mid-term Review (MTR) and management response	UNDP Evaluation Specialists and independent evaluation consultants.	\$32,000	31 October 2023
Terminal GEF Core indicators and METT or other required Tracking Tools	ICCN	\$5,000	Before terminal evaluation mission takes place
Independent Terminal Evaluation (TE) and management response	UNDP Evaluation Specialists and independent evaluation consultants.	\$32,000	31 December 2025
Translation of MTR and TE reports into English	UNDP Country Office	\$4,000	
<b>TOTAL indicative COST</b>		<b>\$178,000</b>	Included in TBWP component 4

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## VI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

### Roles and responsibilities of the project's governance mechanism

#### Implementing Partner

134. The Implementing Partner for this project is the **Congolese Institute for Nature Conservation (Institute Congolais pour la Conservation de la Nature – ICCN)**.

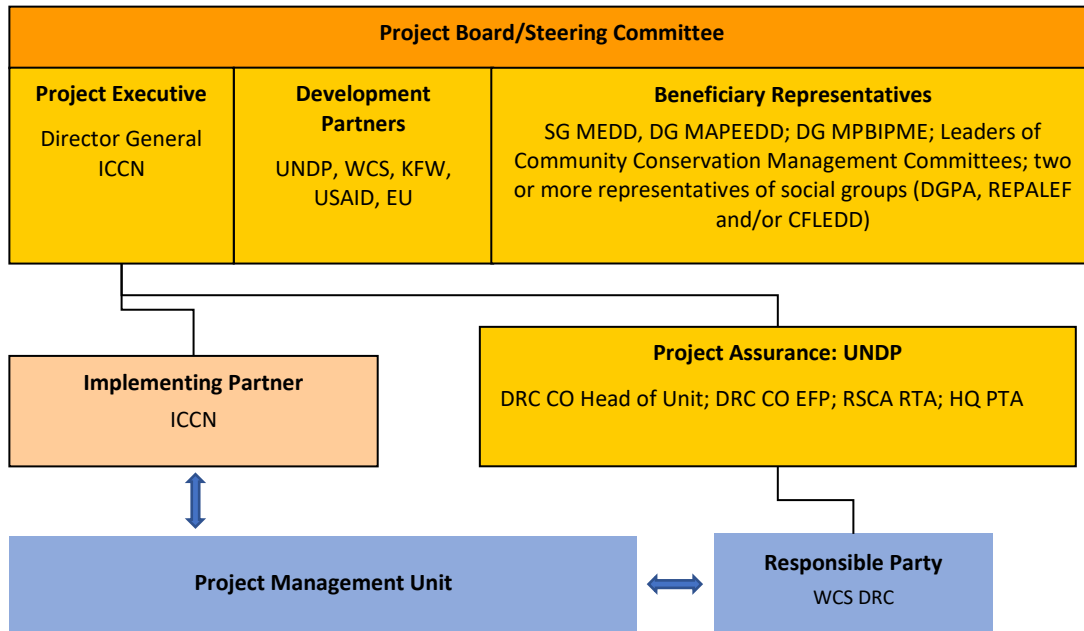
135. The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

136. The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Risk management as outlined in this Project Document;
- Procurement of goods and services, including human resources;
- Financial management, including overseeing financial expenditures against project budgets;
- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

137. The Ministry of Environment & Sustainable Development will contribute to the implementation of the project through its affiliate institution ICCN, the state agency in charge of protected areas, and will regularly updated about the implementation. It will also play a key role for any upscaling of the project approach beyond the specific protected areas included in the project. The Provincial Government of Tanganyika Province, which is locally elected, will represent the local population of the province in the SC and will be represented in project meetings at provincial level. Both the Ministry and the Provincial Government of Tanganyika are represented in the Project Steering Committee.

Figure 3: Project organisation structure



### Project Board

138. The Project Board (also called Project Steering Committee) is responsible for taking corrective action as needed to ensure the project achieves the desired results. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the UNDP Resident Representative (or their designate) will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.

139. Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible mitigation and management actions to address specific risks;
- Agree on project manager's tolerances as required, within the parameters set by UNDP-GEF, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP-GEF;
- Ensure coordination between various donor and government-funded projects and programs;
- Ensure coordination with various government agencies and non-government entities and their participation in project activities;
- Track and monitor co-financing for this project;
- Review the project progress, assess performance, and appraise the Annual Work Plan for the following year;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Review combined delivery reports prior to certification by the implementing partner;
- Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Address project-level grievances;
- Approve the project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;

- Review the final project report package during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up;
- Ensure highest levels of transparency and take all measures to avoid any real or perceived conflicts of interest.

140. The composition of the Project Board must include the following roles:

- *Project Executive*: Is an individual who represents ownership of the project and chairs the Project Board. The Executive is normally the national counterpart for nationally implemented projects. The Project Executive is: The Director General of ICCN.
- *Beneficiary Representative(s)*: Individuals or groups representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often civil society representative(s) can fulfil this role. The Beneficiary representative (s) are representatives of the *Ministère de l’agriculture, pêche, élevage, environnement et développement durable (MAPEEDD)*, the *Comité de gouvernance pour la conservation communautaire (CGCC)* and at least two or more representatives from social groups including DGPA<sup>101</sup>, REPALEF<sup>102</sup> and CFLEDD<sup>103</sup>.
- *Development Partner(s)*: Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. The Development Partners are: UNDP, WCS, KFW, WWF, UNEP and USAID.
- *Project Assurance*: UNDP performs the quality assurance and supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed, and conflict of interest issues are monitored and addressed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. UNDP provides a three-tier oversight services involving the UNDP Country Offices and UNDP at regional and headquarters levels. Project assurance is totally independent of project execution.

#### UNDP:

141. UNDP is accountable to the GEF for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP is responsible for delivering GEF project cycle management services comprising project approval and start-up, project supervision and oversight, and project completion and evaluation. UNDP is responsible for the Project Assurance role of the Project Board/Steering Committee.

#### Responsible Parties

142. The project will have one Responsible Party (per GEF terminology: Technical Executing Partner), the Wildlife Conservation Society (WCS), designated by UNDP in agreement with ICCN. Please refer to §149-153 and Tables 8-9 in Section VII *Financial planning and management* regarding details on the underlying documentation, the budget assigned to the RP and the RP’s roles and responsibilities.

#### Project stakeholders and target groups:

143. Stakeholders are identified and consulted during the project preparation in order to assess needs, expectations and to ensure their consent. Stakeholders will be involved in the project as set out in Section *Stakeholder engagement* (§90-98) above and in the Stakeholder Engagement Plan in Annex 7.

#### Project Manager

144. The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Project Board. The Implementing Partner appoints the Project Manager, who must be different from the Implementing Partner’s representative in the Project Board.

<sup>101</sup> Dynamique des Groupes des Peuples Autochtones

<sup>102</sup> Réseau des Populations Autochtones et Locales pour la Gestion Durable des Ecosystèmes Forestiers de la RDC

<sup>103</sup> Coalition des Femmes Leaders pour l’Environnement et le Développement Durable

145. The Project Manager's primary responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will inform the Project Board and the Project Assurance roles of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted. The Project Manager will remain on contract until the Terminal Evaluation report and the corresponding management response have been finalized and the required tasks for operational closure and transfer of assets are fully completed.

146. The overall and specific responsibilities of the PM are detailed in Annex 6.

#### Project extensions

147. The UNDP Resident Representative and the UNDP-GEF Executive Coordinator must approve all project extension requests. Note that all extensions incur costs and the GEF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GEF resources; the UNDP Country Office oversight costs during the extension period must be covered by non-GEF resources.

## VII. FINANCIAL PLANNING AND MANAGEMENT

148. The total cost of the project is **USD 11,430,734**. This is financed through a **GEF grant of USD 3,730,734, USD 300,000 in co-financing to be administered by UNDP and additional support of USD 7,400,000**. UNDP, as the GEF Implementing Agency, is responsible for the oversight of the GEF resources and the cash co-financing transferred to UNDP bank account only.

149. Confirmed Co-financing: The actual realization of project co-financing will be monitored during the Mid-Term Review and Terminal Evaluation and will be reported to the GEF. Note that all project activities included in the project results framework that will be delivered by co-financing partners (even if the funds do not pass through UNDP accounts) must comply with UNDP's social and environmental standards. Co-financing will be used for the following project activities/outputs:

Table 7. Co-finance

Co-financing source	Co-financing type	Co-financing amount USD	Planned Co-financing Activities/Outputs	Risks	Risk Mitigation Measures
UNDP	Grant Inv Mob	300,000	Project management and monitoring	UNDP not able to provide adequate support services due to unavailability of sufficient staff	UNDP to ensure that sufficient staff is assigned to support the project
WCS	Grant Inv Mob	400,000	Field equipment, research, PMC	Funding being unavailable because of changing priorities	WCS will actively raise more funding and has already successfully done so for the last 10 years for the funding of preceding projects in this same area.
Government of Tanganyika Province, DRC	In kind Recurr Exp	1,000,000	Rehabilitation degraded areas, agroforestry, logistical support for development and management plan, basic services, anti-poaching strategies, infrastructure rehabilitation and construction, field equipment	Funding being unavailable because of changing government priorities	Funds are recurrent government expenditures; the project steering committee will facilitate and ensure that co-financing commitments are not compromised
Ministry of Environment and Sustainable Development, DRC	In kind Recurr Exp	6,000,000	Support to ICCN and local partners as well as contributions to socio-economic infrastructure (health centres, schools, markets, cold stores and feeder roads)	Funding being unavailable because of changing government priorities	Funds are government recurrent expenditures; the project steering committee will facilitate and ensure that co-financing commitments are not compromised

150. Implementing Partner (IP) request for UNDP to provide country support services: The Implementing Partner and GEF OFP have requested UNDP to provide support services to the project, for UNDP to designate WCS as a Responsible Party (see request letter in Annex 18). This agreement is reflected in the [Letter of Agreement](#) to be signed between UNDP and the Implementing Partner detailing these support services (see Annex 13). Under this agreement, UNDP will channel the project grant funding assigned to the RP directly to WCS. Of the total GEF project grant of USD 3,730,734, USD 2,901,505 (78%) have been assigned to WCS, in addition to USD 300,000 of UNDP co-financing.

151. The rationale for UNDP to designate the Responsible Party is based on past experiences with project implementation and to avoid challenges and delays in the transfer of GEF resources to the Responsible Party WCS that could significantly undermine implementation.

152. No Direct Project Costs will be charged to the GEF project budget. To ensure the strict independence required by the GEF and in accordance with the UNDP Internal Control Framework, these execution services should be delivered independent from the GEF-specific oversight and quality assurance services (i.e. not done by the same person to avoid conflict of interest).

*Table 8: Responsible Party, Engagement Modality, Roles and Responsibilities*

Name of RP	Engagement Modality	Role and Responsibility
Wildlife Conservation Society (WCS)	Responsible Party Agreement with UNDP (see Annex 14)	<p>WCS, will provide technical and managerial assistance to ICCN and other stakeholders on all aspects of the project and lead the delivery for the following Outputs:</p> <p>Guide the development of integrated landscape planning to counter habitat degradation (Outputs 1.1, 1.2, 1.4)</p> <p>Support the further development of conservation governance in the landscape involving the elaboration of community-based conservation management (Output 1.3, 2.3)</p> <p>Support the installation and operation of ICCN in the Kabobo-Luama landscape (output 2.2, 2.3, 2.4)</p> <p>Support ICCN in the development of conservation surveillance and monitoring of the landscape (Output 2.3, 2.5)</p> <p>Carry out surveys and research in the landscape (biodiversity, socio-economy, environment, etc.) in collaboration with partners (Output 2.1)</p> <p>Support the development of sustainable livelihood for communities (Outputs 3.1, 3.2, 3.3)</p> <p>Ensure the implementation of environmental and social safeguards (Output 4.1)</p> <p>Assist the project monitoring, evaluation, learning and communication activities (Outputs 4.2, 4.3 and 4.4)</p>

153. The rationale for the designation of WCS as Responsible Party with the above-outlined responsibilities lies in the long-standing relationship between ICCN and WCS, and the technical and managerial support WCS has provided for enhancing the management of the national protected areas system in DRC. Most importantly, ICCN is not yet operational in the new province of Tanganyika, while significant protected areas are found here. The provincial government does not yet have the operational means and mandate for effective protected area management and is therefore seeking ICCN to fill this gap with significant support from WCS, which is already active in the province. In South Kivu province, however, ICCN has an operational provincial office, and with donor support (such as KFW), protection systems are being developed in other protected areas in that province (e.g. Kahuzi-Biega National Park, Itombwe Nature Reserve). As ICCN is already established in South Kivu, the cost under the proposed project for developing Ngandja Nature Reserve (part of the Kabobo-Luama landscape in South Kivu province) will be less than in the Tanganyika province and the role of WCS will be more limited to technical assistance. Significant investments are required to set up the logistic and technical capacity required to accomplish their tasks in the landscape, particularly in Tanganyika province. Protected area development plans enforced protection capacity and the promotion of the SMART law enforcement and biodiversity monitoring tool will be essential contributions to the protection systems. The experience of WCS with these aspects in other conservation projects inside and outside DRC will be crucial for these contributions.

154. UNDP Partnership Capacity Assessment Tool (PCAT) as well as HACT<sup>104</sup> Micro-Assessments were prepared to assess and determine project implementation capacities. The risk ratings were as follows:

*Table 9: HACT and PCAT Capacity Assessment ratings of IP ICCN and Responsible Party WCS*

	HACT Micro Assessment Risk	UNDP PCAT Risk
ICCN	Low	Low
WCS	Low	Moderate

<sup>104</sup> Harmonized Approach to Cash Transfers Framework, which represents a common operational framework for UN agencies' transfer of cash to government and non-governmental implementing partners. The Micro-Assessment assesses the IP's control framework, providing an overall assessment of programme, financial and operations management policies, procedures, systems and internal controls. It results in a risk rating (low, moderate, significant or high). The overall risk rating is used by the UN agencies, along with other available information (e.g. history of engagement with the agency and previous assurance results), to determine the type and frequency of assurance activities as per each agency's guideline and can be taken into consideration when selecting the appropriate cash transfer modality for an IP.



155. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team to ensure accurate reporting to the GEF: a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

156. Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

157. Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is an UN Agency, the project will be audited according to that Agencies applicable audit policies.

158. Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

159. Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. **Operational closure must happen with 3 months of posting the TE report to the UNDP ERC.** The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

160. Transfer or disposal of assets: In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file<sup>105</sup>. The transfer should be done before Project Management Unit complete their assignments.

161. Financial completion (closure): The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

162. The project will be financially completed **within 6 months of operational closure or after the date of cancellation**. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the BPPS/GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

163. Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/GEF Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF Trustee.

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<sup>105</sup> See

[https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP\\_POPP\\_DOCUMENT\\_LIBRARY/Public/PPM\\_Project%20Management\\_Closing.docx&action=default](https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default).

## VIII. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Award ID:	00129802	Atlas Output Project ID:	00123359
Atlas Proposal or Award Title:	GESTION PAYSAGE KABOBO LUAMA		
Atlas Business Unit	COD 10		
Atlas Primary Output Project Title	Kabobo-Luama Protected Area Landscape Management		
UNDP PIMS No.	6179		
GEF ID	10242		
Implementing Partner	Institut Congolais de la Conservation de la Nature		

Atlas Activity (GEF Comp)	Atlas Impl. Agent (Resp. Party, IP, UNDP)	Atlas Fund ID	Donor Name	Atlas Budget Acct Code	ATLAS Budget Account Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	See Budget Note:
Comp 1  Institutional capacity for landscape management and biodiversity conservation	IP	62000	GEF	71800	Contractual Services-Imp Partn	7,900	7,900	7,900	7,900	7,900	39,500	1
				72100	Contractual Services-Companies		2,500				2,500	2
				75700	Training, Workshops and Confer	15,000	15,000	15,000	15,000	15,000	75,000	3
	RP	62000	GEF	71200	International Consultants	0	10,000	10,000	0	0	20,000	4
				71800	Contractual Services-Imp Partn	57,240	41,760	40,460	30,460	30,460	200,380	5
				71600	Travel	16,000	16,000	5,000	16,000	16,000	69,000	6
				72100	Contractual Services-Companies		7,500				7,500	8
				72200	Equipment and Furniture	10,100					10,100	9
				72300	Materials & Goods	2,400	2,400	2,400	2,400	2,400	12,000	10
				72500	Supplies	9,770					9,770	11
				72800	Information Technology Equipmt	16,740					16,740	12
				73200	Premises Alternations	60,000					60,000	13
	73400	Rental & Maint of Other Equip	1,025	1,025	1,025	1,025	1,025	5,125	14			
	75700	Training, Workshops and Confer	85,000	50,000	57,000	47,000	47,000	286,000	15			
	<b>Total Outcome 1</b>						<b>281,175</b>	<b>154,085</b>	<b>138,785</b>	<b>119,785</b>	<b>119,785</b>	<b>813,615</b>
Comp 2  Enhanced protected area management and reduced poaching of key species	IP	62000	GEF	71800	Contractual Services-Imp Partn	17,600	23,100	26,600	26,600	26,600	120,500	16
				72100	Contractual Services-Companies	60,000					60,000	17
				72200	Equipment and Furniture	43,500					43,500	18
				72300	Materials & Goods	4,585	6,085	7,585	7,585	7,585	33,425	19
				73400	Rental & Maint of Other Equip	2,950	2,950	2,950	2,950	2,950	14,750	20
	RP	62000	GEF	71200	International Consultants	10,000	0	0	0	0	10,000	21
				71800	Contractual Services-Imp Partn	62,090	87,750	87,630	79,390	69,040	385,900	22
				71600	Travel	9,225	9,225	9,225	9,225	9,225	46,125	23
				72100	Contractual Services-Companies	60,000					60,000	24
				72200	Equipment and Furniture	28,360					28,360	25
				72300	Materials & Goods	41,345	24,895	42,145	28,395	35,395	172,175	26

				72400	Communic & Audio Visual Equip	88,330					88,330	27	
				75700	Training, Workshops and Confer	16,825	16,825	6,785	2,025	2,025	44,485	28	
				<b>Total Outcome 2</b>		<b>444,810</b>	<b>170,830</b>	<b>182,920</b>	<b>156,170</b>	<b>152,820</b>	<b>1,107,550</b>		
Comp 3 Improved livelihoods	IP	62000	GEF	71800	Contractual Services-Imp Partn	13,100	14,100	14,600	14,600	14,600	71,000	29	
				72300	Materials & Goods	3,000	3,000	3,000	3,000	3,000	15,000	30	
	RP	62000	GEF	71300	Local Consultants	0	10,000	0	0	0	10,000	31	
				71800	Contractual Services-Imp Partn	50,050	58,850	58,350	49,730	36,160	253,140	32	
				71600	Travel	5,500	5,500	5,500	5,500	5,500	27,500	33	
				72100	Contractual Services-Companies		25,000	25,000	25,000	25,000	100,000	34	
				72200	Equipment and Furniture	136,000					136,000	35	
				72300	Materials & Goods	8,400	33,400	48,400	68,400	43,400	202,000	36	
				73400	Rental & Maint of Other Equip	9,700	9,700	9,700	9,700	9,700	48,500	37	
				75700	Training, Workshops and Confer	15,000	30,000	30,000	35,000	25,000	135,000	38	
				<b>Total Outcome 3</b>		<b>240,750</b>	<b>189,550</b>	<b>194,550</b>	<b>210,930</b>	<b>162,360</b>	<b>998,140</b>		
Comp 4 Mainstreaming of safeguards and knowledge management	IP	62000	GEF	71200	International Consultants			22,000		22,000	44,000	39	
				71300	Local Consultants			10,000		10,000	20,000	40	
				71800	Contractual Services-Imp Partn	13,300	13,300	13,300	13,300	13,300	66,500	41	
				75700	Training, Workshops and Confer	12,200	12,200	12,200	12,200	12,200	61,000	42	
	RP	62000	GEF	71200	International Consultants	20,000					20,000	43	
				71300	Local Consultants	20,000	10,000	10,000	10,000	10,000	60,000	44	
				71800	Contractual Services-Imp Partn	36,485	36,485	60,640	36,485	54,180	224,275	45	
				71600	Travel	7,336	7,336	7,336	7,336	7,336	36,680	46	
				72100	Contractual Services-Companies	5,500	2,500	7,500	2,500	13,200	31,200	47	
				72300	Materials & Goods	1,824	1,824	1,824	1,824	1,824	9,120	48	
				74500	Miscellaneous Expenses	5,000		5,000		5,000	15,000	49	
				75700	Training, Workshops and Confer	12,000	5,000	12,000	5,000	12,000	46,000	50	
				<b>Total Outcome 4</b>		<b>133,645</b>	<b>88,645</b>	<b>161,800</b>	<b>88,645</b>	<b>161,040</b>	<b>633,775</b>		
Project Mgt Cost	IP	62000	GEF	71800	Contractual Services-Imp Partn	22,200	22,200	22,200	22,200	22,200	111,000	51	
				71600	Travel	5,000	5,000	5,000	5,000	4,000	24,000	52	
				72300	Materials & Goods	510	511	511	511	511	2,554	53	
				74100	Contractual Services-Companies	5,000	5,000	5,000	5,000	5,000	25,000	54	
	RP	62000	GEF	74500	Miscellaneous Expenses	1,900	3,300	3,300	3,300	3,300	15,100	55	
					<b>sub-total PMU-GEF</b>		<b>34,610</b>	<b>36,011</b>	<b>36,011</b>	<b>36,011</b>	<b>35,011</b>	<b>177,654</b>	
	RP	4000	UNDP	71800	Contractual Services-Imp Partn	62,110	61,310	57,635	61,310	57,635	300,000	56	
				<b>sub-total PMU-UNDP</b>		<b>62,110</b>	<b>61,310</b>	<b>57,635</b>	<b>61,310</b>	<b>57,635</b>	<b>300,000</b>		
				<b>Total PMU</b>		<b>96,720</b>	<b>97,320</b>	<b>93,645</b>	<b>97,320</b>	<b>92,649</b>	<b>477,654</b>		
<b>PROJECT TOTAL - GEF</b>						<b>1,134,990</b>	<b>639,121</b>	<b>714,066</b>	<b>611,541</b>	<b>631,016</b>	<b>3,730,734</b>		
<b>CO-FINANCING - UNDP</b>						<b>62,110</b>	<b>61,310</b>	<b>57,635</b>	<b>61,310</b>	<b>57,635</b>	<b>300,000</b>		
<b>PROJECT TOTAL</b>						<b>1,197,100</b>	<b>700,431</b>	<b>771,701</b>	<b>672,851</b>	<b>688,651</b>	<b>4,030,734</b>		

## Summary of Funds

Summary of Funds:	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	USD	USD	USD	USD	USD	USD
<b>GEF</b>	1,153,990	634,121	709,066	606,541	627,016	3,730,734
<b>UNDP</b>	62,110	61,310	57,635	61,310	57,635	300,000
<b>MEDD</b>	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
<b>MAPEEDD</b>	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>WCS</b>	80,000	80,000	80,000	80,000	80,000	400,000
<b>PROJECT TOTAL</b>	<b>2,696,100</b>	<b>2,175,431</b>	<b>2,246,701</b>	<b>2,147,851</b>	<b>2,164,651</b>	<b>11,430,734</b>

## Budget notes

Component 1. Institutional capacity for landscape management and biodiversity conservation	
1	Project technical assistant 15 months @ \$2300/month, Mechanic for servicing vehicles, boats and other project equipment 10 months @ \$500/month
2	Support to rural radio (Radio Fizi, Ngandja, Output 1.3)
3	Organization of meetings of community conservation committees (Ngandja): CLC (26 committees, 104 members, 4 meetings per year), CCC (4 committees, 20 members, 4 meetings per year), CGCC (2 committees, 16 members, 2 meetings per year). Output 1.3
4	International consultants (local development planning, sustainable finance): 2 months @ \$10000/month
5	Technical assistance WCS staff: Project component manager 60 months @ \$1400/month, Country Director 1 months @ \$11860/month, Technical Director 1 months @ \$8620/month, Legal expert 10 months @ \$2500/month; Field allowances IP Staff: Chief Warden Kabobo-Luama 10 months @ \$380/month, Chief Warden Ngandja 10 months @ \$380/month, Component Officer covering programme Education and Awareness 60 months @ \$350/month, Output 1.1 - 1.4 Training staff: Trainer surveillance, Training assistants (FARDC, ICCN), additional trainers (legislation, gender, FPIC, first aid, human rights, ethics and professional duties, and other to be determined in training plan) 5 months @ \$5000/month; Output 1.2 Salaries logistics staff: 1 Boat men 10 months @ \$570/month, 2 Drivers 20 months @ \$450/month, Field logistic assistant 4 months @ \$650/month (Output 1.1 - 1.4)
6	Travel staff (3) and exchange visits in 2nd and 4th year with provincial authorities (5) and representatives from co-management committees (4) to other parks in the region (Itombwe, Kahuzi-Biega, Virunga) and other stakeholder (9) travel inside the landscape in relation to capacity building (Kinshasa - Kalemie (4 return flights/yr @ \$1000), inside the landscape 200 days @ \$43.5/yr and Kalemie 10 days @ \$110/yr, Output 1.2
8	Support to rural radio (Radio Kalemie, Output 1.3)
9	Mobility of institutional support: 1 motorcycle AG200; Outputs 1.1 - 1.4 Training materials: 1 tent, generator, training kits, 1 aid medical kits, training aids (white board, etc.) Outputs 1.2 and 1.3
10	Fuel institutional development (road approximately 4,400km/yr, @ \$0.3/km, boat approximately 2,700km/yr, @ \$0.4/km) Outputs 1.1 - 1.4
11	Office furniture Kalemie: 2 Office utensils @ \$1000, 4 Metal cupboards @ \$300, 4 Small tables @ \$50, 4 Tables @ \$450, 10 Office chairs @ \$100, 4 Metal shelves @ \$400, 1 Safes @ \$1000, 1 Tanks 3000 liters @ \$650, 40 Plastic chairs @ \$8, Output 1.2
12	Equipment for data analysis and reporting in Kalemie office: 2 Computers @ \$1200, 2 Printers @ \$400, 2 Scanners @ \$120, 4 External hard disks 2 TB @ \$150, 1 Multimedia projector @ \$700, 1 Large video screen for surveillance planning and monitoring @ \$12000, Output 1.2
13	Construction of Kalemie offices to accommodate project and ICCN at the compound of the Environment Inspection (MEDD) in Kalemie. Co-finance contributions from government for land, preparation and infrastructure, Output 1.2
14	Car and motorcycle maintenance and insurance, Outputs 1.1 - 1.4

15	<p>Organization of meetings and trainings of community conservation committees (Kabobo): CLC (58 committees, 232 members, 4 meetings per year), CCC (6 committees, 30 members, 4 meetings per year), CLG (1 committees, 20 members, 4 meetings per year), @ \$30,000 / yr;</p> <p>Cost for meetings and communication related to elaboration of landscape management plan (12 stakeholder consultations and two validation workshops) and business plan (2 workshops) @ \$50,000; Output 1.3</p> <p>Implementation of project and ICCN senior staff training in the Criminal Investigation Department: legislation (2 trainings of 5 days, 15 participants), human rights (1 trainings of 5 days, 18 participants), co-management (2 trainings of 3 days, 18 participants), conservation governance (1 trainings of 5 days, 18 participants), business planning (1 trainings of 7 days, 9 participants) @ \$86, 000, Output 1.2</p>
<b>Component 2. Enhanced protected area management and reduced poaching of key species</b>	
16	<p>Project technical assistant 15 months @ \$2300/month, Outputs 2.1 - 2.6</p> <p>Salaries logistics staff: Driver 30 months @ \$450/month, Mechanic for servicing vehicles, boats and other project equipment 20 months @ \$500/month, Outputs 2.1 - 2.6</p> <p>Field allowances: 15 Rangers Ngandja 625 months @ \$100/month, Output 2.5</p>
17	One surveillance camp Ngandja (ICCN), one more surveillance camp as well as base camp to be constructed in Ngandja under co-finance, Output 2.4
18	Mobility Ngandja: 1 Hilux pickup double cabin (\$25,000), 1 motorcycle AG200 (\$5500), 1 wooden boat + 55HP outboard engine (\$13,000) to be shared with component 1, 3 and 4 activities), Outputs 2.1 - 2.6, also supporting activities under other components in Ngandja
19	Fuel protected area (Ngandja) surveillance (road approximately 3910km/yr, @ \$0.3/km, boat approximately 4780km/yr, @ \$0.4/km), Outputs 2.1 - 2.6, also supporting activities under other components in Ngandja. Patrolling food rations for more-day field patrols in Ngandja (average 240 patrolling days per ranger for 5 years - less operations first two years), Output 2.5
20	Car, motorcycle, and boat maintenance and insurance @2950/yr, Outputs 2.1 - 2.6, also supporting activities under other components in Ngandja
21	Protected area management planning expert - 1 months @ \$10000/month, Output 2.3
22	<p>Training staff: (legislation, human rights, co-management, conservation governance, business planning...): Trainers 3 months @ \$5000/month; Output 2.5</p> <p>Salaries logistics staff: 1 Boat men 20 months @ \$570/month, 2 Drivers 40 months @ \$450/month, Field logistic assistant 18 months @ \$650/month, Outputs 2.1 - 2.6;</p> <p>Field allowances IP Staff: Chief Warden Kabobo-Luama 30 months @ \$380/month, Chief Warden Ngandja 30 months @ \$380/month, Component Officer covering programme Community participation, 60 months @ \$350/month, Outputs 2.1 - 2.6;</p> <p>Field allowances: 35 Rangers Kabobo-Luama 1455 months @ \$100/month, Output 2.5;</p> <p>Technical assistance WCS staff: Project component manager 60 months @ \$1400/month, Country Director 2 months @ \$11860/month, Technical Director 3 months @ \$8620/month, GIS expert 4 months @ \$1730/month, Legal expert 0 months @ \$2500/month, Outputs 2.1 - 2.6;</p>
23	Air and road travel of staff involved in conservation programmes activities: Kinshasa - Kalemie (4 return flights/yr @ \$1000), inside the landscape 110 days @ \$43.5/yr and Kalemie 4 days @ \$110/yr, Outputs 2.1 - 2.6; [=4*1000*5+110*43.5*5+4*110*5]
24	One surveillance camp Kabobo (WCS), two more camps, as well as base camps in Luama and Kabobo under co-finance to be constructed, Output 2.4
25	<p>Furniture surveillance camps: 4 Office utensils @ \$1000, 4 Metal cupboards @ \$300, 4 Small tables @ \$50, 2 Tables @ \$450, 6 Office chairs @ \$100, 4 Metal shelves @ \$400, 2 Safes @ \$1000, 20 Beds @ \$250, 20 Mattress @ \$200, 2 Tanks 3000 liters @ \$650, 100 Plastic chairs @ \$8;</p> <p>Power supply equipment: 6 Solar panels @ \$300, 10 Batteries @ \$300, 4 Cables @ \$15, 4 Inverters @ \$300, 4 Stabilizers @ \$75, 4 Onduleurs @ \$100, Output 2.4</p>
26	<p>Fuel protected area (Kabobo-Luama) surveillance (road approximately 13,290km/yr @ \$0.3/km, boat approximately 13,620km/yr @ \$0.4/km); Outputs 2.1 - 2.6.</p> <p>Patrolling food rations for more-day field patrols in Kabobo Luama (average 240 patrolling days per ranger for 5 years - less operations first two years); Output 2.5.</p> <p>Field equipment and clothing: 300 trousers @ \$28, 300 shirts @ \$20, 300 T-Shirt @ \$18, 100 jackets @ \$30, 150 Leather boots @ \$60, 300 rubber boots @ \$10, 250 stockings @ \$5, 100 backpack @ \$60, 150 water bottle @ \$20, 150 lunch box @ \$20, 150 belts @ \$15, 250 kedis @ \$10, 150 ponchos @ \$40, 100 charger holder @ \$31, 100 torch light @ \$29, 20 tents @ \$300, 55 thermarest @ \$40, 50 sleeping bag @ \$80, 100 tarpaulin @ \$30, 20 leatherman @ \$150, Output 2.4.</p>
27	<p>Equipment for data analysis and reporting in surveillance camps: 4 Computers @ \$1200, 4 Printers @ \$400, 4 Scanners @ \$120, 12 External hard disks 2 TB @ \$150, 2 Multimedia projector @ \$700, Output 2.5 ;</p> <p>Communication equipment: 3 Radio VHF @ \$5000, 20 Radio HF @ \$350, 10 Thuraya @ \$750, 20 DeLorne-Inreach @ \$450, 0 Power-Banks 24000Amh @ \$30, 2 V-SAT @ \$5000, Output 2.4;</p>

	Data collection equipment: 20 GPS @\$300, 20 Smartphone CAT @\$250, 10 Binoculars @\$300, 5 Camera (reflex) @\$750, 20 Cameras traps @\$600, 0 Meteorological station @\$5000, Output 2.4;
28	Preparation and validation of national classification of two protected areas (2 validation meetings in Kinshasa, 2 validation meetings in Kalemie and in Bukavu), Output 2.2; Logistic costs for the training of ecoguards (50 guards, 90 training days), Output 2.5;
<b>Component 3. Improved livelihoods</b>	
29	Project technical assistant 15 months @ \$2300/month, Outputs 3.1 - 3.3; Field allowances: 15 Rangers Ngandja 130 months @ \$100/month, Outputs 3.1 - 3.3; Salaries logistics staff: Driver 30 months @ \$450/month, Mechanic for servicing vehicles, boats and other project equipment 20 months @ \$500/month, Outputs 3.1 - 3.3;
30	Fuel community activities Ngandja (road approximately 3600km/yr, @ \$0.3/km, boat approximately 4800km/yr, @ \$0.4/km), Outputs 3.1 - 3.3;
31	Local Development Plan expert 2 months @ \$5000/month, Output 3.1;
32	Community training staff (village develop planning, sustainable natural resources management, conservation agriculture, and other to be determined in training plan): Trainers 7 months @ \$5000/month, Output 3.2 and 3.3; Salaries logistics staff: 1 Boat men 20 months @ \$570/month, 2 Drivers 40 months @ \$450/month, Field logistic assistant 14 months @ \$650/month, Outputs 3.1 - 3.3; Field allowances IPICCN Staff: Chief Warden Kabobo-Luama 11 months @ \$380/month, Chief Warden Ngandja 11 months @ \$380/month, Component Officer covering programme Community participation 60 months @ \$350/month, Outputs 3.1 - 3.3; Technical assistance WCS staff: Project component manager 60 months @ \$1400/month, Technical Director 3 months @ \$8620/month, GIS expert 4 months @ \$1730/month, Outputs 3.1 - 3.3; Field allowances: 35 Rangers Kabobo-Luama 335 months @ \$100/month, Outputs 3.1 - 3.3;
33	Air and road travel of staff involved in livelihood activities Kinshasa - Kalemie (4 return flights/yr @ \$1004), inside the landscape 24days @ \$43.5/yr and Kalemie 4 days @ \$110/yr, Outputs 3.1 - 3.3;
34	Infrastructure under community development plans (to be determined by communities), Output 3.1;
35	Mobility Kabobo1 Hi-lux double cabin (\$25,000) components 1 and 4, 1 steel boat + 2 50 HP outboard engines @ \$75,000 (to be shared for component 1, 2, and 4 activities), Outputs 3.1 - 3.3; Outputs 3.1 - 3.3;; Mobility livelihood support: 2 motorcycles AG200 (2 x \$5500), 1 HiLux @ \$25,000, used also for mobility Kalemie project office, Outputs 3.1 - 3.3;
36	Fuel community activities Kabobo-Luama (road approximately 16,400km/yr, @ \$0.3/km, boat approximately 8700km/yr, @ \$0.4/km); Inputs for the implementation of community develop plan projects (pilot activities such as woodlots for sustainable fuel production). \$160,000 to be determined in a participatory way with the beneficiaries, Outputs 2.2 - 2.3.
37	Mobility: maintenance and insurance Kalemie - Kabobo-Luama, Outputs 3.1 - 3.3;
38	Community training & support: village develop planning (3 trainings of 5 days, 75 participants), sustainable natural resources management (3 trainings of 5 days, 21 participants), conservation agriculture (10 trainings of 7 days, 30 participants), etc. - genderwise). Based on training plan developed in a participatory way with the beneficiaries; Elaboration and implementation of 3 local development plans (6 workshops at local level and 2 validation meetings at province level), Outputs 3.1 - 3.3;
<b>Component 4. Mainstreaming of safeguards and knowledge management</b>	
39	Int. consultant MTR, FE 4 months @ \$11000/month, Output 4.2;
40	Nat. consultant MTR, FE 4 months @ \$5000/month Output 4.2;
41	Project technical assistant 15 months @ \$2300/month, Financial assistant 15 months @ \$1800/month, Outputs 4.1 - 4.4; Salaries logistics staff: Mechanic for servicing vehicles, boats and other project equipment 10 months @ \$500/month, Outputs 4.1 - 4.4;
42	Organization of 10 Steering committee meetings (5 in Kalemie and 5 in Kinshasa), \$6100/meeting including travel, Output 4.2;
43	Social & environmental safeguards expert 2 months @ \$10000/month, Output 4.1;

44	Stakeholder engagement and Gender expert 6 months @ \$5000/month, Indigenous Peoples rights and liaison, social risks and livelihood Specialist (contracted to REPALF) 6 months @ \$5000/month, Output 4.3;
45	Field allowances IP Staff: Chief Warden Kabobo-Luama 9 months @ \$380/month, Chief Warden Ngandja 9 months @ \$380/month, Component 4 Officer covering programmes (a) Community participation, (b) Biodiversity Protection, (c) Monitoring and Research, (d) Education and Awareness 60 months @ \$350/month, Outputs 4.1 - 4.4; Technical assistance WCS staff: Project manager 17 months @ \$3675/month, Project component 4 manager 60 months @ \$1400/month, Country Director 2 months @ \$11860/month, Technical Director 2 months @ \$8620/month, Legal expert 0 months @ \$2500/month, Outputs 4.1 - 4.4 Salaries logistics staff: Driver 20 months @ \$450/month, Outputs 4.1 - 4.4;
46	Air and road travel of project staff (including ICCN) involved in M&E activities: Kinshasa - Kalemie (4 return flights/yr @ \$1000, inside the landscape 56 days @ \$43.5/yr and Kalemie 10 days @ \$110/yr), Outputs 4.1 - 4.4;
47	Communication products and publications, Output 4.4;
48	Fuel M&E (road approximately 2080km/yr, @ \$0.3/km, boat approximately 3000km/yr, @ \$0.4/km), Outputs 4.1 - 4.4;
49	BNS assessment data collection and analysis, Output 4.2;
50	M&E workshops (inception, indicator assessment, SESP, GAP, SEP, MTR, TE) 12 workshops, \$2500 - \$5000/workshop, Output 4.2;
<b>Project Management</b>	
51	Financial assistant 45 months @ \$1800/month. Driver coordination Kinshasa 60 months @ \$500/month
52	Travel for project coordination (Kinshasa and Kinshasa-field sites)
53	Fuel coordination Kinshasa (road approximately 4375 km/yr @ \$0.2/km, 2555km first year)
54	Contract for annual audits @\$5000 /yr
55	Operational costs Kalemie office (power supply, water, communication, insurances)
56	Administrative support WCS: Administrative officer: 5 months @\$3000, Secretary: 5 months @\$1445, Senior Finance Officer: 5 months @\$3500, Finance Officer: 5 months @\$1820, Finance assistant: 5 months @\$600, Logistics officer: 5 months @\$3000, Driver: 5 months @\$1160, Mechanic: 5 months @\$910, IT officer: 6 months @\$800, Project manager 43 months @ \$3675/month, Finance Officer 60 months @ \$1000/month

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## IX. LEGAL CONTEXT

164. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Democratic Republic of Congo and UNDP, signed on 27/05/1976. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

165. This project will be implemented by the *Institut Congolais pour la Conservation de la Nature* (ICCN) (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

166. The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

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## X. RISK MANAGEMENT

167. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.

168. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.

169. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).

170. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

- (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).
- (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

171. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment



and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

- Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
- Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
- Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
- Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

172. b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

173. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards ([www.undp.org/ses](http://www.undp.org/ses)) and related Accountability Mechanism ([www.undp.org/secu-srm](http://www.undp.org/secu-srm)).

174. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

175. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

176. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

177. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).

178. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

179. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

180. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

181. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

182. Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

183. *Note:* The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

184. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

185. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

186. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

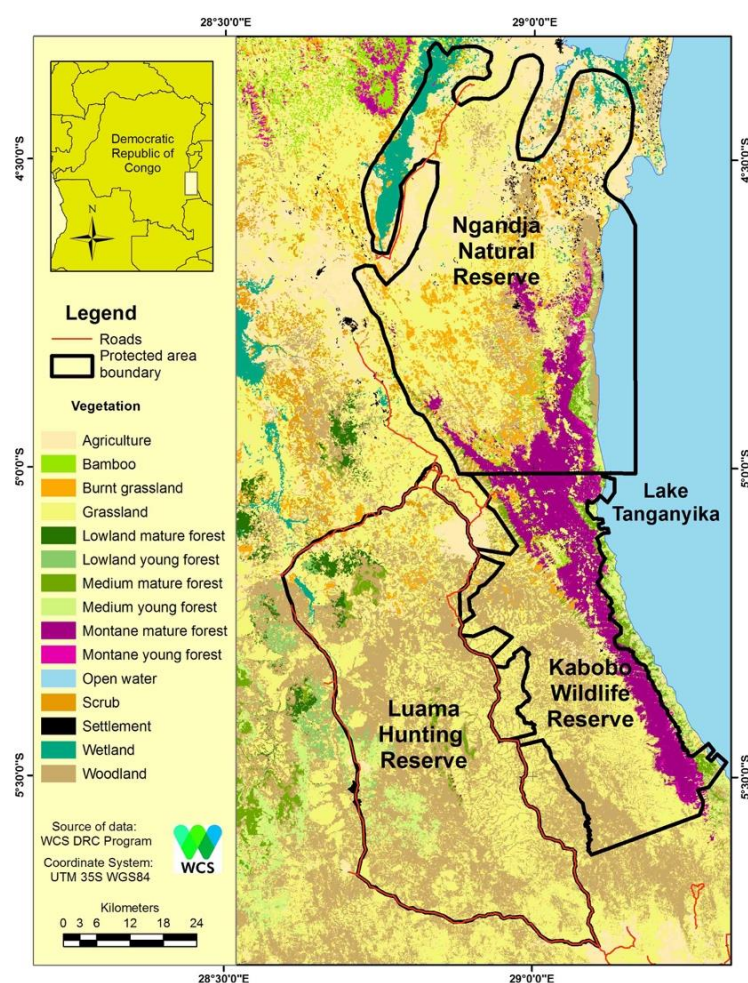
## XI. ANNEXES

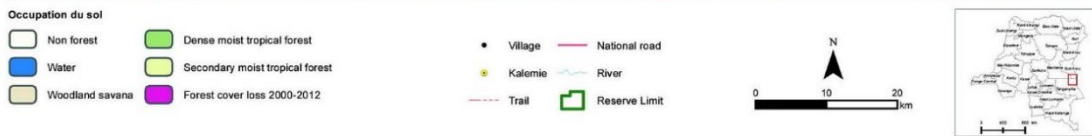
### Annex 1a. Geospatial coordinates of project sites

Approximate centres of protected areas in decimal degrees:

Protected area	Province	Area	Lat (South)	Lon (East)
Kabobo Wildlife Reserve	Tanganyika	147,710 ha	5,354	29,092
Luama-Katanga Hunting Reserve	Tanganyika	230,351 ha	5,412	28,903
Ngandja Natural Reserve	South Kivu	289,244 ha	4,782	29,003

### Annex 1b. Map of project sites: the Kabobo-Luama Landscape





**Datasources**  
 WCS-DRC Database, Kabobo Wildlife Reserve,  
 FACET (OSFAC, 2012),  
 DRC Common Geographic Referential



Geographic Coordinates System  
 WGS84 Ellipsoid - Grid in degrees, minutes and seconds  
 Map realisation: WCS-DRC/IGIS  
 August 2020

## Annex 2. Multi Year Work Plan

Outcomes / Outputs / Activities		Year 1				Year 2				Year 3				Year 4				Year 5			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Outcome 1. Institutional capacity for landscape management and biodiversity conservation																					
Output 1.1 Kabobo-Luama landscape management plan																					
	Participatory elaboration of landscape management plan																				
	Elaboration of human-wildlife conflict management strategy																				
Output 1.2. Capacity for Landscape Management of Tanganyika Provincial Ministries strengthened																					
	Procurement of equipment for MPAPEEDD																				
	Elaboration of training plan for provincial administration																				
	Implementation of training plan																				
Output 1.3. Local institutional capacity established for the implementation of the landscape management plan																					
	Participatory review of vision and organization of collaborative management																				
	Developing training plan for collaborative management																				
	Implementation of training plan for collaborative management																				
	Organization of meetings of community committees																				
Output 1.4. Business plan developed																					
	Strategy sustainable funding landscape management developed																				
	Institutional setup and benefit-sharing elaborated																				
	Validation (workshops)																				
Outcome 2. Increased management effectiveness of Kabobo , Luama-Katanga, and Ngandja Reserves, with increased capacity to combat wildlife crime																					
Output 2.1 Biodiversity and habitat status and trends monitored																					
	Elaboration habitat and wildlife survey and monitoring plan																				
	Wildlife surveys (camera traps, foot surveys)																				
	Habitat mapping (RS/GIS and ground surveys)																				
	Data analysis and mapping																				
Output 2.2. Kabobo and Ngandja Reserves gazetted as National Reserves																					
	Consultations and participatory delimitation																				
	Mapping, editing and endorsement of decree for PA creation																				
Output 2.3. Protected area management plans elaborated and validated																					
	Setting the context, threats - values analysis																				
	Participatory zoning and strategy development																				
	Elaboration of strategies and measures																				
	Validation and endorsement																				
Output 2.4. Infrastructure and facilities established for protected areas																					
	Construction of base stations and patrol camps																				
	Establishment of ICCN office in Kalemie																				

Outcomes / Outputs / Activities		Year 1				Year 2				Year 3				Year 4				Year 5			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Procurement of surveillance equipment																				
	Procurement of cars, motor bikes and boats																				
	Procurement of office equipment																				
Output 2.5. Patrol and enforcement capacity strengthened																					
	Appointment of ICCN staff																				
	Formation of community guards																				
	Development of surveillance strategy for ICCN and community																				
	Surveillance needs assessments and skills training																				
	Training guards, communities, FARDC																				
	Implementation of surveillance																				
Output 2.6. Improved habitat conditions																					
	Participatory habitat rehabilitation plan preparation																				
	NR and ANR applied, tree planting, monitoring																				
	Soil protection measures application																				
Outcome 3. Livelihood-driven threats to biodiversity within and around PAs reduced.																					
Output 3.1. Local sustainable development plans elaborated																					
	Participatory mapping of community territory																				
	Elaboration of community development plans																				
Output 3.2 - Sustainable livelihood options identified and improved																					
	Participatory selection of supported actions																				
	Training and support to sustainable agriculture																				
	Training and support to sustainable NTFP use and marketing																				
	Training and support to agroforestry																				
	Training and support to small livestock rearing																				
Output 3.3 - Green micro-enterprise approach piloted for conservation-friendly businesses																					
	Selection of micro projects (2 or 3) to be supported																				
	Feasibility studies																				
	Business plan prepared																				
	Implementation																				
Outcome 4. Mainstreaming of safeguards and knowledge management																					
Output 4.1 Environmental and social safeguards addressed																					
	Preparation of a Grievance Redress Mechanism																				
	Preparation of ESIA and ESMP																				
	Resettlement Action Plan (if required)																				
	Livelihood Action Plan																				
	Indigenous Peoples Plan																				
	Migration Management Plan																				

Outcomes / Outputs / Activities		Year 1				Year 2				Year 3				Year 4				Year 5			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 4.2. Participatory project monitoring, evaluation and learning																					
	Organization and reporting of inception workshop																				
	Organization & reporting Project Steering Committee meetings																				
	Project progress reporting and planning (PIR)																				
	Monitoring ESMP																				
	Monitoring GAP and SAP																				
	Assessment of indicators according to monitoring plan																				
	Risk management																				
	Preparation and implementation of MTR and TE																				
Output 4.3. Stakeholders engaged at all levels																					
	Elaboration of a communication plan																				
	Implementation of outreach and awareness raising activities																				
Output 4.4. Project lessons and good practices disseminated, and upscaling strategies developed																					
	Identification and elaboration of good practices																				
	Development and management of website contents																				
	Publication (e.g. GWP newsletter)																				
	Preparing radio transmissions																				
	Exchange events with other protected areas																				
	Participation to conferences																				

### Annex 3. Monitoring Plan

This Monitoring Plan and the M&E Plan and Budget in Section VI of this project document will both guide monitoring and evaluation at the project level for the duration of project implementation.

Monitoring	Indicators	Targets MTR Mid-term, TE Terminal Evaluation	Description of indicators and targets	Data source/Collection Methods <sup>106</sup>	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
<b>Project objective from the results framework:</b> Strengthen the management of the Kabobo-Luama protected area landscape and enhance conservation of endangered species for local sustainable development and global biodiversity benefits.	<b>Indicator 1</b> (GEF Core Indicator 11): # Direct project beneficiaries disaggregated by gender (individual people).	MTR: Total 15,000. W 7,500 / M 7,500  TE: Total 7,500. W 3,750 / M 3,750	Number of individuals (disaggregated by gender) directly benefiting <sup>107</sup> from targeted support of activities under components 1 - 4.  The MTR and TE targets are based on access, number of villages and baseline context.	The Component managers will keep track of the number of individuals benefitting from targeted project activities, specifying gender, place and type of benefit. Data will be aggregated by the Component 4 manager and reported in activity reports, PIR and evaluation reports	Annually  Reported in DO tab of the GEF PIR	Component 4 manager	Consultant reports	Degradation of insecurity may reduce access of project to target groups and reduction of access to benefits by target groups. Current peacebuilding efforts of national, provincial and international partners are assumed to remain effective
	<b>Indicator 2:</b> Indirect project beneficiaries disaggregated by gender (individual people).	MTR: Total 37,500. W 18,750 / M 18,750  TE: Total 76,758. W 38,359 / M 38,359	Total number of individual people that are receiving indirect support defined as targeted support of activities under components 1 - 4.  The MTR and TE targets are based on access, number of villages and baseline context.	The Component managers will keep track of the number of individuals indirectly benefitting from targeted project activities, specifying gender, place and type of benefit. Data will be aggregated by the Component 4 manager and reported in activity reports, PIR and evaluation reports	Annually  Reported in DO tab of the GEF PIR	Component 4 manager	Consultant reports	Degradation of insecurity may reduce access of project to target groups and reduction of access to benefits by target groups. Current peacebuilding efforts of national, provincial and international partners are assumed to remain effective
	<b>Indicator 3:</b> (GEF Core Indicator 1.2): Terrestrial protected areas under improved management effectiveness (hectares)	MTR: 667,305 ha  TE: 667,305 ha	Management effectiveness to be assessed using indicators and criteria defined in Management Effectiveness Tracking Tool <sup>108</sup> .  Specific METT increase targets shown in Indicator 9. Hectares increase in management effectiveness for this indicator to be included when METT increase form baseline is shown.	METT has been completed in METT workshop during the PPG phase and will be completed again before MTR and before TE during a METT workshop	YR3 (MTR), YR5 (TE)	Component 4 manager, assisted by WCS Technical Director	METT workshop report	ICCN, WCS and local partners will actively participate in workshop
	<b>Indicator 4</b> (GEF Core Indicator 4.1): Area of landscapes under improved	MTR: 154,000 ha  TE: 154,000 ha	Hectares of unprotected land in the landscape under improved management (Local Development	Area of protected habitat in local development plans and implementation, habitat quality and	YR1 (Inception), YR3 (MTR),	Component 4 manager assisted by	Local development plans and	Risks with respect to security to be reviewed and taken into account during elaboration of local development plans

<sup>106</sup> Data collection methods should outline specific tools used to collect data and additional information as necessary to support monitoring. The PIR cannot be used as a source of verification.

<sup>107</sup> benefits may include, monetary benefits, access to programs, services, or education; infrastructure development; health benefits; access to markets; preferential investment or finance terms; increased access to environmental services; newly defined rights or authorities; protection of traditional livelihoods and customary rights; and environmental and other benefits from avoided deforestation and degradation, improved afforestation, or increased productivity from climate-smart agricultural practices

<sup>108</sup> <https://www.conservationgateway.org/ExternalLinks/Pages/mett-management-effective.aspx>



Monitoring	Indicators	Targets MTR Mid-term, TE Terminal Evaluation	Description of indicators and targets	Data source/Collection Methods <sup>106</sup>	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
	management to benefit biodiversity (qualitative assessment, non-certified)		Plans) to benefit biodiversity. Targets to be determined in LDP MTR and TE targets are based on expected drop of current deforestation level in expected areas that will be effectively covered and protected by surveillance.  The target includes ANR and tree plantations for biomass energy and soil protection and NTFP, under the Local Development Plans, near community sites across the Kabobo Luama Landscape, with location result of participatory decisions	biodiversity monitoring data of these plans	YR5 (TE)	WCS GIS expert	monitoring reports	
<b>Project Outcome 1:</b> Improved management of the Kabobo-Luama Protected Area Landscape	<b>Indicator 5:</b> Institutional capacity for landscape management as measured per UNDP Institutional Capacity Development Scorecard.	Baseline: Cr1 = 58% Cr2 = 55% Cr3 = 56% Cr4 = 67% Cr5 = 44% Total Avge 56%  MTR: + 10% TE: + 25 %	Scores according to UNDP Institutional Capacity Development Scorecard  MTR and TE targets are based on the assumption that particularly systemic and institutional capacity will grow mainly in the last two years of the project as individual capacities need to be raised first and management infrastructure has to be established. It is assumed that at least 10% of the staff from the Environmental public services will gain new skills and improve their performance.	UNDP Institutional Capacity Development Scorecard has been completed during PPG phase and will be completed again within 3 months before MTR and TE in stakeholder workshop	YR1 (Inception, YR3 (MTR), YR5 (TE)	Component 4 manager	Stakeholder workshop report	Insufficient participation of beneficiaries. Mitigation: implementation of Stakeholder Engagement Plan
	<b>Indicator 6:</b> Populations of key species (Bongo, Buffalo, Chimpanzee, Colobus, Elephant) monitored using direct and indirect encounter rates from SMART (observation/km covered).	MTR: Increased by 10% each sub-indicator  TE: Increased by 30% each sub-indicator	SMART monitoring data for encounter rates of Buffalo/km, Buffalo dung/km, Bongo/km, Chimpanzee/km and Chimpanzee nests/km Colobus/km, Colobus nests/km and Elephant/km	Data from patrols are collected using SMART Mobile by rangers, stored in the SMART surveillance database are used to determine and map encounter rates of direct and indirect indices of indicator species	Annually	Component 4 manager assisted by WCS GIS expert	SMART surveillance reports	Degradation of insecurity could reduce access to some areas of the landscape and hence limit effectiveness of surveillance. Current peacebuilding efforts of national, provincial and international partners are assumed to remain effective.

Monitoring	Indicators	Targets MTR Mid-term, TE Terminal Evaluation	Description of indicators and targets	Data source/Collection Methods <sup>106</sup>	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
			MTR and TE targets are based on population studies of the concerned species <sup>109</sup> .					
	<b>Indicator 7:</b> Connectivity between the Kabobo-Luama protected areas, as measured by encounter rates of indicator species (chimpanzees, elephants, red colobus) per km covered by patrols in the corridor areas (SMART surveillance data)	MTR: 30% of corridors are used by indicator species  TE: 60% of corridors are used by indicator species	To be measured by SMART monitoring data to indicate use of corridors by indicator species (chimpanzees, elephants, red colobus)  MTR and TE targets are based on the experience that most species start using areas relatively soon after restoring protection.	Baseline to be determined during first 6 month of project. Data from SMART surveillance monitoring stored in a GIS database are used to determine and map encounter rates of direct and indirect indices of indicator species in identified and protected corridor areas.	Annually	Component 4 manager assisted by WCS GIS expert	Surveillance reports	Degradation of insecurity could reduce access to some areas of the landscape and hence limit effectiveness of surveillance. Current peacebuilding efforts of national, provincial and international partners are assumed to remain effective.
<b>Project Outcome 2:</b> Increased management effectiveness of Kabobo, Luama-Katanga, and Ngandja Reserves, with increased capacity to combat wildlife crime	<b>Indicator 8:</b> Signature of provincial and national decrees affording upgraded protection status for the Kabobo and Ngandja Reserves.	MTR: National endorsement process started  TE: National decree signed	The indicator outcomes refer to the stages of the endorsement approval as defined in the DRC conservation law <sup>110</sup> .  MTR and TE targets are concrete steps in the protection status upgrade within a manageable timeframe of respectively 3 and 5 years.	Process monitoring by following communications and tracking meetings	YR3 (MTR), YR5 (TE)	Component 4 manager, assisted by WCS Technical Director	Minutes of meetings/consultation and drafted and signed Decree, official publication/gazettement	The administrative process depends on commitment of institutional actors involved in the process. Follow up by ICCN and WCS will be crucial.  Degradation of insecurity could reduce access to some areas of the landscape and hence limit effectiveness of consultations. Current peacebuilding efforts of national, provincial and international partners are assumed to remain effective.
	<b>Indicator 9:</b> PA Management Effectiveness	MTR: 1. Kabobo: 40 2. Luama: 35	Management effectiveness to be assessed using indicators and	METT has been completed in METT workshop during the PPG phase and will be completed again before	YR3 (MTR), YR5 (TE)	Component 4 manager, assisted by WCS	METT workshop report	ICCN, WCS and local partners will actively participate in workshop

<sup>109</sup> S. Ayebare, A.J. Plumtre, D. Kujirakwinja, D. Segan, 2017. Conservation of the endemic species of the Albertine Rift under future climate change. *Biological Conservation* 220 (2018) 67–75

Plumtre, D. Kujirakwinja, J. Matunguru, C. Kahindo, P. Kalemie, B. Marks et M. Huhndorf, 2007. Inventaire de la Biodiversité dans les Régions de Misotshi-Kabogo et Marungu dans l'Est de la République Démocratique du Congo avec les Chimpanzés comme centre d'intérêt. WCS/ICCN

Plumtre et al., 2015. The status of great apes in the eastern DRC. available at [www.albertinerift.org](http://www.albertinerift.org)

<sup>110</sup> Loi N° 14/003 du 11 février 2014 relative à la conservation de la nature

Monitoring	Indicators	Targets MTR Mid-term, TE Terminal Evaluation	Description of indicators and targets	Data source/Collection Methods <sup>106</sup>	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
	Tracking Tool (METT) scores	3. Ngandja: 35 TE: 1. Kabobo: 60 2. Luama: 50 3. Ngandja: 50	criteria defined in Management Effectiveness Tracking Tool <sup>111</sup> . Targets have been determined in METT workshop by expert assessment.	MTR and before TE during a METT workshop		Technical Director		
	<b>Indicator 10:</b> Threat levels measured by encounter rates from SMART monitoring data for illegal activities (hunting, encroachment by mining and timber extraction) per km covered.	MTR level will be determined in first 6 months of project TE: Hunting: 0.1/km Timber harvesting: 0.1/km Mining: 0.01/km Agriculture: 0.002/km	Encounter rates from SMART monitoring data of observation of illegal activities. Increasing the area as well as the intensity of both protection and monitoring will reduce threats, but also increase the number of observed illegal activities. The combined result of these parameters on the SMART encounter rates cannot be predicted. Therefore, the MTR target cannot yet be set.	Data from SMART surveillance monitoring stored in a GIS database are used to determine and map encounter rates of direct and indirect indices of indicator species in identified and protected corridor areas.	Annually	Component 4 manager assisted by WCS GIS expert	Surveillance reports	Degradation of insecurity could reduce access to some areas of the landscape and hence limit effectiveness of surveillance. Current peacebuilding efforts of national, provincial and international partners are assumed to remain effective.
	<b>Indicator 11:</b> Annual deforestation rates using globally available forest mapping sources indicated as percentage forest cover reduction per year <sup>112</sup> .	MTR: Kabobo: -10% Luama: -5% Ngandja: -10% TE: Kabobo: -30% Luama: -20% Ngandja: -30%	Percentage forest cover reduction per year using globally available forest mapping sources MTR and TE targets are based on expected drop of current deforestation level in expected areas that will be effectively covered and protected by surveillance, while current deforestation rates have been determined using forest cover analysis over the period 2014-2019.	The rate of deforestation was calculated using data from <a href="https://earthenginepartners.appspot.com/science-2013-global-forest/download_v1.7.html">https://earthenginepartners.appspot.com/science-2013-global-forest/download_v1.7.html</a>	YR1 (Inception), YR3 (MTR), YR5 (TE)	Component 4 manager assisted by WCS GIS expert	Technical report	Degradation of insecurity could reduce access to some areas of the landscape and hence limit effectiveness of surveillance. Current peacebuilding efforts of national, provincial and international partners are assumed to remain effective.
<b>Project Outcome 3:</b> Livelihood-driven threats to biodiversity within and	<b>Indicator 12:</b> Number of observed cases of unsustainable bushmeat hunting per km covered by	MTR: 20% reduction TE:	"Unsustainable bushmeat hunting" is defined as hunting for bushmeat without respecting hunting regulations (e.g. hunting methods, seasonality, species protection, quota, zoning).	The level of unsustainable bushmeat hunting will be based on SMART monitoring data (observed cases / km covered).	Annually	Component 4 manager assisted by WCS GIS expert	Surveillance reports	Degradation of insecurity could reduce access to some areas of the landscape and hence limit effectiveness of surveillance. Current peacebuilding efforts of national, provincial and

<sup>111</sup> <https://www.conservationgateway.org/ExternalLinks/Pages/mett-management-effective.aspx>

<sup>112</sup> The rate of deforestation was calculated using data from [https://earthenginepartners.appspot.com/science-2013-global-forest/download\\_v1.7.html](https://earthenginepartners.appspot.com/science-2013-global-forest/download_v1.7.html)

Monitoring	Indicators	Targets MTR Mid-term, TE Terminal Evaluation	Description of indicators and targets	Data source/Collection Methods <sup>106</sup>	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
around PAs reduced.	patrolling (based on SMART surveillance data) <sup>113</sup>	50% reduction	MTR and TE targets are based on expected drop of current number of observed cases in areas that will be effectively covered and protected by surveillance, while current level is based on SMART data from previous patrols.					international partners are assumed to remain effective.
	<b>Indicator 13:</b> Household well-being measured by a modified Basic Necessities Survey (BNS) <sup>114</sup>	MTR: 15% increase TE: 30% increase	Assessment of required assets and services according to BNS methodology. Baseline determined and MTR/TE targets to be reviewed during first 6 month of project.	Methodology following "Assessing the impact of conservation and development on rural livelihoods: Using a modified Basic Necessities Survey (BNS) in experimental and control communities." (library.wcs.org > DesktopModules)	YR1 (Inception), YR3 (MTR), YR5 (TE)	Component 4 manager assisted by Component 3 manager	BNS report	Lack of willingness of stakeholders to participate to survey may require incentives Degradation of insecurity could reduce access to some areas of the landscape and hence limit coverage of survey. Current peacebuilding efforts of national, provincial and international partners are assumed to remain effective.
	<b>Indicator 14:</b> Number of households benefiting from income generation from alternative livelihood options introduced through the project	MTR: M=200 W=250 TE: M=250 W=500	Number of households directly benefiting from livelihood options under component 3.  MTR and TE target are based on results of previous livelihood activities <sup>115</sup> and social and political factors.	Component manager 3 will keep track of the number of individuals benefitting from activities under component 3, specifying gender, place and type of benefit	YR3 (MTR), YR5 (TE)	Component 4 manager assisted by Component 3 manager	Activity reports Component 3	Insufficient participation of beneficiaries. Mitigation: implementation of Stakeholder Engagement Plan
<b>Project Outcome 4:</b> Mainstreaming of gender and indigenous peoples concerns, and lessons learned	<b>Indicator 15:</b> Number of good practices on sustainable land-use, biodiversity conservation and stakeholder engagement	MTR: 3 good practices demonstrated and documented TE:	Lessons and good practices derived from implementation codified and shared with all relevant actors as identified the Stakeholder Engagement Plan.  MTR and TE targets are based on key deliveries: co-management, law	Publications and upscaling plans	YR3 (MTR), YR5 (TE)	Component 4 manager	Publication on national and international media, including radio stations such as Radio Okapi, websites (e.g. ICCN and	Ineffective stakeholder engagement may lead to insufficient participation of all stakeholders, particularly women.

<sup>113</sup> "Unsustainable bushmeat hunting" is defined as hunting for bushmeat without respecting hunting regulations (e.g. hunting methods, seasonality, species protection, quota, zoning). The level of unsustainable bushmeat hunting will be based on SMART monitoring data (observed cases / km covered).

<sup>114</sup> Assessing the impact of conservation and development on rural livelihoods: Using a modified Basic Necessities Survey (BNS) in experimental and control communities. (library.wcs.org > DesktopModules)

<sup>115</sup> A.J. Plumtre, A. Bamba, P. Shamavu, D. Kujirakwinja. et J. Matunguru, 2009. Etude Socioéconomique autour de la forêt de Misotshi-Kabogo Au Sud-Est de la République Démocratique du Congo. WCS/ICCN Baysande W.A., M.R. Masoka, P. K. Nyembo, A. Bamba et D. Kujirakwinja, 2016. Analyse des conditions de vie des peuples autochtones (pygmées) dans le paysage Kabobo-Luama. WCS.

Monitoring	Indicators	Targets MTR Mid-term, TE Terminal Evaluation	Description of indicators and targets	Data source/Collection Methods <sup>106</sup>	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
through participatory project implementation and M&E are used to guide adaptive management, knowledge management and communication in support of upscaling.	demonstrated, documented and upscaled for replication	5 good practices demonstrated, documented and with plans for replication	enforcement, community support, safeguards and IP engagement.				Global Wildlife Program) as well as relevant blogs, social media forums, etc.	
	<b>Indicator 16:</b> Indicator 18: % of Gender Action Plan targets met	MTR: 40% TE: 80%	Percentage of targets met as defined in Table 5 of the Gender Action Plan.	Gender monitoring report prepared by stakeholder engagement and gender expert	YR1 (Inception), YR3 (MTR), YR5 (TE)	Component 4 manager assisted by SE and gender expert	Gender Action Plan and monitoring report	Ineffective stakeholder engagement may lead to insufficient participation of all stakeholders, particularly women.
	<b>Indicator 17:</b> % of Social & Environmental Management Plan targets met	MTR: 100% TE: 100%	Percentage of targets met as defined in SEMP to be elaborated during first 6 month of the project	Social and Environmental Monitoring report prepared by Component 4 manager assisted by WCS technical director.	YR1 (Inception), YR3 (MTR), YR5 (TE)	Component 4 manager assisted by WCS Technical Director?)	ESMP monitoring report	Sensitivity of project outcomes to potential impacts of climate change on biodiversity and livelihood.
	<b>Indicator 18:</b> Influence on governance by different stakeholders <sup>116</sup> , specifically indigenous people and women, measured using the Natural Resources Government Tool <sup>117</sup>	MTR: Tentatively 10% increase TE: Tentatively 25% increase	The NRG identifies governance groups in the landscape, maps jurisdictions, ranks power and strength and assesses weaknesses. It is complementary to METT. Baseline will be determined and the MTR and TE targets reviewed during first 6 month of the project.	The Natural Resource Governance Tool (NRGT) developed by WCS is used to assess the role and effectiveness of stakeholders in natural resources governance, such as women and indigenous people <sup>118</sup>	YR1 (Inception), YR3 (MTR), YR5 (TE)	Component 4 manager assisted by SE, gender and IP experts	NRGT report	Ineffective stakeholder engagement may lead to insufficient participation of all stakeholders, particularly women, indigenous people, and other vulnerable groups
	<b>Indicator 19:</b> Inclusion of Batwa IP as direct beneficiaries in activities, consultation and recruitment,	MTR: 25% share TE: 25% share	Participation of IPs is seen as a sign of proactive empowerment to be pursued by the project and will also offer capacity development opportunities for the longer term.	Project technical and financial reports, presence sheets, photographs	Events	Component 4 manager assisted by SE, gender and IP experts	Project technical and financial reports, presence sheets, photographs	Risks: Opposition of cultural majority members. Limited capacity of IP representatives, to be accepted by positive discrimination if required to

<sup>116</sup> NRG will (among others) indicate the influence of indigenous people, women and other vulnerable groups on governance

<sup>117</sup> The Natural Resource Governance Tool (NRGT) developed by WCS is used to assess the role and effectiveness of stakeholders in natural resources governance, such as women and indigenous people ([https://rportal.net/biodiversityconservation-gateway/projects/closed-global-projects/scapes-1/guidelines-learning-applying-nrgt-landscapes-seascapes/at\\_download/file?subsite=biodiversityconservation-gateway](https://rportal.net/biodiversityconservation-gateway/projects/closed-global-projects/scapes-1/guidelines-learning-applying-nrgt-landscapes-seascapes/at_download/file?subsite=biodiversityconservation-gateway))

<sup>118</sup> [https://rportal.net/biodiversityconservation-gateway/projects/closed-global-projects/scapes-1/guidelines-learning-applying-nrgt-landscapes-seascapes/at\\_download/file?subsite=biodiversityconservation-gateway](https://rportal.net/biodiversityconservation-gateway/projects/closed-global-projects/scapes-1/guidelines-learning-applying-nrgt-landscapes-seascapes/at_download/file?subsite=biodiversityconservation-gateway)

Monitoring	Indicators	Targets MTR Mid-term, TE Terminal Evaluation	Description of indicators and targets	Data source/Collection Methods <sup>106</sup>	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
	measured by IP share (%) amongst: participants in local-level trainings; ICCN-hired PA rangers; local consultation committees; exchange visit participants.							empower and build long term capacity

## Annex 4. UNDP Social and Environmental Screening Procedure (SESP)

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the Social and Environmental Screening Procedure and Toolkit for guidance on how to answer the 6 questions.

### Project Information

<b>Project Information</b>	
1. Project Title	<b>Kabobo-Luama Protected Area Landscape Management</b>
2. Project Number	6179
3. Location (Global/Region/Country)	Democratic Republic of Congo

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

#### QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

**Briefly describe in the space below how the project mainstreams the human-rights based approach**

The project takes a human-rights-based approach that adheres to Free Prior Informed Consent principles and purposefully respects and protects exclusive access to natural resources within the targeted landscape, to families and communities holding rights as recognized by FAO's Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests<sup>119</sup>, and international declarations and conventions ratified by the Democratic Republic of Congo<sup>120</sup>. This approach will be applied through all stages of project development, implementation, and monitoring/evaluation, and mainstreamed through a close working relationship with all key stakeholders, in particular the right-holders living in and around the Kabobo Wildlife Reserve, the Luama-Katanga Hunting Reserve, and the Ngandja Nature Reserve.

The project builds on extensive preparatory work carried out by the Wildlife Conservation Society (WCS), which started in 2009 and involved close collaboration with local communities, traditional chiefs, local and provincial authorities, and national-level government partners<sup>121</sup>. All previous situational assessments (e.g. of environmental and other threats to the landscape, drafting of the objectives for the conservation strategy for the area, identifying proposed solutions to address the threats, and establishing the protected area Kabobo Wildlife Reserve) have been documented and involved participatory mapping, consultations, and assessments that were sensitive to the needs, rights, and wishes of the communities<sup>122</sup>. Participatory mapping was conducted between 2008 and 2015 in the Kabobo Wildlife Reserve, leading to a consensus on microzoning (multi-uses zone, buffer zone, integral conservation zone). This exercise will be replicated in the

<sup>119</sup> The definition of "legitimate rights" followed by the project will adhere to the principles presented in the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (FAO 2012): [www.fao.org/3/i2801e/i2801e.pdf](http://www.fao.org/3/i2801e/i2801e.pdf)

<sup>120</sup> Specifically the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, the International Convention on the Elimination of All Forms of Racial Discrimination, the Convention on Biological Diversity, the Convention on the Elimination of all Forms of Discrimination against Women, as well as the African Charter on Human and Peoples' Rights, and the UN Declaration on the Rights of Indigenous Peoples

<sup>121</sup> E.g. see: <https://news.mongabay.com/2016/12/bastion-of-biodiversity-protected-in-eastern-drc> and <http://news.ianegoodall.org/2017/03/31/one-huge-step-for-conservation-in-the-eastern-drc> as well as [www.abcg.org/news?article\\_id=123](http://www.abcg.org/news?article_id=123)

<sup>122</sup> See stakeholder analyses, steps and processes described in the Conservation Action Plan for the Kabobo-Luama Landscape: [www.easternfromontane.org/wp-content/uploads/2018/04/Conservation-Action-Plan-for-Kabobo-Luama-Landscape.pdf](http://www.easternfromontane.org/wp-content/uploads/2018/04/Conservation-Action-Plan-for-Kabobo-Luama-Landscape.pdf) – the protocol and reports will be deposited in WCS internal database and available upon request from the WCS provincial office in Kalemie.

two other protected areas of the landscape during project implementation, again using highly participatory approaches. Reports of previous and present stakeholder consultations will be made available as required on demand by the relevant parties<sup>123</sup>.

The following steps have been taken thus far in establishing the protected area while enabling stakeholder engagement and participation: (i) community consultations on the participatory creation of the Kabobo Wildlife Reserve and its boundaries<sup>124</sup>; (ii) initial consultations for the delineation of Ngandja and Luama Reserves<sup>125</sup>; (iii) establishment of the Provincial Consultative Council for Forests for South Kivu and Tanganyika Provinces, with the aim to ensure provincial government support to the creation of the three PAs<sup>126</sup>; (iii) initiation of co-management to ensure local ownership of conservation interventions and inclusion of communities' livelihood activities<sup>127</sup> (v) initiation of the establishment of gender-sensitive community structures around Kabobo Wildlife Reserve (not fully effective nor representative yet - to be supported and reinforced),; and (vi) socio-economic surveys and initiation of micro-credit and saving schemes for local communities<sup>128</sup>. These steps have been key in engaging local communities and indigenous peoples in the landscape and increasing awareness on the advantages of protecting forests to secure local economic development and resource rights. To this latter point, community members clearly expressed the need and wish to continue having access to the forest in order to obtain forest products, particularly building poles, fuel wood, ropes/lianas, and medicinal plants, as well as to have access to sites of cultural and religious significance. During the PPG process, community representatives also expressed the clear will to preserve their livelihoods and access to their lands. WCS claims that it was taken into account in the previous zoning process and was assessed as sufficient by most community members. Evidence of communities' consultation and consent will be gathered and deposited in the FPIC storage system set up by the project. However, communities also highlighted the loss of income linked to the prohibition of digging (i.e. artisanal mining) and hunting (with resulting increases in human-wildlife conflict, including baboon raids), to which the project aims at responding by a Livelihood Plan as part of the safeguards management.

The development of the present GEF-funded project is being done in a highly participatory manner, building on previous engagements with stakeholders within the targeted landscape as well as at the provincial and national level. Similarly, mechanisms will be put in place as described in detail in the Project Document, and relevant Annexes including the Environmental & Social Management Plan, Stakeholder Engagement Plan, and Gender Action Plan to ensure that project implementation will involve appropriate levels of stakeholder consultation and participation. High levels of engagement will be particularly important during activities related to zoning, mapping, and agreeing on the remaining boundaries of the protected areas, as well as their subsequent management; this will require close collaboration and consultation with as all key actors in conservation and development processes to ensure that the proposed solutions are truly locally-owned and sustained. Active participation and agreement with local communities will be sought to ensure their meaningful participation and inclusion, integrate their rights and needs in the proposed conservation and management plans, and ensure that the communities have equitable access and right to use the natural resources in a manner that also ensures the long-term sustainability of the natural resources in these three protected areas.

It should be noted that each of the three targeted areas within the landscape differs in terms of delineation and management stages, as well as in terms of security and accessibility. While PA management activities have started in the Kabobo Wildlife Reserve with support from WCS, there have only been limited interventions in Ngandja and Luama Reserves. At the time of writing (February 2020), on-site consultations and activity monitoring are only possible along the Lake Tanganyika in the Kabobo Wildlife Reserve, due to ongoing security concerns related to the presence of militia in the forested areas. Project design and safeguards measures will take into account that access to these areas will likely continue to be restricted in the foreseeable future.

***Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment***

<sup>123</sup> "Projet Réserve de Faune de Kabobo - Luama Katanga", map, March 2017

<sup>124</sup> Rapport intermédiaire sur l'identification participative des limites de la réserve dans la forêt de Misotshi-Kabobo, WCS, May 2010

<sup>125</sup> Rapport de mission de sensibilisation et de marquage des limites du futur Parc de Ngamikka, WCS, August 2014

<sup>126</sup> Arrêté provincial du 21 novembre 2016 portant sur la création du Conseil consultatif provincial des forêts dans la province du Tanganyika

<sup>127</sup> Plan d'Action pour la Conservation du Paysage Kabobo-Luama 2016-2025

<sup>128</sup> Caisse du Village d'Épargne et de Crédit (CVEC): un modèle pratique de microcrédit et de finance dans le paysage de Kabobo-Luama, WCS, 2016



Gender equality is mainstreamed in the project document, and a detailed Gender Action Plan has been developed and added as Annex 9 to the PRODOC, including specific actions to be taken under each project component and necessary budgetary provisions. The project will adopt a participatory approach ensuring inclusion of all relevant subgroups within communities, with specific attention also to the active engagement and inclusion of all women. As demonstrated in other projects, promotion of gender equality and mainstreaming gender into project activities can substantially contribute to improving outcomes and effectiveness both in terms of biodiversity protection and development<sup>129</sup>. A gender analysis was conducted during the project design phase that highlighted the specific challenges met by women that need to be taken into account during project design and implementation. As such, gender considerations were integrated during the project formulation process, and attention was paid to identifying and promoting appropriate forms of benefit-sharing that acknowledge and reward the differing contributions of women and men to sustainable management of natural resources.

The process of promoting gender equality in the Kabobo-Luama landscape started during the previous phases of PA establishment, and women have a fixed seat on the co-management governance committee to ensure that their voices can be heard. However, the project will need to go further than ensuring a simple seat at the table, as this approach does not guarantee the quality of participation. The project will ensure that participation will move beyond nominal membership and provide women access to decision-making spaces and processes alongside men, but also the ability to actively impact and lead those processes. The project will provide training to both women and men on the importance of equality, establish specific womens groups, and engage in regular separate consultations for Batwa women and young women. As women are a heterogenous group, differences occurring among age, ethnicity, and specific discrimination being directed especially at Batwa women will also be taken into account.

Women will be represented at all stages of the project to not only ensure that their voices are heard and their specific needs can be considered, but also to ensure that women's productive and income generating roles are fully integrated, by involving them as actors in economic value chains through livelihood support activities, and natural resource management (particularly fisheries, agricultural zones, and non-timber forest products), as well as in conflict reduction mechanisms. The project will aim to contribute to adressing structural causes of gendered inequalities, prioritizing activities promoting women empowerment as a whole, developing their leadership in natural resources management, enhancing womens' autonomy by identifying local limits to participation and emphasizing sensitization on gender to both men and women. This will enable the project to avoid the exacerbation of uneven gender division of labour – one of the structural causes of limited participation of women to governance – that could be caused by the disproportionate shouldering of the forest conservation labour burden.

***Briefly describe in the space below how the project mainstreams environmental sustainability***

The overall aim of the project is to strengthen the management of the Kabobo-Luama protected area landscape in the DRC to ensure conservation of globally significant biodiversity (including the endemic bird species Kabobo Apalis, an important chimpanzee population, and remnant populations of some threatened large mammals such as the elephant, lion, hippopotamus, as well as the buffalo, bongo, red river hog, and giant forest hog). Therefore, securing environmental sustainability is a critical part of this project's design. Mainstreaming of environmental sustainability will be ensured through activities that will:

- Strengthen the institutional capacity for protected area landscape management at all levels in the DRC, including the national level, the provincial level at the Ministry of Environment in Tanganyika Province, and the local level authorities and communities. Historically this region has been very poorly resourced and as a result there has been no ecoguards presence in the Luama Katanga Reserve since 1996. There is a need to strengthen the operations of key institutions to better manage this landscape. Support will be provided to strengthen capacities through developing the Kabobo-Luama landscape management plan with defined multi-stakeholder governance and management structures, and targeted training of the key agencies that manage these

<sup>129</sup> UNREDD: The business case for mainstreaming gender, <https://www.unredd.net/documents/global-programme-191/gender-and-womens-empowerment-in-redd-1044/global-gender-resources/6279-the-business-case-for-mainstreaming-gender-in-redd-un-redd-programme-15-december-2011-6279.html>

three protected areas. This should ensure that in the long term the capacities of these agencies and key stakeholders are built so that they can effectively manage the protected areas in this part of the Albertine Rift.

- Enhance the management effectiveness of the Kabobo Wildlife Reserve, Luama-Katanga Hunting Reserve, and Ngandja Nature Reserve by: (1) strengthening the overall management structure and infrastructure within these three protected areas; (2) reducing threats such as illegal hunting, encroachment by mining and timber extraction, and delineating the appropriate zones for carrying out these activities; (3) improving habitat conditions; and (4) increasing financing of protected area management. Additionally, patrolling and law enforcement activities will be strengthened to further ensure the integrity and long-term sustainability of these three protected areas.
- Progressively move towards a co-management of the reserve based on the collaboration between ICCN and the local communities, including women and indigenous peoples. This will be done through an appropriate support and reinforcement of the community-based governance structures's capacity and representativity (CLC -Local Conservation Committee, at the village level, CCC – Community Conservation Committee, at the Grouping level, CGCC – Management and Community Conservation Committee, which is the overarching community structure with representatives from all CCCs), through the use of participatory approaches (mapping, zoning, multi-stakeholder processes sensitive to the balance of power, conflict management methods and community-based peacebuilding approaches), but also building on traditional beliefs and taboos, as well as on traditional chiefs' authority to design and implement the PAs management rules.
- Support the development of habitat and species monitoring protocols. Trainings have been provided to local monitors on the three axis (wildlife survey, biodiversity and human activities data collection according to national standards, GPS, forest navigation, SMART tools for monitoring, cybertracking, ethics and human rights) and further training will be provided for local monitors (community members), and government rangers when ICCN (Congolese Institute for Nature Conservation) becomes established as a partner in managing the PA landscape, which is planned by the project to ensure government ownership. The objective is to set joint community-ICCN patrols according to the model set in Itombwe Nature Reserve in South Kivu<sup>130</sup>. This should ensure that key information gaps on the species and habitat in this landscape are filled and status regularly monitored so that adequate management plans can be prepared and implemented, in order to ensure that the PA is sustainably managed in the long term and effective conservation outcomes are secured.
- Improve the habitat conditions within the PAs through rehabilitation of degraded areas, emphasizing natural or assisted natural regeneration depending on site conditions. Additionally, through working with fishing communities, agreements will be established to determine spawning sites and no-fishing zones. A joint fisheries task force will be established to monitor fishing on Lake Tanganyika so as to better manage this unique aquatic ecosystem adjacent and connected to the three protected areas.

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<sup>130</sup> <https://www.regnskog.no/en/long-reads-about-life-in-the-rainforest/the-future-of-forest-conservation>

## Part B. Identifying and Managing Social and Environmental Risks

<b>Q 2: What are the Potential Social &amp; Environmental Risks?</b> <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Q 4 and Select “Low Risk”. Q 5 and 6 not required for Low Risk Projects.</i>	<b>Q 3: What is the level of significance of the potential social and environmental risks?</b> <i>Note: Respond to Q 4 and 5 below before proceeding to Q 6</i>			<b>Q 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b>
<b>Risk Description</b> <i>* see Attachment 1 Social and Environmental Risk Screening Checklist</i>	<b>Impact and Probability (1-5)</b>	<b>Significance (Low, Moderate, High)</b>	<b>Comments</b>	<b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b>
<p><b>Risk 1</b>  <b>The project implies the gazettement, boundary mapping, and zoning of three protected areas that could potentially lead to adverse economic, social, and cultural impacts on local communities and indigenous peoples as it restricts their access to natural and cultural resource use.</b></p> <p><i>Principle 1: Human Rights</i>  <i>Checklist issue 1.1; 1.3; 1.6; 1.7</i></p> <p><i>Standard 6 Indigenous Peoples</i>  <i>Checklist 6.3</i></p>	<p>I = 4  P = 4</p>	<p><b>High</b></p>	<p>There is a risk that the project could lead to adverse impact on the enjoyment of the economic, social, and/or cultural human rights of the population, including indigenous peoples, living in and around the Kabobo Wildlife Reserve, Luama-Katanga Hunting Reserve, and Ngandja Nature Reserve, if the zoning, boundary mapping, and protected areas’ management plans do not adequately integrate the needs, wishes, and the rights of the local population to equitable access and use of natural resources and access to cultural locations.</p> <p>Some populations living in the area are very poor and the impact of restricting access to natural resources could be severe, unless adequately managed. However, purposeful application of a human-rights approach to social and environmental sustainably is central to minimizing social and cultural impacts. When local communities that have prior, legitimate claims (i.e., are rights</p>	<ul style="list-style-type: none"> <li>• An ESMF is available as a separate Annex to the PRODOC, outlining steps required during project implementation (ESIA, ESMP, IPP development and implementation).</li> <li>• A human-rights-based approach was applied during project formulation and will continue to be applied during implementation.</li> <li>• Stakeholder mapping was done as part of project development, and further analysis including thorough power mapping and conflict mapping within communities will be done during the first six months of project implementation, on the basis of the conflict assessment and the power analysis conducted during the inception phase and included in the Stakeholder Engagement Plan.</li> <li>• Gender-sensitive consultations were undertaken with local communities (including Batwa and Bantu people) during project development and will continue during implementation with the aim of securing their agreement through the FPIC process, which includes the right to withdraw this consent.</li> <li>• Participatory mapping, boundary determination, and zoning with all relevant communities and stakeholders was partially</li> </ul>

			<p>holders) over lands and waters within the Kabobo-Luama landscapes are actively and meaningfully engaged in decisions about how to conserve and sustainably use their natural resources, there is little probability or risk that they will purposefully impinge on their rights or adversely impact their social, economic, and cultural wellbeing.</p>	<p>done in Kabobo and will continue during project implementation. In each of the three sites, participatory mapping of land rights and land uses needs to be done, and to happen before the zoning is completed, building on the existing study on tenure<sup>131</sup>.</p> <ul style="list-style-type: none"> <li>• While stakeholders were engaged and informed on project objectives during the development of the project document, FPIC protocol remains to be defined and FPIC processes remain to be completed in the sites targeted by the project. An FPIC protocol will be developed in the first six months of the project, on the basis of indications in the ESMF and Stakeholder Engagement Plan</li> <li>• Local community structures were previously established around Kabobo Wildlife Reserve, whose members are elected by their respective community members, to ensure local ownership of conservation interventions and support the community for co-management approach of these reserves. An assessment of these structures is currently being carried out by the Forest Peoples Programme (WCS partner). Further guidance to these structures will be needed during project implementation to ensure their representativity and accountability.</li> <li>• Development of a PA multi-stakeholder governance and management structure that involves communities and other key stakeholders. The structure will need to take into account power dynamics and not rely only on chiefs and elites. In order to ensure information sharing, community empowerment and proper local management of the area, checks and balances need to be put in place to ensure that community</li> </ul>
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<sup>131</sup> Analyse de la tenure et la gestion traditionnelle des terres agricoles dans le paysage Kabobo-Luama Katanga, WCS, Avril 2017

				<p>members are sufficiently enabled to nominate representation.</p> <ul style="list-style-type: none"> <li>• An accessible Grievance Mechanism has been designed as part of the ESMF, following the model of the existing national REDD+ Grievance Mechanism. It will be made available before the project starts, and its functionality will be assessed after one year, opening up for potential revisions.</li> </ul>
<p><b>Risk 2</b>  <b>The project may exacerbate existing land-related conflicts among Batwa people (indigenous), local communities, and migrants (Banyamulenge and Bafuleros) around issues related to land-use and benefit-sharing, adding also the presence of armed eco-guards to the local conflictual situation. These potentially exacerbated conflicts may in turn trigger violence led by armed groups coming from these communities and by members of the army, using armed commercial poaching as a source of income.</b></p> <p><i>Principle 1 Human Rights</i>  <i>Checklist issue 8</i></p> <p><i>Standard 3: Community Health, Safety and Working Conditions</i>  <i>Checklist issue 3.9</i></p> <p><i>Standard 6 Indigenous Peoples</i>  <i>Checklist 6.2</i></p>	<p>I = 4  P = 3</p>	<p><b>High</b></p>	<p>When local rights-holders are able to secure their legitimate territory claims and exclude access to others, then there is a risk of conflict with those individuals who do not have the right to access and use resources. If the access to the protected areas is only restricted to the local communities, this means that those who have already illegally settled in the protected areas would no longer be allowed to reside there, keep their livestock, and use the resources for pasture, while the local communities can, using crops in the multi-uses zone and conducting some activities related to Non Timber Forest Products in the buffer zone. This could potentially directly lead to conflicts between the local communities and illegal/ migrant settlers in these protected areas, adding to the existing conflict between pastoralists and agriculturalists. Many of these migrant settlers, along with a minority of local communities, mostly conduct illegal mining activities without a legal permit from the ministry of mining and without paying taxes. Many of these activities are happening in the integral conservation site.</p>	<ul style="list-style-type: none"> <li>• As noted above (Risk 1, Q 6), an ESMF will be made available as a separate Annex to the Project Document.</li> <li>• WCS has used the CSC (Conflict-Sensitive Conservation) approach in eastern DRC in the past, and currently uses those principles when engaging stakeholder groups. The project will continue building on this approach.</li> <li>• The proposed government-community co-management structure of Kabobo includes representative decision-making on the rules and regulations within the Reserve’s management plan. This structure will be used as a way to build trust between ICCN and communities. To the extent possible, this collaboration mechanism will also be used as a way to mitigate risks posed by the presence of armed groups.</li> <li>• A Grievance Mechanism has been designed (see ESMF) and will be implemented by the project, allowing communities to request for interventions when facing issues with migrants and illegal settlers.</li> <li>• A preliminary conflict and peacebuilding analysis was conducted during project development to understand tensions in the area (see Stakeholder Engagement Plan). Careful planning of activities in consultation with all stakeholders was done during project preparation and will continue during implementation. An appropriate conflict</li> </ul>

			<p>Project activities could exacerbate conflicts and/or the risk of violence to affected communities by forbidding access to migrant populations that are illegally settling in the PA (i.e. Banyamulenge and Bafulero who are coming to the area to cultivate land or use if for livestock keeping) prompting them to resort to violence to secure this access or the right to stay in the PAs, attacking the right-holders or the community local monitors currently patrolling the area.</p> <p>There also exists a threat of armed commercial poaching, mainly conducted by armed groups and some members of the army. If effective restrictions put in place, then the local communities may face security threats and/or risk violent acts from these fractions.</p>	<p>mitigation plan is envisioned in the ESMF for further development as part of the ESMP, which will rely on community-led approaches and on the grievance mechanism (as also outlined in the ESMF) in order to ensure that conservation efforts actually contribute to peacebuilding.</p> <ul style="list-style-type: none"> <li>To minimize the risk of rights-holder communities suffering from retribution as a result of the physical or economic displacement of non-rights holders it is vital that (1) ICCN engages on-site with a mandate to arrest law-breakers while respecting human rights; and (2) the provincial and national government engages in solving the agriculturalist/pastoralist conflict with timely and competent support, on the basis of participatory zoning. Appropriate support and institutional reinforcement of government actors is incorporated in the project.</li> </ul>
<p><b>Risk 3</b>  <b>As women are traditionally excluded from decision-making processes, they could be excluded from the support planned to local communities and indigenous peoples. This could inadvertently reproduce existing discriminations against women in project implementation. Dynamics among social groups could also lead to exclusion of certain women from the support provided to women groups.</b></p> <p><i>Principle 2 Gender Equality &amp; Women's Empowerment Checklist 2.2</i></p>	<p>I = 3  P = 2</p>	<p><b>Moderate</b></p>	<p>Within the project area, differentiated and uneven roles and needs exist between women and men but also among women (Batwa/Bantu, young/old, non-married/married, rural/urban, from one tribe to another, etc.), which can lead to an over-representation of the elites' interests in the community-based structures (CCC, CLC, CGCC) to the detriment of others, and to a capture by the most powerful local actors of the small funds from the micro-projects, if Batwa women or widows are excluded from the CEVEC (cooperatives for livelihood project activities). Stakeholder engagement structures mixing men and women representatives, or Batwa and Bantu</p>	<ul style="list-style-type: none"> <li>During project development, a Gender Analysis and Action Plan (GAAP) was developed and gender aspects are integrated in the project document.</li> <li>The GAAP was developed with particular attention to establishing mechanisms to reduce the risk that existing discriminations against women are inadvertently reproduced in project implementation.</li> </ul>

			representatives, may inadvertently reproduce marginalization dynamics.	
<p><b>Risk 4</b>  <b>Livelihood activities proposed by the project in the multi-uses and buffer zones may have negative effects on the environment by triggering more immigration into the area, the creation of infrastructures, and the generation of agricultural and pastoral activities' waste, harming critical habitat such as the remaining forests of the area.</b></p> <p><i>Principle 3 Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</i>  <i>Checklist 1.2; 1.3; 1.11</i></p> <p><i>Standard 7: Pollution Prevention and Resource Efficiency</i>  <i>Checklist 7.2</i></p>	<p>I = 4  P = 2</p>	<p><b>Moderate</b></p>	<p>The bulk of this project's activities are proposed to be located in the areas in or adjacent to three protected areas. A key challenge is posed by increased immigration in the Tanganyika Province (comprised largely of people coming from the Kivu and Kasai Provinces, as well as Burundi). Immigrants reportedly constitute a larger part of the population in the targeted landscape than local communities and are putting increased pressure on natural resources.</p> <p>Livelihood and development activities implemented by the project may inadvertently create additional incentives for migrants by positively triggering the local economy.</p> <p>Additionally, infrastructure established by the project (offices, ranger posts, etc.) or triggered by the economic improvement (i.e. roads) may impact biodiversity &amp; environment (connectivity, specific habitats, etc.).</p> <p>Livelihood activities may also directly impact biodiversity and the environment (erosion, connectivity, soil degradation, deforestation, water/air pollution, pesticides, etc.), especially artisanal mining causing water pollution (mercury, cyanide) and river erosion, but also pastoralism as livestock may negatively impact wildlife due to habitat changes and transmission of diseases.</p> <p>Significant portions of the project areas have been deforested due to a large</p>	<ul style="list-style-type: none"> <li>• The project will work to strengthen institutional and PA management capacities at all levels so as to ensure effective and efficient management of these three protected areas – therefore the overall impact is expected to be positive.</li> <li>• Participatory land-use planning will be a core element of the co-management system of the landscape, including the protected areas and fringe areas. The development of infrastructures will be included in that plan and closely monitored by the project.</li> <li>• Securing local communities' land rights, ensuring full endorsement by local chiefs of the project, and enforcing the park management rules through ICCN will be key to avoid secondary negative effects on biodiversity.</li> <li>• A detailed feasibility study assessing viable, socially acceptable, and environmentally suitable livelihoods diversification options will be conducted during the first six months of project implementation. Environmental assessment of those livelihood activities will be included in the Livelihood Plan. Some activities (artisanal mining) will, while being allowed and monitored in the multi-uses zone, not be supported by the project. Environmentally harmful practices such as the use of pesticides will be banned.</li> <li>• A migration management plan should be developed to mitigate risks associated with increased immigration into the PA landscape (see ESMF for more details).</li> <li>• Monitoring of the use of improved stoves, briquettes, and more sustainable timber practices will be done through appropriate indicators.</li> </ul>

			<p>influx of illegal settlers in and around the protected areas. Deforestation has increased over the last years for agricultural purposes and due to intentional bush burning and shifting agricultural practices mostly conducted by Bafuleros, contrary to the Holoholo and Batwa people who use the same lands over several years and seasons (at least three seasons before shifting). Additionally, deforestation is the result of unsustainable timber use for charcoal and timber production, also mostly done by migrants but also in a small measure by local communities. These activities will still be present in the multi-use zone and may further forest degradation.</p>	<ul style="list-style-type: none"> <li>• Forest cover will be monitored regularly by satellite images, mixed with empirical field verification techniques, in order to follow up on regeneration, and the progress of plantations for charcoal and sustainable use of timber</li> <li>• The project intends to have a positive socio-economic and environmental impact by establishing small/medium-scale community-based plantations to provide timber and fuelwood around Kalemie and villages in this broader landscape, employing local populations (men and women) and lessening the impact of unsustainable timber extraction and deforestation in these protected areas, including in the multi-use zones.</li> </ul>
<p><b>Risk 5</b>  <b>Reforestation activities planned by the project on degraded areas may generate inadvertent perturbation to the local ecosystem and communities' land uses if new species are introduced and if plantations are conducted without appropriate culturally-sensitive consultations</b></p> <p><i>Principle 3 Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</i>  <i>Checklist 1.6</i></p>	<p>I = 2  P = 1</p>	<p><b>Low</b></p>	<p>The project plans to improve forest conditions on the project area, as large swathes of land have been cleared in and around the protected areas. Rehabilitation of degraded areas (reforestation, plantation) may lead to perturbation of the local ecosystem if species are introduced, and to changes in local land uses, potentially triggering existing conflicts if the sites are not carefully chosen with the full and effective participation of communities. Tree plantations may also be done at the expense of other species, hence inadvertently harming local biodiversity.</p>	<ul style="list-style-type: none"> <li>• Forest conditions will be improved through a prioritization of natural restoration or assisted natural restoration methods over plantation, on the basis of efficiency and cost-effectiveness. This will be completed by rehabilitation of degraded areas (reforestation, plantation) where needed. For both natural restoration and rehabilitation, FPIC will be sought and obtained before implementation on the activities themselves but also on their location.</li> <li>• During the reforestation and plantation phases, care will be taken to use locally appropriate and suitable tree species and to avoid inadvertent negative ecological impacts. If plantation is envisioned at a later stage, only native species will be used, as required by Congolese law, the decision of which species being taken in agreement with local stakeholders, thereby minimizing the risk of introducing invasive species.</li> </ul>



				<ul style="list-style-type: none"> <li>• Appropriate, culturally-sensitive sustainable resource management approaches will be used to facilitate the establishment of tree plantations.</li> </ul>
<p><b>Risk 6</b>  <b>The project area is highly vulnerable to climate change, which results in additional risks associated with erosion, landslides, floods, and negative impacts on livelihood activities</b></p> <p><i>Standard 2 Climate Change Mitigation &amp; Adaptation Checklist 2.2</i></p>	<p>I = 2  P = 3</p>	<p><b>Moderate</b></p>	<p>Climate change is predicted to result in increased droughts and unreliability of rainfall patterns in the Eastern-Central African region.</p> <p>This increases existing risks associated with erosion and landslides. As a result of climate change in the area, torrential rains could worsen the situation, especially if combined with poor land-management practice. This risk is particularly present on the Lake Tanganyika shore, which is characterized by increasing land degradation and resulting erosion and landslides.</p> <p>As a result of climate change impacts, the project area could also become more vulnerable to wildfires, increased floods (currently happening two times per year during the rainy seasons, March-May and October-December), perturbations of the seasonal agricultural calendar, change in the fish population, and more violent storms during the rainy season, which may impact livelihood activities<sup>132</sup>.</p>	<ul style="list-style-type: none"> <li>• The project aims to protect forests and as such contribute to a more stable micro-climate.</li> <li>• Alternative livelihood-generating activities and tree plantations will be designed to be climate-smart (e.g. promoting the use of plant/tree species with broad climate tolerance); also emphasized will be the promotion of innovating techniques of sustainable energy production to enhance fish processing and reduce the use of charcoal (one of the most important income generating activities around the lake), as well as the promotion of erosion control measures.</li> <li>• Wildfire management system is currently being put in place in the savannah area and will be included in the ESMP.</li> </ul>
<p><b>Risk 7</b>  <b>The three protected areas are located on cultural heritage sites for both local communities and indigenous peoples. Conservation objectives may inadvertently restrict access to these sites if participatory</b></p>	<p>I = 3  P = 2</p>	<p><b>Moderate</b></p>	<p>Within the project's area there are cultural sites important to the people of the region. Mt Misotshi is of particular cultural significance to the people living in and around this landscape as well as across Lake Tanganyika near the Mahale Mountain area. The local</p>	<ul style="list-style-type: none"> <li>• The project will not directly engage with or interfere with these cultural sites, although it will work in this broader area. None of the project activities should directly negatively impact these areas and access will be granted.</li> </ul>

<sup>132</sup> <http://thinkhazard.org/en/report/14986-democratic-republic-of-the-congo-katanga-tanganyika>

<p>mapping and zoning are not conducted with sufficient care, without an appropriate FPIC protocol and effective participation of all rights-holders, including indigenous peoples and women.</p> <p><b>Standard 4 Cultural Heritage</b> <i>Checklist 4.1</i></p> <p><b>Standard 6 Indigenous Peoples</b> <i>Checklist 6.9</i></p>			<p>people believe that their god resides there and has influence over this region. Similarly, other sites such as the Kabogo river also have significant cultural value. Access to these sites may inadvertently be restricted if zoning and access rules are not defined with full and effective participation of the communities.</p> <p>The project will be active in areas that are traditionally inhabited and used by indigenous peoples (Batwa communities), and plans restrictions on hunting, one of the core traditional livelihood activities for them.</p>	<ul style="list-style-type: none"> <li>• The access of external stakeholders (including ICCN rangers) will also be monitored if the community requires it.</li> <li>• All mitigation measures outlined for Risk 1 will also be followed if it emerges at any stage that there may be negative impacts on the cultural sites.</li> <li>• Active and meaningful participation of local rights-holders in decisions on access to and use of reserve resources will minimize the risk of loss of access to culturally important spaces.</li> <li>• Participatory land rights and land-use mapping will be key in the three protected areas, in order to identify cultural heritage sites. These sites will be taken into account in the participatory zoning exercises. In Kabobo, where participatory zoning was previously done, amendments will be offered to the local communities if needed, to ensure access to those sites.</li> <li>• The participatory rights-mapping will allow the project to better understand if cultural heritage sites include forest conservation rules, and if they can positively impact the management of conservation areas.</li> </ul>
<p><b>Risk 8</b> Because there is significant population that has illegally settled in the protected areas, upgrading the reserves to a higher protection status and enforcing the Law may result in physical displacement of these non-rights holders illegally settled. Economic displacement of some indigenous hunting that occurs in the most sensitive biodiverse areas may also occur as part of the Nature Conservation Law enforcement.</p>	<p>I = 4 P = 3</p>	<p><b>High</b></p>	<p>There is significant population that has illegally settled in the protected areas who are not rights-holder (e.g. gold mining camps, pastoralists from South-Kivu and originally from Rwanda, fishermen from Burundi and South Kivu). Upgrading of the reserves to a higher protection status may result in new zoning efforts to address illegal settlement.</p> <p>The current population of local rights-holders is low, and thus sustainable resource use is achievable. Therefore,</p>	<ul style="list-style-type: none"> <li>• Appropriate mitigation measures, including for addressing the illegal but established settlements in the Luama-Katanga Reserve, have been defined in the project document, and will be further detailed during project implementation (see Project Document, outcome 2).</li> <li>• Kabobo Reserve boundaries were previously refined to exclude already established communities from the Reserve itself, thus there will be no physical resettlement of houses along Route National 5.</li> <li>• A migration management plan, to be developed in the ESMP, will accompany the</li> </ul>

<p><b>Standard 5 Displacement and Resettlement</b> Checklist 5.1, 5.2, 5.4</p> <p><b>Standard 6 Indigenous Peoples</b> Checklist 6.6</p>			<p>any restrictions on access and use of natural resources within the reserve that (agreed upon by rights-holders themselves) would have no risk of physical displacement and very little risk of economic displacement of rights-holding communities.</p> <p>However, displacement of illegal settlers will most likely be required, or could happen through economic triggers, their livelihood activities (mining, pastoralism) being prohibited in the park. Any displacement of these communities, already in conflict with existing rights-holders, may trigger further tensions if not appropriately managed.</p> <p>Economic displacement of some indigenous hunting that occurs in the most sensitive biodiverse areas is a risk; this economic displacement is secondary to displacement from existing poaching by armed hunters that has reduced wildlife populations significantly.</p>	<p>work on the three areas. Mediation measures with illegal settlers have been outlined in the project document (See Project Document, outcome 2).</p> <ul style="list-style-type: none"> <li>Indigenous peoples have a fixed seat on the governance committee that is the co-management partner in the Kabobo Wildlife Reserve. The Batwa will be actively involved in the development of the zoning and natural resource use component of the Reserve’s management plan to be developed under this project. It is important that these permanent minority representations do not reproduce marginalization or exacerbate them. Hence the focus will be on the quality of participation. Specific mitigation measure should be put in place such as: <ul style="list-style-type: none"> <li>Separate IP committee prior to governance committee meetings</li> <li>Internal choice of representative</li> <li>Allowing at least two representatives</li> <li>Ensuring non-literate participation</li> <li>Monitoring voluntary participation (absence or decrease in participation is a clear alarm).</li> </ul> </li> <li>(Also see ProDoc, outcome 1 and 3).</li> </ul>
<p><b>Risk 9</b> As the area is inhabited by indigenous peoples, and as there is no FPIC protocol in place so far, there is a risk for the project to reproduce and exacerbate the discrimination against indigenous peoples and to affect their rights to land, territories, and resources, sustained by their weak representation and participation in political and public affairs.</p>	<p>I = 4 P = 3</p>	<p><b>High</b></p>	<p>Within the project area, discriminations and conflicts between Bantus and Batwas (indigenous peoples) are an important social factor to be taken into account. Stakeholder-engagement structures mixing Batwa and bantu representatives may inadvertently reproduce marginalization dynamics as very often Batwas are not allowed to speak in public in front of Bantus. Differentiated and uneven roles and needs exist between the communities which can lead to an over-</p>	<ul style="list-style-type: none"> <li>Indigenous peoples are actively engaging, and separate consultations have been held in the early phase of the project, as well as during the preparation phase. Additional meetings are planned before validation with representatives of indigenous peoples.</li> <li>In the project target sites, participatory mapping of land rights and land-use mapping will be particularly sensitive to indigenous peoples’ rights and their use of natural resources. They will not only focus on effective rights, which may be denied by other</li> </ul>

<p><b>Standard 6 Indigenous Peoples</b> Checklist 6.1, 6.2, 6.3, 6.4</p>			<p>representation of the bantus' interests in the community-based structures and a capture of the benefits. Consultations and local structures as they have been conducted so far do not amount to an FPIC and do not ensure full and effective participation of indigenous peoples in the project.</p>	<p>communities, but on existing rights as granted by both the customs and international law.</p> <ul style="list-style-type: none"> <li>• As per previous processes aimed at improving protected area management in the Kabobo Luama landscape, culturally appropriate consultations have been carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories, and traditional livelihoods of the indigenous peoples concerned (also see Part A). An FPIC protocol will be developed in the first six months of the project in a participatory manner including indigenous peoples in order to ensure their full access to information, and their free consent.</li> <li>• Participation of Batwa in the community governance structures will be encouraged in a culturally-sensitive way, following FPIC principles: ensuring a sufficient number of Batwa representatives and not single representation, separate consultations, close monitoring of their participation, and information and trainings on the recognition of customary community lands in international law and on FPIC.</li> <li>• Hunting restrictions will be the subject of extensive consultations with Batwa people in order to 1) assess the current status of legal and illegal hunting, including for bushmeat<sup>133</sup>; 2) inform on the consequences and find appropriate solutions; and 3) define carefully the restricted area's size, the species forbidden and allowed, the seasons, etc.</li> <li>• Hunters are the primary targeted population for the micro-entrepreneurship training and coaching to offset losses due to zoning and current poaching which has reduced wildlife</li> </ul>
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<sup>133</sup> Exploitation des ressources naturelles et protection de la biodiversité, WCS, Octobre 2017

				<p>populations. Youths will be particularly targeted by those activities.</p> <ul style="list-style-type: none"> <li>• The issue of illegal hunting and artisanal mining<sup>134</sup> done by militia and armed migrants (e.g. Banyamulengue, Bafulero) will be further assessed with support from the project in order to develop an appropriate strategy.</li> <li>• An Indigenous Peoples Plan (IPP) will be developed during the initial six months of project inception, to inform mitigation and management measures for (potential) risks associated with the presence of different ethnic groups in the targeted landscape during project implementation.</li> </ul>
	<b>QUESTION 4: What is the overall Project risk categorization?</b>			
	<b>Select one (see <u>SESP</u> for guidance)</b>		<b>Comments</b>	
	<i>Low Risk</i>	<input type="checkbox"/>		
	<i>Moderate Risk</i>	<input type="checkbox"/>		
	<i>High Risk</i>	X	Safeguards have been in place for several years around Kabobo as part of the preparatory phases and ongoing work for the establishment and management of the PA. These will be a prerequisite in Luama-Katanga and Ngandja before project activities are implemented and will integrate lessons learned from the previous and ongoing stakeholder engagement processes in the landscape.	
	<b>QUESTION 5: Based on the identified risks and risk categorization, what SES requirements are relevant?</b>			
	Check all that apply		<b>Comments</b>	
	<i>Principle 1: Human Rights</i>	X	Safeguards are and will continue to be put in place to protect rights-holders and ensure human-rights best practices in protected area management.	
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	X	Gender equity is extremely low in this region; a Gender Analysis Action Plan will be developed after consultation	

<sup>134</sup> Barwani D., 2016. Impact de l'exploitation minière artisanale à petite échelle sur les grands singes dans la réserve de faune de Kabobo

			with key stakeholders and implemented after an initial training of key stakeholders.
	<b>1. Biodiversity Conservation and Natural Resource Management</b>	X	Capacity enhancement in co-management and good governance will be supported and monitored to ensure that ICCN and the Local Governance Committee (the co-management partner) respect both rights-holders access and the sustainable use of identified resources, whilst protecting fragile areas of biodiversity.
	<b>2. CC Mitigation and Adaptation</b>	X	Livelihood diversification activities will be promoted to improve household resilience.
	<b>3. Community Health, Safety and Working Conditions</b>	X	Conflict-Sensitive Conservation will be implemented and training of protected area staff on rights and gender will be diligently followed.
	<b>4. Cultural Heritage</b>	X	Cultural mapping and practices are and will continue to be respected and accounted for in co-management systems.
	<b>5. Displacement and Resettlement</b>	X	The identification of the appropriate mitigation measures will be defined during the PPG stage.
	<b>6. Indigenous Peoples</b>	X	Safeguards are and will continue to be put in place to protect rights-holders and ensure best practices for the Batwa.
	<b>7. Pollution Prevention and Resource Efficiency</b>	X	A detailed feasibility study assessing viable, socially acceptable and environmentally suitable livelihoods diversification options will be conducted during the first six months of project implementation.

## Final Sign Off

<b>Signature</b>	<b>Date</b>	<b>Description</b>
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, the PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>		
<b>Principles 1: Human Rights</b>		<b>Answer (Yes/No)</b>
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	<b>YES</b>
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>135</sup>	<b>NO</b>
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	<b>YES</b>
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	<b>NO</b>
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	<b>NO</b>
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	<b>YES</b>
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	<b>YES</b>
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	<b>YES</b>
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	<b>NO</b>
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	<b>YES</b>
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	<b>NO</b>
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	<b>YES</b>
<b>Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below</b>		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?  <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	<b>NO</b>
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	<b>YES</b>
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	<b>YES</b>
1.4	Would Project activities pose risks to endangered species?	<b>NO</b>
1.5	Would the Project pose a risk of introducing invasive alien species?	<b>NO</b>
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	<b>YES</b>
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	<b>NO</b>
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	<b>NO</b>
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	<b>NO</b>
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	<b>NO</b>

<sup>135</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.11	<p>Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?</p> <p><i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i></p>	<b>YES</b>
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>136</sup> greenhouse gas emissions or may exacerbate climate change?	NO
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	<b>YES</b>
2.3	<p>Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?</p> <p><i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i></p>	NO
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	NO
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	NO
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	NO
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	NO
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	NO
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	NO
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	NO
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	NO
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	<b>YES</b>
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	<b>YES</b>
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	NO
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	<b>YES</b>
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	<b>YES</b>
5.3	Is there a risk that the Project would lead to forced evictions? <sup>137</sup>	NO
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	<b>YES</b>

<sup>136</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

<sup>137</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.



<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	<b>YES</b>
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	<b>YES</b>
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	<b>YES</b>
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	<b>YES</b>
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	<b>NO</b>
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	<b>YES</b>
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	<b>NO</b>
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	<b>NO</b>
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	<b>NO</b>
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	<b>NO</b>
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	<b>YES</b>
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	<b>NO</b>
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	<b>NO</b>
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	<b>NO</b>

## Annex 5. UNDP Risk Register

#	Risk Category and Description	Date Identified Risk Level (Low, Mod, High) Probability Impact	Risk Treatment / Management Measures	Risk Owner
1	<p><u>Social and Environmental</u></p> <p><b>The project implies the gazettelement, boundary mapping, and zoning of three protected areas that could potentially lead to adverse economic, social, and cultural impacts on local communities and indigenous peoples as it restricts their access to natural and cultural resource use.</b></p> <p>There is a risk that the project could lead to adverse impact on the enjoyment of the economic, social, and/or cultural human rights of the population, including indigenous peoples, living in and around the Kabobo Wildlife Reserve, Luama-Katanga Hunting Reserve, and Ngandja Nature Reserve, if the zoning, boundary mapping, and protected areas' management plans do not adequately integrate the needs, wishes, and the rights of the local population to equitable access and use of natural resources and access to cultural locations.</p> <p>Some populations living in the area are very poor and the impact of restricting access to natural resources could be severe, unless adequately managed.</p> <p>However, purposeful application of a human-rights approach to social and environmental sustainably is central to minimizing social and cultural impacts. When local communities that have prior, legitimate claims (i.e., are rights holders) over lands and waters within the Kabobo-Luama landscapes are actively and meaningfully engaged in decisions about how to conserve and sustainably use their natural resources, there is little probability or risk that they will purposefully impinge on their rights or adversely impact their social, economic, and cultural wellbeing.</p>	<p>PPG</p> <p>High</p> <p>I = 4</p> <p>P = 4</p>	<ul style="list-style-type: none"> <li>• An ESMF is available as a separate Annex to the PRODOC, outlining steps required during project implementation (ESIA, ESMP, IPP development and implementation).</li> <li>• A human-rights-based approach was applied during project formulation and will continue to be applied during implementation.</li> <li>• Stakeholder mapping was done as part of project development, and further analysis including thorough power mapping and conflict mapping within communities will be done during the first six months of project implementation, on the basis of the conflict assessment and the power analysis conducted during the inception phase and included in the Stakeholder Engagement Plan.</li> <li>• Gender-sensitive consultations were undertaken with local communities (including Batwa and Bantu people) during project development and will continue during implementation with the aim of securing their agreement through the FPIC process, which includes the right to withdraw this consent.</li> <li>• Participatory mapping, boundary determination, and zoning with all relevant communities and stakeholders was partially done in Kabobo and will continue during project implementation. In each of the three sites, participatory mapping of land rights and land uses needs to be done, and to happen before the zoning is completed, building on the existing study on tenure<sup>138</sup>.</li> <li>• While stakeholders were engaged and informed on project objectives during the development of the project document, FPIC protocol remains to be defined and FPIC processes remain to be completed in the sites targeted by the project. An FPIC protocol will be developed in the first six months of the project, on the basis of indications in the ESMF and Stakeholder Engagement Plan</li> <li>• Local community structures were previously established around Kabobo Wildlife Reserve, whose members are elected by their respective community members, to ensure local ownership of conservation interventions and support the community for co-management approach of these reserves. An assessment of these structures is currently being carried out by the Forest Peoples Programme (WCS partner). Further guidance to these structures will be needed during project implementation to ensure their representativity and accountability.</li> </ul>	<p>Project manager</p>

<sup>138</sup> Analyse de la tenure et la gestion traditionnelle des terres agricoles dans le paysage Kabobo-Luama Katanga, WCS, Avril 2017

			<ul style="list-style-type: none"> <li>• Development of a PA multi-stakeholder governance and management structure that involves communities and other key stakeholders. The structure will need to take into account power dynamics and not rely only on chiefs and elites. In order to ensure information sharing, community empowerment and proper local management of the area, checks and balances need to be put in place to ensure that community members are sufficiently enabled to nominate representation.</li> <li>• An accessible Grievance Mechanism has been designed as part of the ESMF, following the model of the existing national REDD+ Grievance Mechanism. It will be made available before the project starts, and its functionality will be assessed after one year, opening up for potential revisions.</li> </ul>	
2	<p><u>Social and Environmental</u></p> <p><b>The project may exacerbate existing land-related conflicts among Batwa people (indigenous), local communities, and migrants (Banyamulenge and Bafuleros) around issues related to land-use and benefit-sharing, adding also the presence of armed eco-guards to the local conflictual situation. These potentially exacerbated conflicts may in turn trigger violence led by armed groups coming from these communities and by members of the army, using armed commercial poaching as a source of income.</b></p> <p>When local rights-holders are able to secure their legitimate territory claims and exclude access to others, then there is a risk of conflict with those individuals who do not have the right to access and use resources. If the access to the protected areas is only restricted to the local communities, this means that those who have already illegally settled in the protected areas would no longer be allowed to reside there, keep their livestock, and use the resources for pasture, while the local communities can, using crops in the multi-uses zone and conducting some activities related to Non Timber Forest Products in the buffer zone. This could potentially directly lead to conflicts between the local communities and illegal/ migrant settlers in these protected areas, adding to the existing conflict between pastoralists and agriculturalists. Many of these migrant settlers, along with a minority of local communities, mostly conduct illegal mining activities without a legal permit from the ministry of mining and without paying taxes. Many of these activities are happening in the integral conservation site.</p> <p>Project activities could exacerbate conflicts and/or the risk of violence to affected communities by forbidding access to migrant populations that are illegally settling in the PA (i.e. Banyamulenge and Bafulero who are coming to the area to cultivate land or use it for livestock keeping) prompting them to</p>	<p>PPG</p> <p>High I = 4 P = 3</p>	<ul style="list-style-type: none"> <li>• As noted above (Risk 1, Q 6), an ESMF will be made available as a separate Annex to the Project Document.</li> <li>• WCS has used the CSC (Conflict-Sensitive Conservation) approach in eastern DRC in the past, and currently uses those principles when engaging stakeholder groups. The project will continue building on this approach.</li> <li>• The proposed government-community co-management structure of Kabobo includes representative decision-making on the rules and regulations within the Reserve’s management plan. This structure will be used as a way to build trust between ICCN and communities. To the extent possible, this collaboration mechanism will also be used as a way to mitigate risks posed by the presence of armed groups.</li> <li>• A Grievance Mechanism has been designed (see ESMF) and will be implemented by the project, allowing communities to request for interventions when facing issues with migrants and illegal settlers.</li> <li>• A preliminary conflict and peacebuilding analysis was conducted during project development to understand tensions in the area (see Stakeholder Engagement Plan). Careful planning of activities in consultation with all stakeholders was done during project preparation and will continue during implementation. An appropriate conflict mitigation plan is envisioned in the ESMF for further development as part of the ESMP, which will rely on community-led approaches and on the grievance mechanism (as also outlined in the ESMF) in order to ensure that conservation efforts actually contribute to peacebuilding.</li> <li>• To minimize the risk of rights-holder communities suffering from retribution as a result of the physical or economic displacement of non-rights holders it is vital that (1) ICCN engages on-site with a mandate to arrest law-breakers while respecting human rights; and (2) the provincial and national government engages in solving the agriculturalist/pastoralist conflict with timely and competent support, on the basis of participatory zoning. Appropriate support and institutional reinforcement of government actors is incorporated in the project.</li> </ul>	<p>Project manager and Park Wardens</p>

	<p>resort to violence to secure this access or the right to stay in the PAs, attacking the right-holders or the community local monitors currently patrolling the area.</p> <p>There also exists a threat of armed commercial poaching, mainly conducted by armed groups and some members of the army. If effective restrictions put in place, then the local communities may face security threats and/or risk violent acts from these fractions.</p>			
3	<p><u>Social and Environmental</u></p> <p><b>As women are traditionally excluded from decision-making processes, they could be excluded from the support planned to local communities and indigenous peoples. This could inadvertently reproduce existing discriminations against women in project implementation. Dynamics among social groups could also lead to exclusion of certain women from the support provided to women groups.</b></p> <p>Within the project area, differentiated and uneven roles and needs exist between women and men but also among women (Batwa/Bantu, young/old, non-married/married, rural/urban, from one tribe to another, etc.), which can lead to an over-representation of the elites' interests in the community-based structures (CCC, CLC, CGCC) to the detriment of others, and to a capture by the most powerful local actors of the small funds from the micro-projects, if Batwa women or widows are excluded from the CEVEC (cooperatives for livelihood project activities). Stakeholder engagement structures mixing men and women representatives, or Batwa and Bantu representatives, may inadvertently reproduce marginalization dynamics.</p>	<p>PPG</p> <p>Moderate</p> <p>I = 3</p> <p>P = 2</p>	<ul style="list-style-type: none"> <li>• During project development, a Gender Analysis and Action Plan (GAAP) was developed and gender aspects are integrated in the project document.</li> <li>• The GAAP was developed with particular attention to establishing mechanisms to reduce the risk that existing discriminations against women are inadvertently reproduced in project implementation.</li> </ul>	Component 4 manger
4	<p><u>Social and Environmental</u></p> <p><b>Livelihood activities proposed by the project in the multi-uses and buffer zones may have negative effects on the environment by triggering more immigration into the area, the creation of infrastructures, and the generation of agricultural and pastoral activities' waste, harming critical habitat such as the remaining forests of the area.</b></p> <p>The bulk of this project's activities are proposed to be located in the areas in or adjacent to three protected areas.</p> <p>A key challenge is posed by increased immigration in the Tanganyika Province (comprised largely of people coming from the Kivu and Kasai Provinces, as well as Burundi). Immigrants</p>	<p>PPG</p> <p>Moderate</p> <p>I = 4</p> <p>P = 2</p>	<ul style="list-style-type: none"> <li>• The project will work to strengthen institutional and PA management capacities at all levels so as to ensure effective and efficient management of these three protected areas – therefore the overall impact is expected to be positive.</li> <li>• Participatory land-use planning will be a core element of the co-management system of the landscape, including the protected areas and fringe areas. The development of infrastructures will be included in that plan and closely monitored by the project.</li> <li>• Securing local communities' land rights, ensuring full endorsement by local chiefs of the project, and enforcing the park management rules through ICCN will be key to avoid secondary negative effects on biodiversity.</li> <li>• A detailed feasibility study assessing viable, socially acceptable, and environmentally suitable livelihoods diversification options will be conducted during the first six months of project implementation. Environmental assessment of those livelihood activities will be included in the Livelihood Plan.</li> </ul>	

<p>reportedly constitute a larger part of the population in the targeted landscape than local communities and are putting increased pressure on natural resources.</p> <p>Livelihood and development activities implemented by the project may inadvertently create additional incentives for migrants by positively triggering the local economy.</p> <p>Additionally, infrastructure established by the project (offices, ranger posts, etc.) or triggered by the economic improvement (i.e. roads) may impact biodiversity &amp; environment (connectivity, specific habitats, etc.).</p> <p>Livelihood activities may also directly impact biodiversity and the environment (erosion, connectivity, soil degradation, deforestation, water/air pollution, pesticides, etc.), especially artisanal mining causing water pollution (mercury, cyanide) and river erosion, but also pastoralism as livestock may negatively impact wildlife due to habitat changes and transmission of diseases.</p> <p>Significant portions of the project areas have been deforested due to a large influx of illegal settlers in and around the protected areas. Deforestation has increased over the last years for agricultural purposes and due to intentional bush burning and shifting agricultural practices mostly conducted by Bifuleros, contrary to the Holoholo and Batwa people who use the same lands over several years and seasons (at least three seasons before shifting). Additionally, deforestation is the result of unsustainable timber use for charcoal and timber production, also mostly done by migrants but also in a small measure by local communities. These activities will still be present in the multi-use zone and may further forest degradation.</p>		<p>Some activities (artisanal mining) will, while being allowed and monitored in the multi-uses zone, not be supported by the project. Environmentally harmful practices such as the use of pesticides will be banned.</p> <ul style="list-style-type: none"> <li>• A migration management plan should be developed to mitigate risks associated with increased immigration into the PA landscape (see ESMF for more details).</li> <li>• Monitoring of the use of improved stoves, briquettes, and more sustainable timber practices will be done through appropriate indicators.</li> <li>• Forest cover will be monitored regularly by satellite images, mixed with empirical field verification techniques, in order to follow up on regeneration, and the progress of plantations for charcoal and sustainable use of timber</li> <li>• The project intends to have a positive socio-economic and environmental impact by establishing small/medium-scale community-based plantations to provide timber and fuelwood around Kalemie and villages in this broader landscape, employing local populations (men and women) and lessening the impact of unsustainable timber extraction and deforestation in these protected areas, including in the multi-use zones.</li> </ul>	
<p>5 <u>Social and Environmental</u></p> <p><b>Reforestation activities planned by the project on degraded areas may generate inadvertent perturbation to the local ecosystem and communities' land uses if new species are introduced and if plantations are conducted without appropriate culturally-sensitive consultations.</b></p> <p>The project plans to improve forest conditions on the project area, as large swathes of land have been cleared in and around the protected areas. Rehabilitation of degraded areas (reforestation, plantation) may lead to perturbation of the local ecosystem if species are introduced, and to changes in local land</p>	<p>PPG</p> <p>Low</p> <p>I = 2</p> <p>P = 1</p>	<ul style="list-style-type: none"> <li>• Forest conditions will be improved through a prioritization of natural restoration or assisted natural restoration methods over plantation, on the basis of efficiency and cost-effectiveness. This will be completed by rehabilitation of degraded areas (reforestation, plantation) where needed. For both natural restoration and rehabilitation, FPIC will be sought and obtained before implementation on the activities themselves but also on their location.</li> <li>• During the reforestation and plantation phases, care will be taken to use locally appropriate and suitable tree species and to avoid inadvertent negative ecological impacts. If plantation is envisioned at a later stage, only native species will be used, as required by Congolese law, the decision of which species being taken in agreement with local stakeholders, thereby minimizing the risk of introducing invasive species.</li> </ul>	<p>Component 2 manager and Component 3 manager</p>

	uses, potentially triggering existing conflicts if the sites are not carefully chosen with the full and effective participation of communities. Tree plantations may also be done at the expense of other species, hence inadvertently harming local biodiversity.		<ul style="list-style-type: none"> <li>• Appropriate, culturally-sensitive sustainable resource management approaches will be used to facilitate the establishment of tree plantations.</li> </ul>	
6	<p><u>Climate Change</u></p> <p><b>The project area is highly vulnerable to climate change, which results in additional risks associated with erosion, landslides, floods, and negative impacts on livelihood activities</b></p> <p>Climate change is predicted to result in increased droughts and unreliability of rainfall patterns in the Eastern-Central African region.</p> <p>This increases existing risks associated with erosion and landslides. As a result of climate change in the area, torrential rains could worsen the situation, especially if combined with poor land-management practice. This risk is particularly present on the Lake Tanganyika shore, which is characterized by increasing land degradation and resulting erosion and landslides.</p> <p>As a result of climate change impacts, the project area could also become more vulnerable to wildfires, increased floods (currently happening two times per year during the rainy seasons, March-May and October-December), perturbations of the seasonal agricultural calendar, change in the fish population, and more violent storms during the rainy season, which may impact livelihood activities<sup>139</sup>.</p>	<p>PPG</p> <p>Moderate I = 2 P = 3</p>	<ul style="list-style-type: none"> <li>• The project aims to protect forests and as such contribute to a more stable micro-climate.</li> <li>• Alternative livelihood-generating activities and tree plantations will be designed to be climate-smart (e.g. promoting the use of plant/tree species with broad climate tolerance); also emphasized will be the promotion of innovating techniques of sustainable energy production to enhance fish processing and reduce the use of charcoal (one of the most important income generating activities around the lake), as well as the promotion of erosion control measures.</li> <li>• Wildfire management system is currently being put in place in the savannah area and will be included in the ESMP.</li> </ul>	
7	<p><u>Social and Environmental</u></p> <p><b>The three protected areas are located on cultural heritage sites for both local communities and indigenous peoples. Conservation objectives may inadvertently restrict access to these sites if participatory mapping and zoning are not conducted with sufficient care, without an appropriate FPIC protocol and effective participation of all rights-holders, including indigenous peoples and women.</b></p> <p>Within the project's area there are cultural sites important to the people of the region. Mt Misotshi is of particular cultural significance to the people living in and around this landscape as well as across Lake Tanganyika near the Mahale Mountain area. The local people believe that their god resides there and has</p>	<p>PPG</p> <p>Moderate I = 3 P = 2</p>	<ul style="list-style-type: none"> <li>• The project will not directly engage with or interfere with these cultural sites, although it will work in this broader area. None of the project activities should directly negatively impact these areas and access will be granted.</li> <li>• The access of external stakeholders (including ICCN rangers) will also be monitored if the community requires it.</li> <li>• All mitigation measures outlined for Risk 1 will also be followed if it emerges at any stage that there may be negative impacts on the cultural sites.</li> <li>• Active and meaningful participation of local rights-holders in decisions on access to and use of reserve resources will minimize the risk of loss of access to culturally important spaces.</li> <li>• Participatory land rights and land-use mapping will be key in the three protected areas, in order to identify cultural heritage sites. These sites will be taken into account in the participatory zoning exercises. In Kabobo, where participatory</li> </ul>	Component 2 manager and Park Wardens

<sup>139</sup> <http://thinkhazard.org/en/report/14986-democratic-republic-of-the-congo-katanga-tanganyika>

	<p>influence over this region. Similarly, other sites such as the Kabogo river also have significant cultural value. Access to these sites may inadvertently be restricted if zoning and access rules are not defined with full and effective participation of the communities.</p> <p>The project will be active in areas that are traditionally inhabited and used by indigenous peoples (Batwa communities), and plans restrictions on hunting, one of the core traditional livelihood activities for them.</p>		<p>zoning was previously done, amendments will be offered to the local communities if needed, to ensure access to those sites.</p> <ul style="list-style-type: none"> <li>• The participatory rights-mapping will allow the project to better understand if cultural heritage sites include forest conservation rules, and if they can positively impact the management of conservation areas.</li> </ul>	
8	<p><b><u>Social and Environmental</u></b></p> <p><b>Because there is significant population that has illegally settled in the protected areas, upgrading the reserves to a higher protection status and enforcing the Law may result in physical displacement of these non-rights holders illegally settled. Economic displacement of some indigenous hunting that occurs in the most sensitive biodiverse areas may also occur as part of the Nature Conservation Law enforcement.</b></p> <p>There is significant population that has illegally settled in the protected areas who are not rights-holder (e.g. gold mining camps, pastoralists from South-Kivu and originally from Rwanda, fishermen from Burundi and South Kivu). Upgrading of the reserves to a higher protection status may result in new zoning efforts to address illegal settlement.</p> <p>The current population of local rights-holders is low, and thus sustainable resource use is achievable. Therefore, any restrictions on access and use of natural resources within the reserve that (agreed upon by rights-holders themselves) would have no risk of physical displacement and very little risk of economic displacement of rights-holding communities.</p> <p>However, displacement of illegal settlers will most likely be required, or could happen through economic triggers, their livelihood activities (mining, pastoralism) being prohibited in the park. Any displacement of these communities, already in conflict with existing rights-holders, may trigger further tensions if not appropriately managed.</p> <p>Economic displacement of some indigenous hunting that occurs in the most sensitive biodiverse areas is a risk; this economic displacement is secondary to displacement from existing poaching by armed hunters that has reduced wildlife populations significantly.</p>	<p>PPG</p> <p>High I = 4 P = 3</p>	<ul style="list-style-type: none"> <li>• Appropriate mitigation measures, including for addressing the illegal but established settlements in the Luama-Katanga Reserve, have been defined in the project document, and will be further detailed during project implementation (see Project Document, outcome 2).</li> <li>• Kabobo Reserve boundaries were previously refined to exclude already established communities from the Reserve itself, thus there will be no physical resettlement of houses along Route National 5.</li> <li>• A migration management plan, to be developed in the ESMP, will accompany the work on the three areas. Mediation measures with illegal settlers have been outlined in the project document (See Project Document, outcome 2).</li> <li>• Indigenous peoples have a fixed seat on the governance committee that is the co-management partner in the Kabobo Wildlife Reserve. The Batwa will be actively involved in the development of the zoning and natural resource use component of the Reserve’s management plan to be developed under this project. It is important that these permanent minority representations do not reproduce marginalization or exacerbate them. Hence the focus will be on the quality of participation. Specific mitigation measure should be put in place such as: <ul style="list-style-type: none"> <li>- Separate IP committee prior to governance committee meetings</li> <li>- Internal choice of representative</li> <li>- Allowing at least two representatives</li> <li>- Ensuring non-literate participation</li> <li>- Monitoring voluntary participation (absence or decrease in participation is a clear alarm).</li> </ul> </li> <li>• (Also see ProDoc, outcome 1 and 3).</li> </ul>	<p>Component 2 manager and Park Wardens</p>

9	<p><u>Social and Environmental</u></p> <p><b>As the area is inhabited by indigenous peoples, and as there is no FPIC protocol in place so far, there is a risk for the project to reproduce and exacerbate the discrimination against indigenous peoples and to affect their rights to land, territories, and resources, sustained by their weak representation and participation in political and public affairs.</b></p> <p>Within the project area, discriminations and conflicts between Bantus and Batwas (indigenous peoples) are an important social factor to be taken into account. Stakeholder-engagement structures mixing Batwa and bantu representatives may inadvertently reproduce marginalization dynamics as very often Batwas are not allowed to speak in public in front of Bantus. Differentiated and uneven roles and needs exist between the communities which can lead to an over-representation of the bantus' interests in the community-based structures and a capture of the benefits. Consultations and local structures as they have been conducted so far do not amount to an FPIC and do not ensure full and effective participation of indigenous peoples in the project.</p>	<p>PPG</p> <p>High I = 4 P = 3</p>	<ul style="list-style-type: none"> <li>• Indigenous peoples are actively engaging, and separate consultations have been held in the early phase of the project, as well as during the preparation phase. Additional meetings are planned before validation with representatives of indigenous peoples.</li> <li>• In the project target sites, participatory mapping of land rights and land-use mapping will be particularly sensitive to indigenous peoples' rights and their use of natural resources. They will not only focus on effective rights, which may be denied by other communities, but on existing rights as granted by both the customs and international law.</li> <li>• As per previous processes aimed at improving protected area management in the Kabobo Luama landscape, culturally appropriate consultations have been carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories, and traditional livelihoods of the indigenous peoples concerned (also see Part A). An FPIC protocol will be developed in the first six months of the project in a participatory manner including indigenous peoples in order to ensure their full access to information, and their free consent.</li> <li>• Participation of Batwa in the community governance structures will be encouraged in a culturally-sensitive way, following FPIC principles: ensuring a sufficient number of Batwa representatives and not single representation, separate consultations, close monitoring of their participation, and information and trainings on the recognition of customary community lands in international law and on FPIC.</li> <li>• Hunting restrictions will be the subject of extensive consultations with Batwa people in order to 1) assess the current status of legal and illegal hunting, including for bushmeat<sup>140</sup>; 2) inform on the consequences and find appropriate solutions; and 3) define carefully the restricted area's size, the species forbidden and allowed, the seasons, etc.</li> <li>• Hunters are the primary targeted population for the micro-entrepreneurship training and coaching to offset losses due to zoning and current poaching which has reduced wildlife populations. Youths will be particularly targeted by those activities.</li> <li>• The issue of illegal hunting and artisanal mining<sup>141</sup> done by militia and armed migrants (e.g. Banyamulengue, Bafulero) will be further assessed with support from the project in order to develop an appropriate strategy.</li> <li>• An Indigenous Peoples Plan (IPP) will be developed during the initial six months of project inception, to inform mitigation and management measures for (potential) risks associated with the presence of different ethnic groups in the targeted landscape during project implementation.</li> </ul>	
10	<p><u>Operational</u></p>	<p>PPG</p>	<p>Engagement of local stakeholders and highly committed provincial government. Ability to reduce presence of and reliance on non-local staff.</p>	<p>PMU</p>

<sup>140</sup> Exploitation des ressources naturelles et protection de la biodiversité, WCS, Octobre 2017

<sup>141</sup> Barwani D., 2016. Impact de l'exploitation minière artisanale à petite échelle sur les grands singes dans la réserve de faune de Kabobo



	Security issues in targeted region deteriorate to a degree impeding implementation and project success	High I = 4 P = 3		
11	<u>Strategic</u> ICCN does not mobilise adequate presence on the ground to offer post-project sustainability, due to a lack of financial resources, structural issues, remoteness or similar	PPG  Moderate I = 3 P = 3	The RP WCS will work closely with ICCN to achieve the desired project outcomes. The role of WCS and local stakeholders including the provincial government with their current commitment offer a backup solution	WCS, ICCN
12	<u>Social and Environmental</u> The RP WCS has been accused of having violated human rights while working in protected areas in Africa, as per Survival International and other sources. A U.S. government bipartisan congressional oversight investigation to examine whether US conservation funds were supporting eco-guards who committed human rights abuses led to the suspension of funding to the Central Africa Regional Program for the Environment (CARPE) in autumn 2019. This does not appear to amount to a persistent infringement yet the risk to the project and the reputation of all stakeholders must be managed.	PPG  High I = 5 P = 2	This risk complements the Social and Environmental Risks identified under the SESP (Annex 4) and ESMF (Annex 8 Separate Document).  WCS as well as UNDP are well aware of these accusations/issues. The risk for the present project can be managed - local communities and indigenous people have been consulted during project design and will be represented in project governance and consultation committees, and FPIC processes will be put in place under UNDP's Social and Environmental Safeguards work. No questionable activities or approaches will be tolerated under the project.	
13	<u>Operational</u> Direct and indirect impacts of the COVID crisis may impact implementation on several fronts: at local level, by disrupting implementation should new restrictions be required, and by challenging the livelihoods of local households/communities; at central and systemic level, by diverting domestic and international efforts and resources away from aspects related to the project, i.e. causing loss of baseline investment and co-financing and priority given to the project's goals.  At the same time, the risk of local impacts is minimal because this region faces so many security challenges, poverty and health (Ebola, a far more dangerous disease) challenges that the impact from COVID is not an overriding priority. The target area is close to an Ebola epicentre, which has not hindered the implementation of development projects in the region. The presence of Ebola in fact has fostered awareness of infectious diseases among the population and health services.	PPG  Moderate I = 3 P = 2	A dedicated COVID risk and opportunities assessment is included in PRODOC §88-89 and Table 4. The project will regularly review its approach to relevant emerging impacts from the COVID crisis in the country and target region and adapt its implementation approach. WCS and UNDP grant co-financing are set aside for the project. The project co-financing from UNDP and WCS is set aside. Funding for post-COVID green recovery could be used to compensate for any losses. Bushmeat-related health risks are considered in landscape planning, together with and complementing related efforts on Ebola.	PMU, ICCN, UNDP, WCS

## Annex 6. Overview of Project Staff, Technical Consultancies and IP and RP staff contributing to the project

**Table 6-1: Overview of staff provided by Government and involved in project implementation**

<b>Government (ICCN) staff receiving field implementation support from the GEF project</b>	
<ul style="list-style-type: none"> <li>National project director</li> </ul>	Kinshasa
<ul style="list-style-type: none"> <li>Chief Park Warden Kabobo-Luama</li> </ul>	Kalemie / field
<ul style="list-style-type: none"> <li>Chief Park Warden Ngandja</li> </ul>	
<ul style="list-style-type: none"> <li>Conservation &amp; Development Officer Education and Awareness, attached to project component 1 (Institutional capacity for landscape management and biodiversity conservation)</li> </ul>	
<ul style="list-style-type: none"> <li>Conservation &amp; Development Officer Biodiversity Protection, attached to project component 2</li> </ul>	
<ul style="list-style-type: none"> <li>Conservation &amp; Development Officer Community Participation, attached to project component 3</li> </ul>	
<ul style="list-style-type: none"> <li>Conservation &amp; Development Officer Monitoring and Research, attached to project component 4</li> </ul>	
<ul style="list-style-type: none"> <li>50 Rangers based in Kabobo-Luama (35) and Ngandja (15) reserves</li> </ul>	

**Table 6-2: Overview of GEF project staff contracted by IP and RP**

<b>GEF Project staff and experts contracted by Implementing Partner (ICCN)</b>	
<ul style="list-style-type: none"> <li>Technical project assistant</li> </ul>	Kinshasa
<ul style="list-style-type: none"> <li>Financial assistant</li> </ul>	
<ul style="list-style-type: none"> <li>Driver to support IP coordination Kinshasa</li> </ul>	
<ul style="list-style-type: none"> <li>Mechanic based in Ngandja and supporting Components 1 - 4</li> </ul>	
<ul style="list-style-type: none"> <li>Driver based in Ngandja and supporting Components 1 - 4</li> </ul>	
<ul style="list-style-type: none"> <li>International consultants for Mid-Term Review and Final Evaluation</li> </ul>	Kinshasa, Kalemie, field
<ul style="list-style-type: none"> <li>National consultants for Mid-Term Review and Final Evaluation</li> </ul>	

<b>GEF Project staff contracted by Responsible Party (WCS)</b>	
<ul style="list-style-type: none"> <li>Project manager</li> </ul>	Kalemie, field
<ul style="list-style-type: none"> <li>Finance Officer</li> </ul>	
<ul style="list-style-type: none"> <li>Technical Advisors (sustainable finance)</li> </ul>	
<ul style="list-style-type: none"> <li>International Social &amp; environmental safeguards expert</li> </ul>	
<ul style="list-style-type: none"> <li>Stakeholder engagement and Gender Expert</li> </ul>	
<ul style="list-style-type: none"> <li>Local Development Plan expert</li> </ul>	

• International protected area management planning expert	
• Indigenous Peoples rights and liaison, social risks and livelihood Specialist (contracted to REPALEF)	
• 4 Project component managers	
• Trainers to be determined in capacity building and training plan	
• 1 Boat men	
• 2 Drivers	
• Field logistic assistant	

**Table 6-3: Overview of staff of the Responsible Party, providing technical and administrative support to the project**

<b>Responsible Party (WCS) administrative and logistic support staff funded by the GEF project</b>	
• Administrative officer (1 month/yr)	Kinshasa
• Secretary (1 month/yr)	
• Senior Finance Officer (1 month/yr)	
• Finance Officer (1 month/yr)	
• Finance assistant (1 month/yr)	
• Logistics officer (1 month/yr)	
• Driver (3 month/yr)	
• Mechanic (1 month/yr)	
• IT officer (2 month/yr)	
<b>Responsible Party (WCS) technical support staff funded by the GEF project</b>	
• Country Director (1 month/yr)	Kinshasa
• Technical Director (1-2 month/yr)	
• GIS expert (1-2 month/yr)	
• Legal expert (2 month/yr)	

**Table 6-4: Project staff and technical consultancies, tasks and responsibilities**

Staff/Consultant	Time Input	Tasks, Inputs and Outputs
<b>Local / National contracting</b>		
Project Manager  Rate: USD 3675 /month	60 month / 5 years  contracted by RP	<p><b>Project management functions:</b></p> <ul style="list-style-type: none"> <li>• Plan the activities of the project and monitor progress against the approved workplan.</li> <li>• Execute activities by managing personnel, goods and services, training and low-value grants, including drafting terms of reference and work specifications, and overseeing contractors' work.</li> <li>• Provide support for completion of assessments required by UNDP, spot checks and audits.</li> <li>• Manage requests for the provision of UNDP financial resources through funding advances, direct payments or reimbursement using the FACE form.</li> <li>• Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports.</li> <li>• Monitor progress and watch for plan deviations and make course corrections when needed within project board-agreed tolerances to achieve results.</li> <li>• Perform regular progress reporting to the project board as agreed with the board, including measures to address challenges and opportunities.</li> <li>• Prepare and submit financial reports to UNDP on a quarterly basis.</li> <li>• Prepare revisions to the multi-year workplan, as needed, as well as annual and quarterly plans if required.</li> <li>• Prepare the inception report no later than one month after the inception workshop.</li> <li>• Prepare the GEF PIR.</li> <li>• Assess major and minor amendments to the project within the parameters set by UNDP-GEF.</li> <li>• The Project Manager will elaborate a collaboration plan with these and other relevant initiatives, which will be monitored and guided by the Project Board.</li> </ul> <p><b>Technical functions:</b></p> <ul style="list-style-type: none"> <li>• Support the Mid-term review and Terminal Evaluation process.</li> <li>• Monitor events as determined in the project monitoring plan, and update the plan as required</li> <li>• Manage and monitor the project risks – including social and environmental risks - initially identified and submit new risks to the Project Board for consideration and decision on possible actions if required and update the status of these risks by maintaining the project risks log.</li> <li>• Ensure that the indicators included in the project results framework are monitored annually in advance of the GEF PIR submission deadline so that progress can be reported in the GEF PIR.</li> <li>• Monitor implementation plans including the gender action plan, stakeholder engagement plan, and any environmental and social management plans.</li> <li>• Monitor and track progress against the GEF Core indicators.</li> </ul>
Project technical assistant	60 month / 5 years	<ul style="list-style-type: none"> <li>• Assure liaison and tuning of activities of ICCN and WCS and field stations</li> </ul>

Staff/Consultant	Time Input	Tasks, Inputs and Outputs
Rate: USD 2300 /month	contracted by IP	<ul style="list-style-type: none"> <li>• Support National project director and project manager with the planning of activities progress monitoring against workplan.</li> <li>• Provide support for completion of assessments required by UNDP, spot checks and audits.</li> <li>• Monitor events as determined in the project monitoring plan.</li> <li>• Support national project director and project manager to manage and monitor the project risks – including social and environmental risks - initially identified and submit new risks to the Project Board for consideration and decision on possible actions if required.</li> <li>• Support national project director and project manager with the monitoring of indicators included in the project.</li> <li>• Support national project director and project manager with the monitoring of implementation plans including the gender action plan, stakeholder engagement plan, and any environmental and social management plans.</li> <li>• Support the tracking of progress against the GEF Core indicators.</li> <li>• Support the Mid-term review and Terminal Evaluation process.</li> </ul>
Finance and administrative officer  Rate: USD 1800 /month	60 month / 5 years  contracted by IP	<p>Project financial management (9 months per year)</p> <ul style="list-style-type: none"> <li>• Keep records of IP budget funds and expenditures and ensure all IP-related financial documentation are well maintained and readily available when required by the National Project Director.</li> <li>• Review IP budget expenditures and ensure that project funds are used in compliance with the Project Document and Government financial rules and procedures.</li> <li>• Validate and certify FACE forms before submission to UNDP.</li> <li>• Provide necessary financial information as and when required for project management decisions.</li> <li>• Provide necessary financial information during project audit(s).</li> <li>• Review annual budgets and project expenditure reports and notify the National Project Director if there are any discrepancies or issues.</li> <li>• Consolidate financial progress reports for implementation of project activities.</li> <li>• Support the Chief Warden of Ngandja Nature Reserve with administrative and financial matters related to the implementation of activities under all project components in the landscape situated in South Kivu province</li> <li>• Liaise and follow up with the responsible party for implementation of project activities in matters related to IP budget funds and financial progress reports.</li> </ul> <p>Financial support to project components (3 months per year)</p> <ul style="list-style-type: none"> <li>• Provide M&amp;E of field components from financial point of view</li> <li>• Support design and implementation of financial sustainability plan for protected areas</li> </ul>
Finance officer  Rate: USD 1000 /month	60 month / 5 years	<ul style="list-style-type: none"> <li>• Keep records of project funds and expenditures and ensure all project-related financial documentation under RP budget are well maintained and readily available when required by the Project Manager.</li> <li>• Review expenditures and ensure that RP budget funds are used in compliance with the Project Document and Government financial rules and procedures.</li> </ul>

Staff/Consultant	Time Input	Tasks, Inputs and Outputs
	contracted by RP	<ul style="list-style-type: none"> <li>• Validate and certify FACE forms before submission to UNDP.</li> <li>• Provide necessary financial information as and when required for project management decisions.</li> <li>• Provide necessary financial information during project audit(s).</li> <li>• Review annual budgets and project expenditure reports and notify the Project Manager if there are any discrepancies or issues.</li> <li>• Consolidate financial progress reports submitted by the component managers for implementation of project activities.</li> <li>• Liaise and follow up with the component managers for implementation of project activities in matters related to project funds and financial progress reports.</li> </ul>
<p>Manager Component 1</p> <p>Rate: USD 1400 /month</p>	<p>60 month / 5 years</p> <p>contracted by RP</p>	<p>Under close supervision of Project Manager (PM) the Component 1 Manager will work closely with the Education and Awareness Officer (ICCN) and ICCNs other to reinforce the management capacity of Kabobo-Luama Landscape. His/her specific tasks include:</p> <ul style="list-style-type: none"> <li>• Coordination of activities under Component 1 (Institutional capacity for landscape management and biodiversity conservation)</li> <li>• Prepare a capacity building and training plan during the first six month of the project.</li> <li>• Coordinate and monitor the implementation of the capacity building and training plan</li> <li>• Manage the process leading to the landscape plan, including consultations and the drafting of the plan.</li> <li>• Manage the further development of the collaborative management structure, including the elaboration of stakeholder participation, capacity building, definition of objectives and mandates, as well as support the operation of the committees.</li> <li>• Coordinate the development of official guidelines for community engagement and co-management.</li> <li>• Facilitate the implementation of the business plan which will aim at the development of sustainable funding for conservation.</li> <li>• Report progress and results of activities to the project manager.</li> </ul>
<p>Manager Component 2</p> <p>Rate: USD 1400 /month</p>	<p>60 month / 5 years</p> <p>contracted by RP</p>	<p>Under close supervision of Project Manager (PM) the Component 2 Manager will work closely with the Park Wardens (ICCN) of the Kabobo-Luama and Ngandji reserves and the Conservation and Development Officers (ICCN) to reinforce the management capacity of these protected areas. His/her specific tasks include:</p> <ul style="list-style-type: none"> <li>• Coordination of activities under Component 2 (Enhanced protected area management and reduced poaching of key species)</li> <li>• Contribute to the development of a capacity development strategy and action plan for increasing the management effectiveness of the PA system.</li> <li>• Lead the execution of habitat and species surveys</li> <li>• Facilitate the validation and gazettement of Kabobo and Ngandja as national reserves.</li> <li>• Manage the process leading to the management plans of the Kabobo and Ngandja reserves according to the IUCN/WCPA standards including an approach for habitat improvement.</li> <li>• Support the Park Wardens in the establishment of management infrastructure.</li> <li>• Support the Park Warden in the implementation of habitat improvement measures as defined in the habitat improvement plans (to be integrated in management plans)</li> </ul>

Staff/Consultant	Time Input	Tasks, Inputs and Outputs
		<ul style="list-style-type: none"> <li>• Contribute to the development of law enforcement and habitat/biodiversity monitoring protocols.</li> <li>• Coordinate the development and institutionalization of a PA information and knowledge management system enabling learning from, and upscaling of, pilot/individual project activities.</li> <li>• Report progress and results of activities under this component to the project manager.</li> </ul>
<p>Manager Component 3</p> <p>Rate: USD 1400 /month</p>	<p>60 month / 5 years</p> <p>contracted by RP</p>	<p>Under close supervision of Project Manager (PM) the Component 3 Manager will work closely with the Community Participation Officer (ICCN) and ICCNs other conservation and development officers to reinforce the management capacity of Kabobo-Luama Landscape. His/her specific tasks include:</p> <ul style="list-style-type: none"> <li>• Coordination of activities under Component 3 (Improved livelihoods)</li> <li>• Guide and facilitate the elaboration of local development plans following a participatory approach</li> <li>• Contribute to the elaboration of a capacity building and training plan during the first six month of the project</li> <li>• Mobilize resources of the designated GEF budgets for the implementation of activities and investments under the local development plans</li> <li>• Facilitate the mobilization of other funding (co-funding, province, national, other) for the implementation of activities and investments under the local development plans</li> <li>• Facilitate the (participatory) the development and selection of two or three pilot micro-enterprise projects by the respective co-management committees</li> <li>• Promote, coach and monitor selected pilot micro-enterprise projects</li> <li>• Report progress and results of activities under this component to the project manager.</li> </ul>
<p>Manager Component 4</p> <p>Rate: USD 1400 /month</p>	<p>60 month / 5 years</p> <p>contracted by RP</p>	<p>Under close supervision of Project Manager (PM) the Component 4 Manager will work closely with the Monitoring and Research Officer (ICCN) and ICCNs other to reinforce the management capacity of Kabobo-Luama Landscape. His/her specific tasks include:</p> <ul style="list-style-type: none"> <li>• Coordination of activities under Component 4 (Mainstreaming of safeguards and knowledge management).</li> <li>• Further elaborate the Knowledge Management Plan and a Communication Plan for the project and lead their implementation</li> <li>• Monitor project progress and participate in the production of progress reports ensuring that they meet the necessary reporting requirements and standards.</li> <li>• Ensure project's M&amp;E meets the requirements of the Government, the UNDP Country Office, and UNDP-GEF.</li> <li>• Ensure a full participatory approach in all M&amp;E activities as set out in the Stakeholder Engagement Plan.</li> <li>• Oversee and ensure the implementation of the project's M&amp;E plan as presented in the Project Document, including periodic appraisal of the Project's Theory of Change and Results Framework with reference to actual and potential project progress and results.</li> <li>• Facilitate development of ESIA and ESMP by safeguards expert</li> <li>• Monitor progress in development/implementation of the project ESMP/ESMF ensuring that UNDPs SES policy is fully met and the reporting requirements are fulfilled.</li> <li>• Take up the role of focal point for Safeguards and Stakeholder Engagement.</li> <li>• Ensure social and environmental grievances are managed effectively and transparently.</li> <li>• Capture lessons learned and good practices during project implementation and draft learning and other knowledge management products and ensure transmission of these to stakeholders at all levels.</li> </ul>

Staff/Consultant	Time Input	Tasks, Inputs and Outputs
		<ul style="list-style-type: none"> <li>Facilitate mid-term and terminal evaluations of the project, including management responses.</li> <li>Review the SESP annually, and update and revise corresponding risk register, mitigation/management plans as necessary.</li> </ul>
<p>Stakeholder engagement and Gender Expert</p> <p>Rate: USD 5000 /month</p>	<p>6 month / 5 years</p> <p>contracted by RP</p>	<ul style="list-style-type: none"> <li>Monitor progress in implementation of the project Gender Action Plan ensuring that targets are fully met and the reporting requirements are fulfilled.</li> <li>Oversee and support Component 4 manager in the implementation of GAP and SEP.</li> <li>Work with the Component 4 manager (M&amp;E) and Safeguards expert to ensure reporting, monitoring and evaluation fully address the gender issues of the project.</li> <li>Advise project manager and Component managers on compliance with gender-mainstreaming requirements.</li> <li>Support Component 4 manager in the establishment and management of the FPIC archive</li> <li>Develop a grievance redress system</li> <li>Contribute to the capacity building and training plan during the first 6 months of the project</li> <li>Contribute to the development of a project communication plan in order to ensure proper engagement of stakeholders</li> <li>Ensure cooperation and coherence with the Gender Division of the Tanganyika Province and the Gender Focal Point of the Ministry of Agriculture, Fisheries, Breeding, Environment and Sustainable Development.</li> <li>Conduct Provide training in relation to gender, IPs and vulnerable groups.</li> <li>Initiate women groups in connection with the collaborative management committees.</li> <li>Advise the manager of component 3 on Gender Responsive Budget to be applied for the implementation of local development plans.</li> <li>Annual assessment and reporting on the implementation of the Gender Action Plan and Stakeholder Engagement Plan.</li> <li>Monitoring of indicators of the Gender Action Plan and reporting results to Component 4 manager.</li> <li>Review of GAP and SEP after MTR.</li> </ul>
<p>Indigenous Peoples rights and social risks and livelihood Specialist (contracted to REPALEF)</p> <p>Rate: USD 5000 /month</p>	<p>6 month / 5 years</p> <p>contracted by RP</p>	<ul style="list-style-type: none"> <li>Conduct extensive consultations with communities, indigenous peoples, local authorities and provincial government</li> <li>Support Component 4 manager with the development of the FPIC protocol and the establishment and management of the FPIC archive.</li> <li>Prepare the Indigenous Peoples Plan.</li> <li>Prepare the FPIC protocol.</li> <li>Prepare the Livelihood Plan.</li> <li>Prepare a resettlement Plan.</li> <li>Prepare a migration management Plan.</li> </ul>
<p>Local Development Plan expert</p>	<p>2 month / 5 years</p>	<ul style="list-style-type: none"> <li>Develop a framework for the elaboration of Local Development Plans according to the current practices in DRC taking into account the territorial and land tenure parameters, legislation, ecological and economic opportunities and constraints as well as safeguards such as the ESMP and the FPIC protocol.</li> </ul>



Staff/Consultant	Time Input	Tasks, Inputs and Outputs
Rate: USD 5000 /month	contracted by RP	<ul style="list-style-type: none"> <li>Develop and conduct training in Local Development Planning for concerned project staff and stakeholders including the legal and policy context (decentralisation, land use planning, REDD, stakeholder engagement, indigenous people, etc.) as well as the implementation methodology.</li> <li>Coach the Component 3 manager and the Conservation &amp; Development Officer Community Participation with the different steps of the Local Development Plan development process including review of work plans and other outputs in this regard.</li> <li>Support consultations and other workshops related to Local Development Planning.</li> </ul>
Legal expert Rate: USD 2500 /month	10 month / 5 years  permanent RP staff	<ul style="list-style-type: none"> <li>Develop road map for protected area establishment and monitor implementation.</li> <li>Draft legal and regulatory documents to support the establishment of protected areas, collaborative partnerships and operational units under the project including the collaborative management structure.</li> <li>Review legal implications of all project planning and development processes (IP, resettlement, migration, zoning, etc.)</li> <li>Advise Component 1 manager on the elaboration of the capacity development and training plan.</li> <li>Deliver training to various stakeholders on legislation (e.g. land rights, IP, international conventions, DRC conservation legislation, ...).</li> <li>Advise component 2 manager on legal aspects of law enforcement strategy.</li> </ul>
GIS expert Rate: USD 1730 /month	8 month / 5 years  permanent RP staff	<ul style="list-style-type: none"> <li>Develop the GIS database for the KL landscape.</li> <li>Structure data collection and entry of KL landscape database.</li> <li>Support planning, analysis and design of SMART surveillance.</li> <li>Support landscape and protected area management planning with the spatial analysis and mapping.</li> <li>Support zoning of landscape, community land and protected areas with information collection design and data processing and mapping.</li> <li>Support Component 4 manager with the assessment of monitoring indicators according to the monitoring plan.</li> <li>Support production of training, information and communication materials.</li> <li>Develop connectivity modeling for the assessment of ecological corridors.</li> </ul>
Social & environmental safeguards expert  Rate USD 10,000 / month	2 months / 5 years  contracted by RP	<ul style="list-style-type: none"> <li>Prepare ESIA of project interventions.</li> <li>Prepare ESMP.</li> <li>Train Project Staff on Safeguards management.</li> <li>Oversee/develop/coordinate implementation of all safeguard related plans.</li> <li>Assess social and environmental grievances mechanisms.</li> <li>Ensure full disclosure with concerned stakeholders.</li> <li>Advise Component 4 manager (M&amp;E) to ensure reporting, monitoring and evaluation fully address the safeguard issues of the project.</li> </ul>
Business plan expert  Rate USD 10,000 / month	2 month / 5 years	<ul style="list-style-type: none"> <li>Elaborate a plan for business development and sustainable finance for the Kabobo-Luama protected area complex.</li> <li>Elaborate benefit sharing model according to REDD+ guidelines.</li> <li>Prepare data needs and consultation plan.</li> <li>Information collection and consultations.</li> <li>Prepare business and sustainable finance plan including different development scenarios.</li> </ul>

Staff/Consultant	Time Input	Tasks, Inputs and Outputs
	contracted by RP	<ul style="list-style-type: none"> <li>• Present plan and benefit sharing model during validation workshop.</li> <li>• Contribute to Livelihood Plan in collaboration with Livelihood Expert (local entrepreneurship activities).</li> <li>• Prepare Terms of Reference for actions to be implemented by the project to initiate follow-up funding sources.</li> </ul>
Protected area management planning expert  Rate USD 10,000 / month	1 month / 5 years  contracted by RP	<ul style="list-style-type: none"> <li>• Train project staff in landscape approach and protected area management</li> <li>• Train project staff on participatory protected area management planning and collaborative management based on WCPA guidelines, including legal aspects, consultations, surveys, value and threats assessment, zoning, strategy development, monitoring</li> <li>• Support the preparation of work plans for the development of protected area management plans</li> <li>• Review of protected area management plans</li> </ul>

## Annex 7. Stakeholder Engagement Plan

### Table of Contents

7-1 Executive Summary .....	3
7-2 Résumé (français) .....	5
7-3 Introduction .....	9
7-4 Stakeholder Analysis.....	10
7-5 Stakeholder engagement Plan.....	18
7-6 Stakeholder engagement Timetable .....	26
7-7 Resources and responsibilities .....	27
7-8 Grievance Redress Mechanism .....	28
7-9 Monitoring and Reporting .....	28

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### ACRONYMS

ADIPET	Association pour le Développement Intégré des Paysans et des Enfants dans le Tanganyika
BDPFA	Beijing Declaration and Platform for Action
BSP	Benefit Sharing Plan
CCC	Comité de Conservation Communautaire
CEDAW	Convention on the Elimination of All Forms of Violence against Women
CFCL	Concession des Forêts des Communautés Locales
CFLEDD	Coalition des Femmes Leaders pour l'Environnement et le Développement Durable
CGCC	Comité de Gestion et de Conservation Communautaire
CLC	Comité Local de Conservation
CLG	Comité Local de Gestion
CSO	Civil Society Organization
CVEC	Caisse du Village d'Epargne et de Crédit
DRC	Democratic Republic of Congo
DSCRIP	Document de stratégie pour la réduction de la pauvreté
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
FEM	Fond pour l'Environnement Mondial
FPIC	Free Prior Informed Consent
FPP	Forest Peoples Programme
GAP	Gender Action Plan
GED	Gender and Environment for Development
GEF	Global Environment Facility
GRM	Grievance Redress Mechanism
GSB	Gender Sensitive Budget
GWP	Global Wildlife Program
ICCN	Institut Congolais de la Nature
IP	Implementation Partner
MEDD	Ministère de l'Environnement et du Développement Durable
MEL	Monitoring Evaluation and Learning
MONUSCO	Mission de l'organisation des Nations Unies pour la Stabilisation en République démocratique du Congo

NGO	Non-Governmental Organization
NTFP	Non-Timber Forest Products
OCHA	Office for the Coordination of Humanitarian Affairs
PA	Protected Area
PICAGL	Programme Intégré de Croissance Agricole dans les Grands Lacs
PLD	Plan Local de Développement
PMU	Project Management Unit
REDD	Reduction of Emissions from Deforestation and Degradation of forests
REFETANG	Réseau des Femmes de Tanganyika
REPALEF	Réseau des Populations Autochtones et Locales pour la Gestion Durable des Ecosystèmes Forestiers de la RDC
RNI	Réserve Naturelle d'Itombwe
SEP	Stakeholder Engagement Plan
SES	Social and Environmental Safeguards
SESP	Social and Environmental Screening Procedure
SFCG	Search for Common Ground
SFM	Sustainable Forest Management
SLM	Sustainable Landscape Management
SMART	Specific Measurable Achievable Realistic Time-bound
UFMD	Union de Femme Mutuelle pour le Développement
UNDP	United Nations Development Programme
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples
UNHCR	United Nations High Commissioner for Human Rights
USAID	United States Agency for International Development
WB	World Bank
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund

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## 7-1 EXECUTIVE SUMMARY

The Kabobo-Luama Landscape is located in the Albertine Rift region in the eastern part of the Democratic Republic of Congo (DRC). The landscape encompasses three protected areas: Kabobo Wildlife Reserve (147,710 ha), Luama-Katanga Hunting Reserve (230,351 ha), and Ngandja Natural Reserve (289,244 ha). The project objective is to strengthen the participatory management of the Kabobo-Luama protected area landscape and enhance conservation of endangered species for local sustainable development and global biodiversity benefits. This objective will be achieved through four interrelated components, aimed at strengthening institutional capacities, protected area management, livelihood development, and knowledge management. The project encompasses four components:

- Institutional capacity for landscape management and biodiversity conservation;
- Enhanced protected area management and reduced poaching of key species;
- Improved livelihoods; and
- Social and environmental safeguards mainstreaming, M&E and knowledge management.

Stakeholder consultations were held during three missions to Kinshasa, Kalemie, and villages inside the targeted landscape during the project design phase. Through multi-stakeholder workshops, focus groups, interviews, and village assemblies, it was possible to identify, inform, and consult all interest groups on the project, its intended outcomes, and implementation arrangements. These consultations led to a mapping of stakeholder interests, importance, and influence in relation to the project, as well as to a collection of baseline data relevant to gender-mainstreaming and the socio-economic status of target groups.

The proposed project is unique in its approach to integrated and participatory planning and management at the landscape level. The landscape governance model aims at being at the forefront of community engagement and to reach co-management by the state (i.e. the Congolese Institute for the Conservation of Nature, ICCN) and the communities, including indigenous peoples and women, of the three protected areas and their surroundings. In order to reach this goal, careful stakeholder analysis and engagement is necessary. The project needs to liaise and support the ICCN while empowering and actively engaging with traditional authorities, local communities, and indigenous peoples.

A deep understanding of the local-level community dynamics and an ethnography of the local communities and indigenous peoples engaging in the project would be needed. The area is inhabited by a great variety of both Bantu and Batwa, as well as some Nilotic communities. Tanganyika Province is characterized by important displacement movements and significant migration flows of people coming mainly from South Kivu and Kasaï, looking for lands to cultivate and mostly breed their cattle. Because the Kabobo-Luama Landscape Management project involves the sustainable use and management of natural resources on which many stakeholders depend, its influences on the social tissue are inherently complex, involving multiple stakeholders and issues. Differences in values, interests, and needs within and between stakeholder groups can pit conservationists, communities, businesses, and governments against each other. Conservation efforts and human well-being are therefore inextricably linked, as each conservation intervention can have a positive or negative impact on broad networks of stakeholders, and vice versa.

The stakeholder engagement plan will be implemented according to five basic principles that will ensure its effectiveness and inclusiveness: participation, gender equity, respect for cultural diversity, communication and transparency, and partnerships and synergies. The main objective of the stakeholder engagement plan (SEP) is to ensure that the interests and priorities of the different stakeholder groups and sectors are taken into account during relevant phases of project development and implementation. Specific objectives of the plan include:

- Providing full information to stakeholders to ensure a common understanding of the intended project goals, approaches, activities, and their outcomes;
- Triggering participation in order to identify underlying issues and address them in a timely and adequate manner, or adapt the project accordingly if needed;
- Seeking and obtaining free prior informed consent (FPIC) from all project stakeholders;
- Generating project buy-in and appropriation by targeted partners and beneficiaries;

- Identifying priority interventions and adequate strategies to successfully achieve the intended outcomes of the project;
- Identifying opportunities for synergies and partnerships, including co-financing and institutional cooperation;
- Having key stakeholder validate the intervention strategy and project targets;
- Facilitating participatory M&E and feedback mechanisms; and
- Establishing a Grievance Redress Mechanism.

**Table 7-1:** Simplified stakeholder engagement plan

<b>Stakeholder Group</b>	<b>Main Interests</b>	<b>Stakeholder Engagement - Responsibilities and Activities</b>
UNDP	GEF Implementing Agency; sustainable development	<ul style="list-style-type: none"> <li>• Designates Responsible Party</li> <li>• Channels GEF Resources to IP and RP</li> <li>• Oversight and Quality Assurance</li> <li>• Accountable to donor</li> <li>• Member of the Project Steering Committee</li> <li>• Arbitration/mediation in case of grievances</li> </ul>
National Ministry of Environment and Sustainable Development	Environmental policy development & implementation; climate change mitigation; sustainable development; poverty alleviation	<ul style="list-style-type: none"> <li>• Member of the Project Steering Committee</li> <li>• Ensuring project is in line with national priorities and adheres to policies</li> <li>• Extracting lessons learnt &amp; good practices for replication and upscaling</li> </ul>
ICCN	Conservation; Sustainable Landscape Management (SLM)	<ul style="list-style-type: none"> <li>• National Implementing Partner</li> <li>• Member of the Project Steering Committee</li> <li>• Project Management Unit support</li> <li>• Ensuring project is in line with national priorities and adheres to policies</li> <li>• Extracting lessons learnt &amp; good practices for replication and upscaling</li> <li>• Implementation of agreed project components and outputs</li> <li>• Implementation of safeguards mechanisms</li> </ul>
WCS	Landscape planning; conservation; SLM	<ul style="list-style-type: none"> <li>• Responsible Party</li> <li>• Member of the Project Steering Committee</li> <li>• Project Management Unit support</li> <li>• Implementation of agreed project components and outputs</li> <li>• Implementation of safeguards mechanisms</li> </ul>
Provincial Government Tanganyika	Poverty alleviation; economic development; income-generating activities; SLM; ecosystem services (e.g. water, hydropower, resources for urban use such as forest products)	<ul style="list-style-type: none"> <li>• Member of the Project Steering Committee</li> <li>• Ensuring project is in line with provincial priorities and adheres to policies</li> <li>• Support development of local development plans and capacity-enhancement activities</li> <li>• Extracting lessons learnt &amp; good practices for replication and upscaling</li> </ul>
Law enforcement and security: Congolese National Police (PNC) MINUSCO Army (FARDC)	Application of DRC laws, security and social stability	<ul style="list-style-type: none"> <li>• Receiving training and awareness on wildlife crime</li> <li>• Contributing to training of project stakeholders</li> <li>• Exchange on intelligence</li> <li>• Joint operation on law enforcement when required</li> </ul>

Customs Judiciary		
Customary authorities	Local development; migration management; IGA; land use management	<ul style="list-style-type: none"> <li>• Participation in and facilitation of agreed project activities</li> <li>• Participation in FPIC processes</li> </ul>
Community based structures	Conservation; SLM; IGA; landscape planning	<ul style="list-style-type: none"> <li>• Participation in and facilitation of agreed project activities</li> <li>• Participation in FPIC processes</li> </ul>
Urban communities	Consumptions of natural resources	<ul style="list-style-type: none"> <li>• Communication and outreach activities</li> </ul>
Migrants	Livestock management; artisanal mining; fisheries	<ul style="list-style-type: none"> <li>• Communication and outreach activities</li> </ul>
Local communities and indigenous peoples	IGA; cultural heritage; ecosystem services; SLM	<ul style="list-style-type: none"> <li>• Establishment of an FPIC protocol</li> <li>• Stakeholder consultation meetings</li> <li>• Communications and outreach activities</li> <li>• Field visits by project staff and local partners</li> <li>• Stakeholder consultation meetings</li> </ul>
Women & organizations representing their interests	Gender-mainstreaming; Income-generating activities	<ul style="list-style-type: none"> <li>• Follow-up of Gender Action Plan (GAP) implementation</li> </ul>
Environmental civil society organizations (CSOs)	Biodiversity conservation; environmental awareness-raising	<ul style="list-style-type: none"> <li>• Partnerships on livelihood activities</li> </ul>
Rights-based CSOs	Landscape planning; income-generating activities	<ul style="list-style-type: none"> <li>• Contribution to the Support Plan</li> </ul>
Private Sector	Profit generation; resource use; ecotourism opportunities; land occupation	<ul style="list-style-type: none"> <li>• Communications and outreach activities</li> <li>• The project will only prepare the ground for future PS involvement, but not engage PS during the actual project</li> </ul>
Academic / Research Institutions	Research; education; biodiversity monitoring; knowledge management	<ul style="list-style-type: none"> <li>• Contributions to knowledge management</li> </ul>

The estimated total costs for implementing the Stakeholder Engagement Plan amount to USD 150,000.

## 7-2 RÉSUMÉ (IN FRENCH)

Le paysage de Kabobo-Luama est situé dans la région du Rift Albertin, dans l'est de la République du Congo démocratique (RDC). Le paysage comprend trois zones protégées : La réserve de faune de Kabobo (147 710 ha), la réserve de chasse de Luama-Katanga (230 351 ha) et la réserve naturelle de Ngandja (289 244 ha). L'objectif du projet est de renforcer la gestion participative du paysage de la zone protégée de Kabobo-Luama et d'améliorer la conservation des espèces menacées pour le développement durable local et les bénéfices de la biodiversité mondiale. Cet objectif sera atteint grâce à quatre composantes interdépendantes, visant à renforcer les capacités

institutionnelles, la gestion de la zone protégée, le développement des moyens de subsistance et la gestion des connaissances. Le projet comprend quatre composantes :

- Capacité institutionnelle pour la gestion des paysages et la conservation de la biodiversité ;
- Amélioration de la gestion des zones protégées et réduction du braconnage des espèces clés ;
- Amélioration des moyens de subsistance; et
- Intégration des garanties sociales et environnementales, suivi et évaluation et gestion des connaissances.

Des consultations avec les parties prenantes ont été organisées au cours de trois missions à Kinshasa, Kalemie et dans les villages situés à l'intérieur du paysage ciblé pendant la phase de conception du projet. Des ateliers multipartites, des groupes de discussion, des entretiens et des assemblées villageoises ont permis d'identifier, d'informer et de consulter tous les groupes d'intérêt sur le projet, ses résultats escomptés et les modalités de mise en œuvre. Ces consultations ont permis d'établir une cartographie des intérêts, de l'importance et de l'influence des parties prenantes par rapport au projet, ainsi qu'une collecte de données de base pertinentes pour l'intégration de la dimension de genre et le statut socio-économique des groupes cibles.

Le projet proposé est unique dans son approche pour adopter une approche intégrée et participative de la planification et de la gestion au niveau du paysage. Le modèle de gouvernance du paysage vise à être au premier plan de l'engagement communautaire et à parvenir à une cogestion par l'État (ICCN) et les communautés, y compris les peuples autochtones et les femmes, des trois zones protégées et de leurs environs. Pour atteindre cet objectif, une analyse et un engagement minutieux des parties prenantes sont nécessaires. Le projet doit assurer la liaison avec l'ICCN et le soutenir tout en renforçant le pouvoir des autorités traditionnelles, des communautés locales et des peuples indigènes et en s'engageant activement auprès d'eux.

Une compréhension approfondie de la dynamique communautaire au niveau local et une ethnographie des communautés locales et des peuples indigènes participant au projet seraient nécessaires. La région est habitée par une grande variété de Bantous et de Batwa, ainsi que par quelques communautés nilotiques. La province du Tanganyika est caractérisée par d'importants mouvements de déplacement et des flux migratoires conséquents de personnes venant principalement du Sud-Kivu et du Kasai, à la recherche de terres à cultiver et surtout à élever leur bétail. Comme le projet de paysage Kabobo-Luama implique la gestion de ressources naturelles dont dépendent de nombreux acteurs, ses influences sur le tissu social sont intrinsèquement complexes, impliquant de multiples acteurs et problèmes. Les différences de valeurs, d'intérêts et de besoins au sein et entre les groupes de parties prenantes peuvent dresser les conservateurs, les communautés, les entreprises et les gouvernements les uns contre les autres. Les efforts de conservation et le bien-être humain sont donc inextricablement liés, car chaque intervention de conservation peut avoir un impact positif ou négatif sur de vastes réseaux de parties prenantes, et vice versa.

Le plan d'engagement des parties prenantes sera mis en œuvre selon cinq principes de base qui garantiront son efficacité et son caractère inclusif : Participation, Équité entre les sexes, Respect de la diversité culturelle, Communication et transparence, Partenariats et synergies. L'objectif principal du plan d'engagement des parties prenantes (PEP) est de garantir que les intérêts et les priorités des différents groupes et secteurs de parties prenantes sont pris en compte au cours des phases pertinentes du développement et de la mise en œuvre du projet. Les objectifs spécifiques du plan comprennent :

- Fournir des informations complètes aux parties prenantes afin de garantir une compréhension commune des objectifs, des approches, des activités et des résultats du projet ;
- Déclencher la participation afin d'identifier les problèmes sous-jacents et de les traiter en temps utile et de manière adéquate, ou adapter le projet en conséquence si nécessaire ;
- Recherche et obtention du consentement préalable libre et éclairé de toutes les parties prenantes du projet ;
- Susciter l'adhésion et l'appropriation des projets par les partenaires et bénéficiaires ciblés ;
- Identifier les interventions prioritaires et les stratégies adéquates pour atteindre avec succès les résultats escomptés du projet ;



- Identifier les possibilités de synergies et de partenariats, y compris le cofinancement et la coopération institutionnelle ;
- Validation de la stratégie et des objectifs d'intervention par ses principaux acteurs ;
- Facilitation du S&E participatif et des mécanismes de retour d'information ; et
- Mise en place d'un mécanisme de recours

**Tableau 1 : Plan d'Engagement des Parties-Prenantés simplifié**

<b>Groupe des parties prenantés</b>	<b>Intérêts principaux</b>	<b>Engagement des parties prenantés - Responsabilités et activités</b>
PNUD	Agence de mise en oeuvre pour le FEM; développement durable	<ul style="list-style-type: none"> <li>• Désigne la partie responsable</li> <li>• Canalisation des ressources du FEM vers le partenaire de mise en œuvre national et la Partie Responsable</li> <li>• Surveillance et assurance de la qualité</li> <li>• Redevabilité envers le bailleur</li> <li>• Membre du comité de pilotage du projet</li> <li>• Arbitrage/médiation en cas de griefs</li> </ul>
Ministère de l'Environnement et du développement durable (National)	Élaboration et mise en œuvre de la politique environnementale ; atténuation du changement climatique ; développement durable ; lutte contre la pauvreté	<ul style="list-style-type: none"> <li>• Membre du comité de pilotage du projet</li> <li>• S'assurer que le projet est conforme aux priorités nationales et respecte les politiques</li> <li>• Extraire les leçons apprises et les bonnes pratiques pour les reproduire et les transposer à plus grande échelle</li> </ul>
ICCN	Conservation ; Gestion durable des paysages (GDP)	<ul style="list-style-type: none"> <li>• Partenaire de Mise en œuvre national</li> <li>• Membre du comité de pilotage du projet</li> <li>• Soutien à l'unité de gestion de projet</li> <li>• S'assurer que le projet est conforme aux priorités nationales et respecte les politiques</li> <li>• Extraire les leçons apprises et les bonnes pratiques pour les reproduire et les transposer à plus grande échelle</li> <li>• Mise en œuvre des composantes et des résultats convenus du projet</li> <li>• Mise en œuvre des mécanismes de sauvegarde</li> </ul>
WCS	Aménagement du paysage ; conservation ; GDP	<ul style="list-style-type: none"> <li>• Partie Responsable</li> <li>• Membre du comité de pilotage du projet</li> <li>• Soutien à l'unité de gestion de projet</li> <li>• Mise en œuvre des composantes et des résultats convenus du projet</li> <li>• Mise en œuvre des mécanismes de sauvegarde</li> </ul>
Gouvernement provincial du Tanganyika	Lutte contre la pauvreté ; développement économique ; activités génératrices de revenus ; GDP ; services écosystémiques (par exemple, eau, hydroélectricité, ressources à usage urbain telles que les produits forestiers)	<ul style="list-style-type: none"> <li>• Membre du comité de pilotage du projet</li> <li>• S'assurer que le projet est conforme aux priorités provinciales et respecte les politiques</li> <li>• Soutenir l'élaboration de plans de développement local et les activités de renforcement des capacités</li> <li>• Extraire les leçons apprises et les bonnes pratiques pour les reproduire et les transposer à plus grande échelle</li> </ul>

Application de la loi et sécurité : Police nationale congolaise (PNC) MINUSCO Armée (FARDC) Douane Judiciaire	Application de la législation congolaise, sécurité et stabilité sociale	<ul style="list-style-type: none"> <li>• Recevoir une formation et une sensibilisation sur la criminalité liée aux espèces sauvages</li> <li>• Contribuer à la formation des acteurs du projet</li> <li>• Échange de renseignements</li> <li>• Opération conjointe sur l'application de la loi si nécessaire</li> </ul>
Les autorités coutumières	Développement local ; gestion des migrations ; AGR ; gestion de l'utilisation des terres	<ul style="list-style-type: none"> <li>• Participation et facilitation des activités de projet convenues</li> <li>• Participation aux processus du CLIP</li> </ul>
Structures communautaires	Conservation ; GDP ; AGR ; aménagement du paysage	<ul style="list-style-type: none"> <li>• Participation et facilitation des activités de projet convenues</li> <li>• Participation aux processus du CLIP</li> </ul>
Communautés urbaines	Consommations de ressources naturelles	<ul style="list-style-type: none"> <li>• Activités de communication et de sensibilisation</li> </ul>
Migrants	Gestion du bétail ; exploitation minière artisanale ; pêche	<ul style="list-style-type: none"> <li>• Activités de communication et de sensibilisation</li> </ul>
Communautés locales et peuples autochtones	IGA ; patrimoine culturel ; services écosystémiques ; GDP	<ul style="list-style-type: none"> <li>• Mise en place d'un protocole FPIC</li> <li>• Réunions de consultation des parties prenantes</li> <li>• Activités de communication et de sensibilisation</li> <li>• Visites sur le terrain par le personnel du projet et les partenaires locaux</li> <li>• Réunions de consultation des parties prenantes</li> </ul>
Femmes et organisations représentant leurs intérêts	Intégration de la dimension de genre ; Activités génératrices de revenus	<ul style="list-style-type: none"> <li>• Suivi de la mise en œuvre du plan d'action pour l'égalité entre les femmes et les hommes (GAP)</li> </ul>
Organisations de la société civile environnementale (OSC)	Conservation de la biodiversité ; sensibilisation à l'environnement	<ul style="list-style-type: none"> <li>• Partenariats sur les activités de subsistance</li> </ul>
Les OSC fondées sur les droits	Aménagement du paysage ; activités génératrices de revenus	<ul style="list-style-type: none"> <li>• Contribution au plan de soutien</li> </ul>
Secteur privé	Génération de profits ; utilisation des ressources ; possibilités d'écotourisme ; l'occupation des terres	<ul style="list-style-type: none"> <li>• Activités de communication et de sensibilisation</li> </ul>
Institutions académiques / de recherche	Recherche ; éducation ; surveillance de la biodiversité ; gestion des connaissances	<ul style="list-style-type: none"> <li>• Contributions à la gestion des connaissances</li> </ul>

Le coût total estimé pour la mise en œuvre du plan d'engagement des parties prenantes s'élève à 150,000 USD.

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### 7-3 INTRODUCTION

The Democratic Republic of Congo (DRC) harbours extensive natural resources including substantial areas of primary forest that provide refuge for endangered species of global significance. Presently 11% of the DRC is protected in reserves, and the government continues to expand efforts to protect its forests. The Kabobo-Luama Landscape includes the Luama-Katanga Reserve (created in 1954), as well as Ngandja Natural Reserve (2016), and Kabobo Wildlife Reserve (2016). The landscape is situated in the Albertine Rift region, which is one of Africa's most biodiverse eco-regions, containing more endemic and threatened vertebrates than anywhere else on the continent.

At the request of the DRC government, UNDP developed a project concept note on Kabobo-Luama Protected Area Landscape Management for funding by the Global Environment Facility (GEF) as part of the WB-coordinated Global Wildlife Program (GWP). The project will aim to address key barriers to preserving the ecological integrity of the targeted landscape, through protecting its unique and globally significant biodiversity while working with local communities to facilitate sustainable management of natural resources across the three protected areas that make up the Kabobo-Luama Landscape complex. The project will also work to ensure that local communities benefit from revenue generated by innovative and sustainable activities and continued provision of ecosystem services. Four components have been designed to respond to identified challenges and to tangibly contribute to the long-term solutions proposed above: 1) institutional capacity for PA landscape management and conservation of endangered species; 2) enhanced protected area management and reduced poaching of key species; 3) improved livelihoods within the buffer zones and corridors; and 4) gender-mainstreaming, M&E and knowledge management.

The project will work with a range of stakeholders, including representatives of government, civil society, local communities, NGOs, and academic and research institutions. The aim is to strengthen joint capacities to protect forests and threatened wildlife and plant species, while generating local and global environmental benefits in terms of protecting the environment, promoting biodiversity conservation and sustainable forest management.

Project outputs will be designed and delivered in a manner that optimizes gender-mainstreaming, ensuring that women benefit fully from capacity-building and effective participation in resource management and livelihood support decisions, as well as in the distribution of benefits. Stakeholder engagement will reflect the principles of the integrated landscape approach: continuous learning, multiple and diverse stakeholders, and participatory stakeholder monitoring. The project aims to test a new approach to protected area management in the DRC through the establishment of structures that integrate traditional local community leaders into decision-making processes and the active management of the landscape, including through implementation of processes to seek and obtain free prior informed consent (FPIC) from local communities and indigenous peoples.

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### 7-4 STAKEHOLDER ANALYSIS

#### Stakeholder Engagement prior to Project Design

Surveys conducted by the Wildlife Conservation Society (WCS) in the Misotshi-Kabogo massif in 2007 identified this area as being of global conservation importance<sup>142</sup>. Subsequent socio-economic surveys in all the major villages around the massif identified the extent to which local households rely on forest resources for their annual incomes. The surveys furthermore enquired if there was local support for protection of the forest. According to WCS reports<sup>143</sup>, the vast majority of people interviewed supported the idea of a protected area. In 2009, WCS and the Congolese Institute for the Conservation of Nature (ICCN) held meetings with the traditional chiefs (Mwamis) of the villages in

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<sup>142</sup> Conservation Action Plan for the Kabobo-Luama Landscape 2016-2025, WCS, ICCN

<sup>143</sup> Idem; Local governance committee to manage local natural resources in Kabobo Region, WCS, 2016; Etude Socio-économique autour de la forêt de Misotshi-Kabobo au Sud-Est de la République Démocratique du Congo, WCS Juin 2009

the two provinces that comprise the Misotshi-Kabogo massif, Katanga and South Kivu, to present the findings of the biological and socio-economic surveys, and to discuss options for the conservation of the area’s biodiversity. At both meetings, the Mwamis voted to create a National Park, which they proposed should be named Ngamikka Park (after Nganja, Misotshi, and Kabogo cultural sites in the massif). In addition, along the road between Kalemie and Fizi, 253 Batwa were consulted from 91 Bantu villages. Since that time, WCS has been working with each of the village councils in nearly all of the villages surrounding the proposed Ngamikka Park (along the shores of Lake Tanganyika and also along the road between Kalemie and Fizi) to map where the boundaries of the park should be, as well as buffer zones and village expansion areas for agriculture. Villages in the Lubondja groupement (unknown number) in the north east of the landscape are the only villages that could not be accessed at the time, as armed groups stationed themselves in the area and it was too insecure to visit. Despite this inability to visit these villages, the chief of these villages gave his consent to the creation of a park.

### Stakeholder Engagement during Project Design

In July 2017, the Provincial Government of Tanganyika through the national Ministry of Environment and Sustainable Development (MEDD) requested support from UNDP to develop a project proposal for GEF6-funding, with focus on management of the Kabobo-Luama protected area landscape. In June 2019<sup>144</sup>, the GEF Secretariat approved funding for the development of a full-sized project. The design of the project started in October 2019, supported by a team of consultants including a national Biodiversity Specialist, Socio-Economic Specialist, and Stakeholder Engagement Specialist as well as an international Safeguards Specialist, under the coordination of the project design working group set up by UNDP. Project design placed specific focus on ensuring the highest possible levels of stakeholder engagement, and enabling disclosure of relevant background information. All stakeholder engagement documentation is stored by UNDP CO’s UPAQ<sup>145</sup> (Quality Insurance and Partnerships Unit) and made available via the WCS offices in Kinshasa and Kalemie.

Stakeholder consultations were held during three missions to Kinshasa, Kalemie, and villages inside the targeted landscape: (i) an inception mission with kick-off meetings in Kinshasa, Kalemie, and in the reserve along the lake shores, from 4-25 October 2019; (ii) a safeguards mission to Bukavu, Kalemie, and the Kabobo-Luama reserve to villages situated along the shores of Lake Tanganyika from 13-24 January 2020; and (iii) a validation mission with meetings in Kalemie and Kinshasa from 26 March - 2 April 2020 (see Table 1). Further stakeholder feedback was obtained through e-mail and phone interviews (all documented).

Multi-stakeholder workshops, focus groups, interviews, and village assemblies made it possible to identify, inform, and consult all targeted interest groups (Table 6) on the project, its intended outcomes, and proposed implementation arrangements. These consultations informed the mapping of stakeholder interests, importance, and influence in relation to the project (Tables 2 and 3), and contributed to the collection of baseline data relevant to gender-mainstreaming and the socio-economic status of target groups.

**Table 7-2:** Overview of key stakeholder consultation and engagement activities during project design

Method	Activity	Date
Multi-stakeholder workshops	Inception workshop (Kinshasa)	14/10/2019
	Validation of inception mission with the Working Group (Kinshasa)	25/10/2019
	Meeting with provincial authorities, Université Kalemie, MONUSCO, REPALEF, OCHA	16/10/2019
	Debrief of inception mission at the Ministry of Agriculture, fishing, livestock, Environment et Sustainable Development (Kalemie)	22/10/2019

<sup>144</sup> As the GEF6 STAR allocation for DRC had already been exhausted by the time the request was received, the Government agreed to re-submit the request for GEF7 funding instead

<sup>145</sup> UNDP CO’s unit in charge of M&E is UPAQ – Unité Partenariat & Assurance Qualité.

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Method	Activity	Date
	Meeting with Senators of Tanganyika Province in Kinshasa	01/11/2020
	Project validation meeting (Kinshasa)	27/03/2020
	Project validation meeting (Kalemie)	30/03/2020
<b>Meetings with community representatives</b>	Initial group consultations on project target sites with community representatives of local communities (customary chiefs and members of local structures from 10 villages) in Wimbi and Mizimwe	10-16/10/2019
	Meeting with community representatives of local communities and indigenous peoples from villages along the road crossing the landscape (Kalemie)	21/01/2020
	Meeting with the Local Governance Committee (CLG)	17/10/2019
<b>Village assembly</b>	Safeguards group consultations on project target sites: village assemblies in Kitoke, Mizimwe, and Katala	13-24/01/2020
	Meetings with representatives of the Batwa and Bantu communities representing villages along the road crossing the landscape	22/10/2019
<b>Focus groups</b>	Focus group meetings at Kalemie, Wimbi Port, Busindi and Mizimwe: civil society, women, men, youths, chiefs, micro-credit associations, community-management organizations, and separate groups of Batwa and Bantu from villages along the road crossing the Kabobo Reserve	16-22/10/2019
	Safeguards group consultations on project target sites: separate focus groups with youths, women, and men in Kitoke, Mizimwe, and Katala (total: 9 focus groups)	13-24/01/2020
<b>Individual interviews</b>	Ministry of the Environment (MEDD ICCN) (Kinshasa)	10-16/10/2019
	Senate (Kinshasa)	1/11/2019
	WCS (Kinshasa + Kalemie)	10-16/10/2019
	WWF (Kinshasa)	10-16/10/2019
	World Bank (Kinshasa)	10-16/10/2019
	USAID (Kinshasa)	10-16/10/2019
	Provincial Ministry of Agriculture, Fishing, Breeding, Environment and Sustainable Development (Kalemie)	10-16/10/2019
	UN OCHA (Kalemie)	10-16/10/2019
	MONUSCO (Kalemie)	10-16/10/2019
	ADIPET (Kalemie)	13-24/01/2020
	WCS (Kalemie)	13-24/01/2020
	ADP (Kalemie)	13-24/01/2020
	REPALEF (Kalemie)	13-24/01/2020
	Radio IMARA (Kalemie)	13-24/01/2020
	ICCN South Kivu (Bukavu)	13-24/01/2020
	Africapacity (Bukavu)	13-24/01/2020
	Université Officielle de Bukavu (Bukavu)	13-24/01/2020

### **Project Stakeholders**

Project stakeholders were identified and mapped during the development of the concept note (PIF) and during the project design (PPG) phase. Multiple interviews were conducted in order to identify interests in the project, concerns, suggestions, etc. (Table 2).

Both the national and provincial government have shown great interest and motivation for the project. It is at the request of the DRC government and with the support of the Governor of the Tanganyika Province that UNDP supported the development of a project concept note on Kabobo-Luama Protected Area Landscape Management.

The proposed project is unique in taking an integrated and participatory approach to planning and management at the landscape level. The landscape governance model aims to be at the forefront of community engagement and to attain co-management by the state (ICCN) and the communities, including indigenous peoples and women, of the three protected areas and their surroundings. In order to reach this goal, careful stakeholder analysis and engagement is required. The project needs to liaise and support the ICCN while empowering and actively engaging with traditional authorities, local communities, and indigenous peoples.

A deep understanding of the local-level community dynamics and an ethnography of the local communities and indigenous peoples engaging in the project would be needed. The area is inhabited by a great variety of both Bantu and Batwa, as well as some Nilotic communities. Tanganyika Province is characterized by important displacement movements and significant migration flows of people coming mainly from South Kivu and Kasaï, looking for lands to cultivate and mostly breed their cattle.

The Bantu are a cluster of tribes sharing languages with common roots and inhabiting a large area of Central / Southern Africa. They are comprised locally of Bafulero, Holoholo, Bashi, Babembe, Baluba, etc. The Bantu are considered dominant in the sense that they have ownership over the land they cultivate. Their traditional chiefs regulate the lands, and are part of the State Administration according to Congolese law. Among Bantu, however, we can distinguish between the “local” communities, established here for a long time and detaining traditional land rights (mostly Holoholo, but also Babembe), and the “migrants” (mostly Bafulero, but also to a lesser extent Bashi, Baluba, and others). Those migrant communities have partially settled within the communities. Some have agreements with local traditional chiefs, who tax their activities and use of traditional lands; others have settled there by force and disregard any form of local authority. Among the migrant communities, there are also Nilotic peoples including the Banyamulenge, a people of herdsman who migrated from the Rwanda area centuries ago, speak Kinyarwanda, and who are being pushed further and further south following the tensions in North and South Kivu over the last 30 years.

The Batwa (also called Bambuti or Pygmies) identify themselves and are recognized by international agencies as well as by international NGOs and local CSOs as an indigenous people. The Batwa are the only people considered “indigenous peoples” in the DRC, though not recognized as such by national law. Article 51 of the Constitution, however, affirms that “The State has the duty to ensure and promote the peaceful and harmonious coexistence of all ethnic groups in the country and also ensures the protection and promotion of vulnerable groups of all minorities”, and gives international treaties and agreements supremacy over national law.

The government has ratified the UN Declaration on the Rights of Indigenous Peoples and the International Convention on the Elimination of All Forms of Racial Discrimination. A national law is also under negotiation at the Parliament and the country has ratified the UNDRIP. Batwa, by virtue of their way of life and socio-cultural background, are closely linked to the use of forest resources. Hunting and gathering and, more recently, basic subsistence agriculture are their main activities. They have a different language as well as different customs and are considered as “primary inhabitants” of the forests. They are traditionally nomadic or semi-nomadic hunter-gatherers, although successive governments of the DRC have all implemented measures to settle them along the roads, out of the forest, close to Bantu villages to which they sell meat, NTFP, and agricultural products from the lands they lease from Bantu chiefs. Batwa are now all considered sedentary in Tanganyika Province. However, they remain primarily dependent on bush-

meat and hunting as sources of food and income, and their agricultural activities revolve around acting as a labour force for Bantu communities, often coming with violations of their basic human rights, and sometimes forced labour. They also suffer from specific discriminatory customs: it is forbidden to touch them, meaning they are sometimes rejected from health centres or schools, traditional sexual rights over Batwa women for Bantu men, etc. While the Batwa have been discriminated and displaced for a long time, the arrival of migrant communities plundering their resources has further exacerbated their precarious situation.

**Table 7-3:** Identification of stakeholders and their interests

Stakeholders	Interests at stake in relation to the project	Effect of project on interests (+ 0 -)	Importance of Stakeholder for Success of Project 1 Little/No Importance 2 Some importance 3 Moderate Importance 4 Very Important 5 Critical player	Degree of Influence of Stakeholder over Project 1 Little/No Influence 2 Some influence 3 Moderate Influence 4 Significant Influence 5 Very Influential
National Ministry of Environment and Sustainable Development, DRC	Biodiversity conservation	+	4	4
	SFM & SLM	+		
	Climate change mitigation REDD+	+		
	Poverty alleviation	+		
ICCN	Landscape planning	+	5	5
	Biodiversity conservation	+		
	Maintaining ecosystem services	+		
	SFM & SLM	+		
Provincial Government Tanganyika	Biodiversity conservation	+	4	4
	SFM & SLM	+		
	Poverty alleviation	+		
	Ecosystem services (water, hydropower, resources for urban use)	+		
	Economic development	-/+		
	Income-generating activities	+		
	Tourism	+/-		
Law enforcement and security agencies	Application of the laws of Congo, security, social stability	+	4	3
WCS	Landscape planning	+	5	5
	Biodiversity conservation	+		
	Maintaining ecosystem services	+		
	SFM & SLM	+		
Customary authority	Local development	+	5	4
	Migration management	+		
	Income-generating activities	+		
	Cultural and livelihood activities in the PAs	-		
Community-based structures	Biodiversity conservation	+	5	4
	SFM & SLM	+		
	Strengthened capacities for sustainable management of forest resources & biodiversity conservation	+		
	Income-generating activities	+		
	Landscape planning	+		
Migrants settled in PAs	Cattle breeding	-	3	3
	Artisanal mining	-		

	Fisheries (fishing is an important pull factor for migration)			
Local communities in the landscape	Landscape planning	+	5	3
	Agriculture	-		
	Cultural uses of the forest	+		
	Strengthened capacities for sustainable management of forest resources & biodiversity conservation	+		
	Maintaining ecosystem services	+		
	Income-generating activities	+		
Indigenous peoples in the landscape	Hunting	-	5	2
	Cultural uses of the forest	+		
	Strengthened capacities for sustainable management of forest resources & biodiversity conservation	+		
	Maintaining ecosystem services	+		
	Income-generating activities	+		
Women & organizations representing their interests	Capacity enhancement and empowerment of women for natural resource governance and management	+	4	2
	Income-generating activities	+		
	Awareness raising on importance of gender-mainstreaming and women's empowerment	+		
Environmental & conservation organizations (NGOs/CSOs)	Biodiversity conservation	+	3	3
	Protection of forest resources	+		
	Maintaining ecosystem services	+/-		
	Environmental awareness raising	+		
Rights-based organizations (NGOs/CSOs) defending community interests	Landscape planning	+	3	3
	Income-generating activities	+		
Private sector (tourism industry)	Profit generation	+/-	1	1
	Biodiversity conservation	+		
	Ecotourism opportunities	+		
Academic Research institutions /	Research	+	2	1
	Knowledge management	+		

Scoring was attributed on the basis of interviews with stakeholders during the project design phase



**Table 7-4:** Stakeholder importance and influence matrix

Importance ↑ high ↓ Low	<b>Group 1: High Importance/Low Influence</b> - Indigenous peoples Women & women’s organizations - Conservation CSOs - Rights-based CSOs - Law enforcement agencies	<b>Group 2: High Importance/High Influence</b> - ICCN - Provincial government - Customary authorities - WCS - Community-based structures
	<b>Group 3: Low Importance/Low Influence</b> - Universities and research centres - Private sector (tourism)	<b>Group 4: Low Importance/High Influence</b> - National government - Militia - Immigrants and displaced peoples
Influence low —————> high		

**Group 1** Stakeholders are **very important** to the success of the activity but may have **little influence** on the process. They may require special emphasis to ensure that their interests are protected and that their voices are heard.

**Group 2** Stakeholders are **central to the planning process** as they are both **important and influential**. These should be key stakeholders for partnership building.

**Group 3** Stakeholders are **not the central stakeholders** for an initiative and have **little direct influence on its success or failure**. They are unlikely to play a major role in the overall process of project implementation.

**Group 4** Stakeholders are **not very important** to the activity **but may exercise significant influence**. These stakeholders can sometimes create constraints to project implementation. Even if they are not involved in the planning process, there may need to be a strategy for communicating with these stakeholders and gaining their support.

### Preliminary Conflict Analysis

Because the Kabobo-Luama Landscape Project involves the management of natural resources on which many stakeholders depend, its influences on the social tissue are inherently complex, involving multiple stakeholders and issues. Differences in values, interests, and needs within and between stakeholder groups can pit conservationists, communities, businesses and governments against one other. Conservation efforts and human well-being are therefore inextricably linked, as each conservation intervention can have a positive or negative impact on broad networks of stakeholders, and vice versa.

Three key relationships characterize how conflict, conservation and peace can impact each other:

- conservation can be linked to conflict
- conservation can suffer from conflicts
- conservation can help resolve conflicts

In view of the existing insecurity and community conflicts in the project area, it is necessary to address the issue of conflict management in order to achieve full community involvement and collaboration, and thus achieve the environmental and social objectives of the project.

At the start of 2017, the security situation in the Tanganyika Province was marked by an upsurge in intercommunity conflicts between Batwa and Bantu, mainly Baluba and some other communities. This led to the resurgence of the Luba militia movements known as the "Elements" and the Twa militia called "Perci". The conflicts led to internal displacements of many households, making their living conditions and access to social services (health, water, education) more precarious. Kalemie has been affected by the arrival of displaced persons in large numbers, as well

as by tensions between Batwa and Banyamulenge, and between farmers and pastoralists. Throughout 2017, UNHCR partners documented over 12,000 reports of human-rights violations in Tanganyika and the nearby area of Pweto in the Haut Katanga Province, to where the conflict has spread. However, UNHCR fears that the number of the people affected by the violence could be much higher since many areas were too dangerous to reach.

While the majority of the reported incidents concerned violations of property rights including extortions, plundering, and destruction, some 4,700 of these incidents referred to physical abuse, torture, murders, arbitrary arrests, forced labour, rape, and forced marriages. Sexual violence is of particular concern. Despite access challenges and the prevailing stigma for those affected, UNHCR's partners recorded 523 cases of sexual and gender-based violence in Tanganyika and in Pweto. About half of these involved children. These atrocities largely affect already vulnerable displaced persons. They were not only committed in the context of the ethnic conflict, but also by the same soldiers deployed to fight renegade militias. The violence spreading across Tanganyika Province (with an estimated population of three million people), resulting in internal displacement of over 630,000 people in 2017 (almost double the 370,000 who were displaced within the province in December 2016<sup>146</sup>).

Some Batwa men interviewed for the design of the present project reported they now hide in the forest or avoid travelling on the roads in fear of retaliation, which explains their difficulties in joining stakeholder consultation meetings in Kalemie. A large part of the landscape is presently (March 2020) inaccessible due to insecurity.

The root causes of the Bantu-Twa conflict include high inequality in political, economic, and social terms. The Batwa have less political power (their leaders are "group" leaders, but do not govern over a territory and have little recognition from other customary chiefs), less social recognition (Bantu tradition considers them as being inferior), and fewer economic resources (mainly due to their lack of access to land and exclusion dynamics from Bantu chiefs). Their living conditions are more difficult (access to water or education), because of the exclusion they suffer, but of which they are also partly actors themselves, as they tend to seclude themselves from other tribes in some areas. The NGO Search for Common Ground (SFCG) has done extensive work on reducing tensions by deconstructing the prejudice, providing better information, and implementing peaceful conflict management methods. However, beyond these activities, in order to sustainably solve the conflict the core of the problem must be addressed, which lies in this inequality and exclusion<sup>147</sup>.

One of the key triggers of upsurges in conflict in the area lies in the growing pressure on lands due to the arrival of migrants, including a vast majority of Bafulero from South Kivu, fleeing the Kivu conflicts and looking for arable and pasture lands. The migrants usually reach agreements with the traditional authorities to use the lands, in exchange for a share of their production or income. These agreements are often made to the detriment of Batwas, who end up even more deprived of their access to land. Other migrants are arriving from Kasai, Burundi, and Tanzania.

Insecurity represents a major risk for the project beneficiaries but also for biodiversity. However, the project itself has the potential to contribute to peacebuilding and stabilization of the area, by appropriately addressing the various communities' representation, empowerment, and by offering concerted livelihood opportunities.

A preliminary Peace & Conflict Assessment was conducted during the project design phase and will necessitate further analysis by a conflict assessment expert as well as appropriate and planned follow-up in order to better understand the dynamics of conflicts at the local level. Such understanding will enable the Kabobo-Luama project to better involve the communities and to contribute to the stabilization of the area, in accordance with UNDP and GEF environmental and social safeguards. Synergies could be harnessed with SFCG, which is active in the area and possesses expertise on conflict analysis and management issues in Eastern DRC.

The major conflicts that have been identified as interacting with the project's activities and results, and that hence should be addressed and monitored for the duration of the project, are the following:

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<sup>146</sup> <https://reliefweb.int/report/democratic-republic-congo/unhcr-alarmed-over-reported-atrocities-dr-congo-s-tanganyika>

<sup>147</sup> Prévention et gestion des conflits dans la Province du Tanganyika et le Haut Katanga, Augst 2018, Search for Common Ground

**Table 7-5: Preliminary conflict analysis**

Type of conflict	Characterization	
Intercommunity conflict	<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>Bantu</li> <li>Batwa</li> <li>Baluba militias</li> <li>Batwa militias</li> </ul>
	<b>Location</b>	Entire Province of Tanganyika except territory of Kongolo
	<b>Potential impact on the project</b>	<ul style="list-style-type: none"> <li>Destruction of biodiversity</li> <li>Insecurity and impossibility to access project sites</li> <li>Displacement of beneficiaries</li> <li>Lack of collaboration of certain key stakeholders to local structures</li> </ul>
Pastoralists / agriculturalists	<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>Pastoralists and agriculturalists from South Kivu (Bafulero, Banyamulenge)</li> <li>Local landowners (Holoholo mainly)</li> <li>Local military and political authorities</li> </ul>
	<b>Location</b>	Project area, and particularly in Kirimbi (69km from Kalemie)
	<b>Potential impact on the project</b>	<ul style="list-style-type: none"> <li>Destruction of biodiversity</li> <li>Insecurity and impossibility to access project sites</li> </ul>
Economic interests	<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>WCS</li> <li>Local monitors</li> <li>Agriculturalists victims of wildlife damage on their crops</li> </ul>
	<b>Location</b>	Project area
	<b>Potential impact on the project</b>	<ul style="list-style-type: none"> <li>Loss of income for beneficiaries</li> <li>Growing discontent</li> </ul>
Sexual Violence	<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>Armed groups</li> <li>Mining diggers</li> <li>Hunters</li> <li>Women</li> </ul>
	<b>Location</b>	Project area, and particularly Lambo Katenga, Lambo Kilela, Mahila
	<b>Potential impact on the project</b>	<ul style="list-style-type: none"> <li>Weak participation of women</li> <li>Loss of traditional knowledge</li> <li>Destabilization of social and economic systems, reduction of household resilience</li> </ul>

## 7-5 STAKEHOLDER ENGAGEMENT PLAN

### Objective and Principles

The main objective of the stakeholder engagement plan (SEP) is to ensure that the interests and priorities of the different stakeholder groups and sectors are taken into account during relevant phases of project development and implementation. Specific objectives of the plan include:

- Providing full information to the stakeholders to ensure a common understanding of the intended project goals, approaches, activities, and their outcomes;
- Triggering participation in order to identify underlying issues and address them in a timely and adequate manner, or adapt the project accordingly if needed;
- Seeking and obtaining FPIC of all project stakeholders;
- Generating project buy-in and appropriation by targeted partners and beneficiaries;
- Identifying priority interventions and adequate strategies to successfully achieve the intended outcomes of the project;
- Identifying opportunities for synergies and partnerships, including co-financing and institutional cooperation;
- Having key stakeholders validate the intervention strategy and project targets;
- Promoting participatory planning, M&E and feedback mechanisms; and
- Establishing a Grievance Redress Mechanism.

The SEP will be implemented according to five basic principles that will ensure its effectiveness and inclusiveness:

- I). **Participation:** Open representation and participation of stakeholders will be facilitated at all levels, from government to local community members, including indigenous peoples and women. The project will emphasize the use of participatory approaches, as well as seek and obtain FPIC from beneficiaries for each step of its implementation. Facilitators and leaders must ensure that this participatory process is carried out appropriately. Decision-making must be based on community consent, after discussion and exchange, and taking into consideration the need for subgroups to meet separately and nominate their own representatives. Although such an approach requires more working time and the creation of a climate of trust with the communities, it also ensures that the communities are truly involved in a sustainable forest governance project, and that the activities aimed at improving practices and living conditions correspond to their needs and the local realities.
- II). **Gender equity:** Project design and implementation will be responsive to gender-sensitive considerations including the specific capacities and needs of women. Careful consideration of local power dynamics will allow the project to ensure the involvement of all stakeholders (men, women, and traditionally marginalized groups such as Batwa men and women) in the project. Discriminations and differences of power between men and women, but also among men and among women have been considered in the project design. A Gender Action Plan accompanies the Stakeholder Action Plan.
- III). **Respect for cultural diversity:** Project design and implementation will respect existing customs, traditions, and forms of organization and decision-making. The Kabobo-Luama Landscape is characterized by an important ethnic diversity (Holoholo, Batwa, Bafulero Babembe, Bashi, Barega, Baluba and Bakasai, Banyamulenge, and so on), some being considered indigenous, some land-owners, and other coming from several waves of migration. Understanding cultural diversity will ensure appropriate integration of all communities within the local structures and activities.
- IV). **Communication and transparency:** Care will be taken to design and implement a communication strategy able to channel messages coherently to and from specific stakeholder groups and audiences targeted by the project. Adequate communication will help avoid unrealistic/false expectations or erroneous interpretations between actors. Information will be provided transparently, without marginalizing any stakeholder groups.
- V). **Partnerships and synergies:** Continuous efforts will be made to ensure mapping of other interventions or projects with similar objectives as the project, or initiatives that are related to the same thematic scope as the Kabobo-Luama Landscape Management project. Opportunities will be explored to establish synergies in order to help to maximize project impact and avoid a duplication of efforts.

### Overview of Engaged Stakeholders, Interests, and Expected Outcomes

**Table 7-6:** Stakeholders identified as relevant to the project and their intended outcomes<sup>148</sup>.

Stakeholders	Interest in the project	Expected role/influence on the project
UNDP	GEF Implementing Agency; sustainable development	<ul style="list-style-type: none"> <li>• Designates Responsible Party</li> <li>• Channels GEF resources to IP and RP</li> <li>• Oversight and Quality Assurance</li> <li>• Accountable to donor</li> <li>• Member of the Project Steering Committee</li> <li>• Arbitration/mediation in case of grievances</li> </ul>
National Ministry of Environment and Sustainable Development	Demonstration of successful interventions for potential replication and upscaling and informing policies; ownership of project and member of the Steering Committee.	Active involvement in decision-making and coordination processes; support to project implementation; facilitating engagement of local authorities; facilitating processes relevant to longer-term sustainability, replication and upscaling; ensuring compliance with policies and regulations.
Institut Congolais pour la Conservation de la Nature (ICCN)	ICCN is a public institution, and legal entity of financial autonomy under the Ministry of Environment, Nature Conservation, Waters and Forests. Its task is the conservation and sustainable management of biodiversity of protected areas in DRC, in cooperation with local communities and other partners to contribute to the well-being of the	<p><b>ICCN is the national project Implementing Partner and therefore responsible for its outcomes.</b></p> <p>ICCN will directly execute c 22% of the GEF grant.</p> <p>ICCN's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher-</p>

<sup>148</sup> Note that this list may change during project implementation and will be reviewed regularly – including during the inception phase.

	Congolese populations and all of humanity. The operationalisation of ICCN in the landscape will be a key contribution to achievement of the project objectives.	level outcomes; ensuring compliance with policies and regulations.
Wildlife Conservation Society (WCS)	The international conservation organisation WCS has been working for more than 12 years with communities in the Kabobo-Luama landscape, on the conservation of biodiversity, endangered species, the protection of forest resources and ecosystem services; and environmental awareness-raising.	<b>WCS is the designated Responsible Party (RP)</b> , executing c. 78% of the GEF grant and providing technical assistance to implementation by ICCN; delivering outputs that will contribute to higher-level outcomes; and ensuring compliance with policies and regulations.
Ministre de l'Agriculture, pêche, élevage, environnement et développement durable (MAPEEDD) of Tanganyika province	This provincial ministry is responsible for policy and promotion of good practices in relation to sustainable agriculture and land use, fisheries, conservation and ecotourism. MAPEEDD will use project outcomes to inform policies and promote conservation in the Province. In the medium and long term, it will contribute to replication and upscaling of practices developed by the project and the development of ecotourism.	Support to project implementation; facilitating processes relevant to longer-term sustainability, replication and upscaling.
Coordination Provinciale de l'Environnement et Développement Durable de Tanganyika	Technical partner. Sustainable environmental management and monitoring of environmental impacts.	Enforce implementation of environmental policy and regulations, monitor ESIA and ESMP and conservation activities.
Other government partners incl. Provincial Ministries of Land Tenure, Land Use Planning, Gender, Education, Health, Interior Affairs, Social Affairs, Agriculture and Infrastructures	Demonstration of successful interventions for potential replication and upscaling, and informing policies; coordination of the project with other sectoral policies, migration control, infrastructures, etc.	Support to project implementation; facilitating processes relevant to longer-term sustainability, replication and upscaling.
Congolese National Police (PNC)	The project can assist to increase their capacity with regard to their role in wildlife crime reduction through training and information exchange.	The police are responsible for the control of illegal trade and other acts with regard to wildlife. The police should collaborate with the project by exchanging information on products and persons involved in trade. Specific collaboration is possible by joint roadblocks. Overall, the PNC plays an important role in the control of bushmeat trade.
MONUSCO	The project can collect information on human activities in the area under the responsibility of the peace-keeping force. MONUSCO is also supposed to mitigate conflicts between various groups in the area.	MONUSCO can assist the project with roadblocks and security management. Where necessary convoys can be protected.
Army (FARDC)	The project can collect information on human activities during protected area surveillance. FARDC deals with armed groups here and needs to know where they are.	FARDC can assist the project and local stakeholders dealing with armed groups. Where necessary convoys can be protected.
Customs	The project can assist to increase their capacity with regard to their role in wildlife crime reduction through training and information exchange.	The Customs are responsible for the control of trans-border traffic. The customs should collaborate with the project by exchanging information on products and persons involved in trade.
Judiciary	The project can bring cases to the judiciary. The project can also inform the judiciary on specific knowledge concerning wildlife crime.	The project, ICCN as well as other stakeholders need the judiciary to sort out legal issues, including wildlife crime and land tenure
Local administration (territory, groupings, localities)	Influence on decision-making and planning processes at the local level.	Coordinate implementation of alternative income generation activities in the area; assist ICCN and WCS in ensuring that forests are managed sustainably through active community participation
Customary authorities	Influence on decision-making processes related to forest conservation and land-management.	Support to coordination of community actions and implementation of conservation and alternative income-generation activities at the local level.
Community-based governance structures established by the project. The following committees represent stakeholders at respectively villages, <i>Groupement</i> (district), protected area and at province level: Comités locaux	Successful management of PAs resulting in the sustainability of ecosystem services	Active participation and collaboration from members will be critical to the success and sustainability of the project.

de conservation (CLC), Comités de conservation communautaire (CCC) Comité de gouvernance des ressources naturelles (CGRN) Comité de Gouvernance Locale (CGL)		These committees are represented in the Steering Committee and they will take part in planning and monitoring of landscape management
Local communities residing in and around the PAs	Improvement of local livelihoods; benefits from ecosystem services provided by forests; secure their lands and livelihoods.	Active participation and collaboration from local community members will be critical to the success and sustainability of the project.
Migrant communities residing in and around the PAs	Secure their livelihoods in and around the Pas.	Impact on biodiversity and social tensions needs to be monitored and mitigated in collaboration with the Ministry of Home Affairs of Tanganyika Province
Indigenous peoples residing in and around the PAs	Improvement of local livelihoods; benefits from ecosystem services provided by forests; secure their lands and livelihoods (esp. hunting)	Active participation and collaboration from indigenous peoples' community members will be critical to the success and sustainability of the project.
Women & organizations representing their interests (see GAP)	Improvement of livelihoods; equitable engagement of women in project activities; empowerment.	Active engagement in decision-making processes related to forest management; participation in alternative income-generating activities.
NGOs/CSOs/ network organisations with a focus on local communities and the rights of indigenous peoples - FPP (international) - ADIPET (local) - ADP (local) - REPALF - (local) a network organisation of NGOs managed by and for forest people (IPs) - DGPA, CFLEDD, GED, REFETANG	Land security; improvement of livelihoods; environmental sustainability aspects related to economic and social development; FPIC implementation.	Technical support for project implementation (integration of lessons learned and good practices), potential co-financing (international), facilitation of community participation (local).  DGPA, REPALF and CFLEDD are member of Steering Committee. All will take part in consultations where appropriate
Other protected areas in the landscape (e.g. Itombwe, Kahuzi Biega, Virunga)	In several protected areas in the landscape, important experience has been built up on shared issues such as wildlife crime, law enforcement, human migration and ecological connectivity supported by among others WCS, WWF, KFW, USAID and EU.	The project will benefit from this experience through knowledge sharing events in which ICCN and WCS networks will be instrumental.
Academic / Research Institutions  Université Officielle de Bukavu, Université de Kalemie, Institut Supérieur de Développement Rural	Local universities have done research on various themes in the landscape.	Technical support for data collection including estimation of carbon stock, forest and biodiversity inventories, technical guidance on livestock management, conflict mitigation.  Collaboration with such local institutes contributes to the integration of the project in the local context, to data collection, knowledge management and learning opportunities.
Other development and humanitarian partners  World Bank: PICAGL OIM: CCCM	Sustainable development processes; management of community dynamics; lesson learning and extraction of good practices for replication and upscaling.	Technical support to project implementation (integration of lessons learned and good practices, conflict analysis), potential co-financing (PICAGL)
Private Sector - Ecotourism initiatives - Artisanal miners - Ferme Espoir	Economic development of the landscape; (eco)tourism potential; marketing of protected areas for tourism purposes.	Livelihood projects implementation (artisanal miners); Investments in protected area management (ecotourism).

## Engagement Structures

The Kabobo-Luama project will adapt stakeholder engagement methodologies to the stakeholders and the stages of the project. It will mainly rely on a set of three main participatory decision-making structures:

### a. Project Steering Committee

A steering committee will provide overall guidance and direction to the project, ensuring it remains within any specified constraints and will review and validate work plans and progress reports prepared by the project team. The steering committee will be comprised of representatives from the main stakeholders identified in group 2 (Table 4), including local civil society organizations promoting environmental protection, indigenous peoples rights, and woman leadership. A ministerial decree will set the rules and functioning of this committee. To ensure good cohesion, the project will offer capacity-building opportunities to the committee members. This committee will meet annually and will set up a system to communicate results and advancements, to be validated by all members.

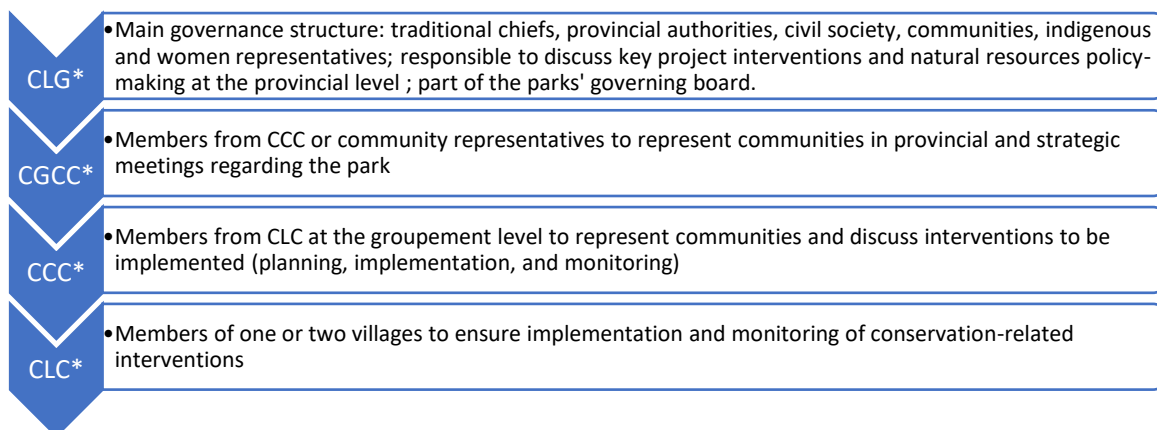
### b. Project Management Unit (PMU)

This unit will be responsible of project planning, implementation, and monitoring, and support to project evaluation. Herein lies the everyday organizational and decision-making responsibility for the project. PMU staff will regularly engage with the relevant stakeholders according to the influence and interests of each party. It has the obligation to develop the meetings and consultation plans in a consensual manner. The PMU will elaborate an efficient communication strategy to facilitate optimal exchange of information and feedback with partners, and ensuring that the Grievance Redress Mechanism is accessible to all. The Project Management Unit is responsible for implementation of the Stakeholder Engagement Plan, including the implementation, documentation and storage of FPIC-related activities.

### c. Local Governance Structures

The local governance structures are the pillars of the community-based approach. They will ensure the coordination of community interventions in the landscape and its protected areas, and to help gather information on biodiversity conservation and development activities. They are an integral part of the management of the reserve. They represent local communities and indigenous peoples (men, women, youths) and will serve as liaisons with the beneficiary populations. They should raise any issues, fears, and orientations identified by the communities. These structures will support the management body in the planning, management, monitoring, and resolution of conflicts between the communities and the project managers. They will also be the channels of communication on information-sharing, and capitalization of the results obtained through shared lessons learnt and constant learning.

Four types of structures have been established within the framework of the 2016-2025 Conservation Action Plan for the Kabobo-Luama Landscape:



**Figure 4.** Community governance structures in Kabobo National Park.

\* CLG = *Comité Local de Gestion*; CGCC = *Comité de Gestion et de Conservation Communautaire*; CCC = *Comité de Conservation Communautaire*; CLC = *Comité Local de Conservation*

The establishment of local committees (CLC and CCC) has almost been completed (in about 75% of the villages) with support from WCS in the Kabobo Wildlife Reserve. However, their representativity and functionality are yet to be consolidated and endorsed by the state's competent authority. Major dysfunctions have been noted during the project design phase in their representativity, their understanding of their roles, and their capacity to channel appropriate information to and from the communities. The project will finalize this process of establishing these committees by:

- Official recognition through a legal document at the provincial level;
- Appropriate support plans for the committees, including the participatory design of working tools and internal rules, to be designed during the first six months of the project in order to review the composition and functioning of community-based structures, and offer ways to support their representativity and ability to channel communities' concerns. This will be done in concertation with the design of the FPIC protocol, as planned in the ESMF; and
- Targeted training activities (see capacity-development section below).

In order to guarantee the full participation of marginalized groups (indigenous peoples, women, youths) within these structures, it will be necessary to ensure that they have an equal voice and not merely a seat at the table. The quality of participation needs to be carefully monitored along with the number of representatives. This will be achieved through the use of the participatory approaches and committee decision-making processes based on consensus rather than voting, while avoiding a rush for quick consensus at the expense of the least-powerful actors.

### **Engagement Methods**

In addition to these three main governance structures and their responsibility to ensure appropriate stakeholder engagement, the following methods will be employed:

a. Meetings with institutional partners

**The DRC national and provincial governments, ICCN, WCS, UNDP, and other relevant actors (UNHCR, IOM, PICAGL, World Bank)** will contribute to the alignment of the project with the national, sub-regional, and international biodiversity conservation and sustainable-development strategies, and will support the necessary mobilization of funds. The PMU will also work with institutional actors to develop collaboration mechanisms and partnerships with relevant initiatives such as PICAGL, on the development of agricultural livelihood activities and income-generation at the community level, or CCCM on the monitoring of internal displacement and migrant communities impacting the landscape.

b. Experts consultations

Recognized experts in thematic areas will consult and inform stakeholders on strategic aspects of the project, as well as build their capacities on specific subjects. International and national experts, specialized NGOs/CSOs, and researchers, will be invited to engage regularly with the PMU. These meetings will enable the project to readjust its interventions and ensure the achievement of results in accordance with UNDP's Social and Environmental Safeguards (SES). These reflections may lead to special arrangements or partnerships in a sector where the implementing partners have no expertise.

c. Multi-stakeholder workshops

Workshops will be used to inform and actively engage larger groups of stakeholders in consultation processes, generating buy-in and sharing knowledge. They will be held in either French, Kiswahili, or local languages depending on the participants' language skills.

d. Bilateral meetings

Meetings will be held bilaterally (with individuals or in groups) in order to inform specific project stakeholders and/or obtain agreement on issues of importance for successful project implementation.



e. Formal and/or informal community meetings

Meetings will be organized with local communities and indigenous peoples in addition to the local governance structures, in order to regularly monitor the representativity of their structures and to ensure engagement at the grassroots level. Village assemblies and separate focus groups will be held to inform stakeholders and/or obtain agreement on issues of importance for successful project implementation. These meetings will be a crucial form of communication at the community level.

f. Field visits

Regular visits of project staff and other stakeholders (e.g. government and other partners; UNDP staff, midterm/final review consultants) to project target sites will be fundamental for engaging with beneficiaries, ensuring continued buy-in and commitment, as well as to review progress in implementation, and to flag and address risks.

g. Exchange visits

Project partners and beneficiaries may be selected to participate in visits to other sites/countries in order to exchange knowledge and learn from good practices and successful approaches implemented elsewhere that could be replicated. Project partners and beneficiaries may be selected to participate in exchange visits to other landscapes (e.g. Itombwe Landscape for sharing on participatory approach and co-management (RNI); PNKB on conflict management, Epulu Okapi Faunal Reserve and Salonga Landscape on bio-monitoring; Tumbe-Ledima Reserve and Virunga National Parks on community forestry, alternative activities to carbonization and structuring).

### **Capacity Development**

There is a profound need in the DRC's conservation sector to change the conservation paradigm and usual practices in terms of stakeholder engagement. In order to pioneer this change, the project will ensure capacity-building of all stakeholders to enable them to assume the roles related to the main project objectives, and especially the ability to effectively engage with one another.

A Safeguards and Stakeholder Engagement focal point within the PMU will be appointed prior to project implementation. This officer will receive training on stakeholder engagement, FPIC, the grievance redress mechanism, conflict management, and participatory methods.

The PMU will also benefit from trainings on FPIC, stakeholder engagement, participatory approaches, and community-based conservation.

Community-based structures will be targeted by a specific training programme, to be defined by the Support Plan. The training programme will include modules on the rights of local communities and indigenous peoples, FPIC, participatory approaches, landscape management, planning and monitoring, knowledge of biodiversity, community animations, benefit-sharing, negotiation techniques, accountability, and conflict and grievances management, so that they can play their role of advocacy leaders for the interests of both the reserve and the communities.

Law enforcement agencies are an important target group for capacity building through awareness and training sessions on collaborative landscape management and wildlife crime.

### **Communications**

In addition to the abovementioned engagement tools, which will be used to reach and engage stakeholders, the project will develop a communication strategy that will take into consideration the stakeholder engagement plan and can be adapted depending on the stage of the project, and in response to feedback from stakeholders, as well as the grievance mechanism.

The project design revealed multiple challenges, both in terms of (i) knowledge and information among the local communities and indigenous peoples in the targeted landscape, its legal framework, potential benefits but also

limitations; and (ii) the availability or existence of communications tools and channels to circulate the information top-down, bottom-up, and horizontally.

The project will work to build effective communications mechanisms and tools, and to train stakeholders in using them effectively. Contents and formats will be adapted to targeted audiences, their educational background, cultural contexts, and languages (French, Swahili, Kibembe and Kitwa) in order to obtain the highest possible levels of accessibility, understanding, and buy-in, including through the following mechanisms:

- **Community skits and bulletin boards:** Skits in Kiswahilli and Kitwa, and notifications/posters on local bulletin boards/offices can be developed as a tool to help raise awareness of rural beneficiaries on relevant project subjects. Songs, theatre, and community cinema (see experience in North-Kivu) will also be used to reach and engage with the communities.
- **Brochures/flyers/newsletters:** Printed materials will be used for sharing project summaries and knowledge products with national stakeholders (incl. government staff, community-based structures, and specifically the communities around targeted forests). Since it is likely that not all members can read, these materials will be complemented by separate visual information leaflets for non-literate stakeholders.
- **Radio, TV, newspapers, press releases:** The media will be used to reach broader stakeholder groups in the landscape, mobilize support, and raise awareness on project activities and relevant environmental topics. Regular broadcasting of programmes on the environment by public and private media in French, Swahili, and local languages will be supported. However, the current local radio (privileged media to reach local communities) only broadcasts in the city of Kalemie. Support will be provided to the project for the launch of a radio for the landscape or extension of radio coverage.
- **Exhibitions:** Posters, photos, banners, and/or short (20-minute) videos may be produced for display in national and international fora and fairs.
- **Policy briefs:** The Project Steering Committee, with inputs from local stakeholders, will produce policy briefs to inform decision-makers on lessons learned and good practices resulting from project implementation, thus enabling replication/upscaling. They will be shared primarily with stakeholders at the government level.
- **Progress reports:** Reports produced as part of M&E processes will be shared with the Steering Committee, UNDP, donor(s), as well as other relevant stakeholders (as appropriate).
- **Online media:** The project will share progress updates and good practices with the general public through online media, including the UNDP DRC and WCS websites as well as platforms such as UNDP EXPOSURE<sup>149</sup>. Posts may include stories, photos, photoblogs, short videos, etc. To reach national and global audiences, the project could also consider establishing accounts on social media including Facebook, Twitter, Instagram, YouTube/Vimeo if sufficient capacity is available (e.g. within the PMU) to manage these accounts properly.

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<sup>149</sup> <https://stories.undp.org>

**Table 7-5: Communication tools and targeted stakeholders**

Information formats Stakeholders	Visual community skits and arts	Brochures, leaflets, newsletters	Radio, TV, newspapers	Exhibitions	Policy briefs	Progress reports	Online media
National government		X	X	X	X	X	
Provincial government		X	X	X	X	X	
Local communities	X		X	X		X	
Women	X		X	X		X	
Indigenous peoples	X		X	X		X	
Environmental and conservation stakeholders		X	X	X		X	X
Private sector		X	X				X
Universities / Experts / Technical partners		X	X	X	X	X	X
Development partners Financial partners		X	X	X		X	X

## 7-6 STAKEHOLDER ENGAGEMENT TIMETABLE

**Table 7-6: Stakeholder engagement timetable**

Activity	Semesters (5 years)									
	1	2	3	4	5	6	7	8	9	10
Inception phase and workshop	X									
Appointment and training of the Stakeholder Engagement focal point	X									
Set-up of the FPIC documentation storage system	X									
Gender Action Plan in place	X									
Development of communication strategy, SEP update and SEP validation with stakeholders through workshops.	X	X								
Establishment of an FPIC protocol for the project	X	X								
Grievance mechanism in place, including response	X	X	X	X	X	X	X	X	X	X
Selection and confirmation of target areas and activities for livelihood support, conservation activities, engaging communities, and women's groups for buy-in and subsequent participation	X	X	X							
Elaboration of the Support Plan for the local governance structures	X	X								
Functioning of community-based structures to strengthen cross-sectoral coordination with appropriate stakeholder participation	X	X	X	X	X	X	X	X	X	X

Activity	Semesters (5 years)									
	1	2	3	4	5	6	7	8	9	10
GAP and SEP revision					X					
GAP and SEP evaluation										X
Publication of lessons learnt										X
Yearly meetings with the Provincial Governments to ensure cross-sectoral coordination with appropriate stakeholder participation		X		X		X		X		X
Stakeholder engagement through capacity enhancement and technical support		X	X	X	X	X	X	X	X	X
Communication and outreach activities	X	X	X	X	X	X	X	X	X	X
Meetings of the Steering Committee		X		X		X		X		X
Monitoring of compliance with project safeguards	X	X	X	X	X	X	X	X	X	X
Project monitoring with participation of stakeholders	X	X	X	X	X	X	X	X	X	X
Knowledge management including systematization, testimony, and perceptions of stakeholders			X		X		X		X	

## 7-7 RESOURCES AND RESPONSIBILITIES

The PMU is responsible for implementing the Stakeholder Engagement Plan and achieving its objectives. The PMU will ensure that the members of each societal group are informed and have the sufficient knowledge and capacity to participate adequately in project activities (meetings and workshops). Safeguards and Stakeholder Engagement Officers will be appointed by the Responsible Party. They will mobilize the project team and the partners to conduct specified stakeholder engagement activities and manage the grievance redress mechanism, according to the objectives and principles of the plan. The estimated cost of stakeholder engagement (\$150,000, Table 7-7) will be covered by specified budget under Component 1 (capacity building related costs) and Component 4 (communication and monitoring related costs).

**Table 7-7:** Estimated budget for activities specifically targeted at stakeholder engagement

Item	Estimated costs US\$
Development and Implementation of support plans for community governance structures	30,000
Stakeholder consultation meetings	15,000
Field visits by project staff and local project partners	35,000
Field visits and participation in meetings by external stakeholders (experts, UNDP, etc)	10,000
Communication strategy development & implementation	30,000
Exchange visits	20,000
Capacity-building plan	10,000
<b>Total</b>	<b>150,000</b>

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## **7-8 GRIEVANCE REDRESS MECHANISM**

In case any grievances exist among project beneficiaries, stakeholders or partners, they will be encouraged to use the project's Grievance Redress Mechanism, as described in the Environmental & Social Management Framework, available on UNDP CO's website: <https://www.cd.undp.org/>. Accessibility is a key principle for any accountability mechanism. Since accessibility starts with awareness-raising, the stakeholder engagement focal point will need to take responsibility for ensuring that project-affected people and communities are informed of UNDP's Accountability Mechanism and the GRM. The stakeholder engagement process provides a key entry-point for this awareness-raising and to ensure that information about UNDP's Accountability Mechanism is made available to all project beneficiaries and partners. Communication materials are available in the online SES Toolkit<sup>150</sup> to support this effort.

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## **7-9 MONITORING AND REPORTING**

Participatory project monitoring and evaluation is a key part of the results-based management (RBM) approach practiced by UNDP and GEF for all projects. Similarly, stakeholder engagement activities will be integrated in the M&E processes for this project to provide sufficient information for adaptive management decision-making. Beneficiaries and project partners will be encouraged to participate in different steps of the process, including design and verification of the logical framework and its indicators, tracking tools, reviews, field visits for monitoring progress, etc. The project will also ensure it regularly disseminates progress reports to relevant stakeholders for inputs, reviews, feedback, and information-sharing purposes.

The project will use standard UNDP approaches and procedures for M&E processes (see Monitoring and Evaluation Plan section of the ESMF for details).

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<sup>150</sup> [https://info.undp.org/sites/bpps/SES\\_Toolkit/SitePages/Communication%20Materials.aspx](https://info.undp.org/sites/bpps/SES_Toolkit/SitePages/Communication%20Materials.aspx)

## **Annex 8. Environmental Social Management Framework (ESMF).**

The Environmental and Social Management Framework is attached as a separate Word File. The implementation costs (USD 180,000) of the ESMF are covered by the budgets of Component 1 (capacity building), Component 2 and 3 (implementation of ESMP measures) and 4 (planning and monitoring), see PRODOC Section VIII *Total Budget and Work Plan*.

## Annex 9. Gender Analysis and Gender Action Plan

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### TABLE OF CONTENTS

9-1	List of acronyms .....	1
9-2	Executive Summary (English) .....	2
9-3	Résumé (Français) .....	4
9-4	Background .....	6
9-5	Introduction .....	7
9-6	Status of Gender Equality in the Democratic Republic of Congo .....	8
9-7	Gender roles in natural resources governance and management .....	10
9-8	Opportunities for mainstreaming gender concerns .....	13
9-9	Gender Action Plan .....	15

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### LIST OF ACRONYMS

BDPfA	Beijing Declaration and Platform for Action
BSP	Benefit Sharing Plan
CCC	Comité de Conservation Communautaire
CEDAW	Convention on the Elimination of All Forms of Violence against Women
CFCL	Concession des Forêts des Communautés Locales
CFLEDD	Coalition des Femmes Leaders pour l'Environnement et le Développement Durable
CGCC	Comité de Gestion et de Conservation Communautaire
CLC	Comité Local de Conservation
CSO	Civil Society Organization
CVEC	Caisse du Village d'Epargne et de Crédit
DRC	Democratic Republic of Congo
DSCRIP	Document de stratégie pour la réduction de la pauvreté
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
GAP	Gender Action Plan
GED	Gender and Environment for Development
GEF	Global Environment Facility
GSB	Gender Sensitive Budget
GWP	Global Wildlife Program
ICCN	Institut Congolais de la Nature
IP	Indigenous Peoples
MEDD	Ministère de l'Environnement et du Développement Durable
MEL	Monitoring Evaluation and Learning
NTFP	Non Timber Forest Products
PA	Protected Area
PLD	Plan Local de Développement
PMU	Project Management Unit
REDD	Reduction of Emissions from Deforestation and Degradation of forests
REFETANG	Réseau des Femmes de Tanganyika
SEP	Stakeholder Engagement Plan
SES	Social and Environmental Safeguards
SESP	Social and Environmental Screening Procedure
SMART	Specific Measurable Achievable Realistic Time-bound
UFMD	Union de Femme Mutuelle pour le Développement
UNDP	United Nations Development Programme
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples
UNHCR	United Nations High Commissioner for Human Rights

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## 9-1 EXECUTIVE SUMMARY

The Kabobo-Luama Landscape is situated within the Albertine Rift region in the eastern part of the Democratic Republic of Congo (DRC). The landscape encompasses three protected areas: Kabobo Wildlife Reserve (147,710 ha), Luama-Katanga Hunting Reserve (230,351 ha), and Ngandja Natural Reserve (289,244 ha). The area is inhabited by several ethnic groups, including Batwa and Bantu. Very limited social and production infrastructure is available. In rural areas, few families have access to safe drinking water, and the public health and education systems are highly deficient. The livelihood of most communities inhabiting the landscape along the shores of Lake Tanganyika depends on fisheries, while agriculture is the main economic activity for communities located inland. Furthermore, hunting, wood, and the collection of non-timber forest products (NTFP) as well as artisanal mining are important activities.

The UNDP-supported, GEF-financed Kabobo-Luama Landscape Management Project has the objective to strengthen the participatory management of the protected area landscape and enhance conservation of endangered species for local sustainable development and global biodiversity benefits. This objective will be achieved through four interrelated components, aimed at strengthening institutional capacities, protected area management, livelihood development, and knowledge management:

The project encompasses four components:

- Institutional capacity for landscape management and biodiversity conservation;
- Enhanced protected area management and reduced poaching of key species;
- Improved livelihoods; and
- Social and environmental safeguards mainstreaming, M&E and knowledge management.

UNDP prioritizes gender mainstreaming as its principal strategy to achieve gender equality and women's empowerment. Gender mainstreaming is the process of assessing any planned action in all areas and levels to determine the implication for women and men. It is a strategy for making the concerns and experiences of women and men an integral dimension of the design, implementation, monitoring, and evaluation of projects so that women benefit equally. Gender mainstreaming aims to transform unequal social and institutional structures in order to make them profoundly responsive to gender, and, when realized, it ensures that both women and men benefit equally from the development process. It involves much more than simply adding women's participation to existing strategies and programmes. Special attention and action is often required to compensate for the existing gaps and inequalities that women currently face.

Project outputs will be designed and delivered in a manner that optimizes gender mainstreaming, ensuring that women benefit fully from capacity-building and effective participation in resource management and livelihood support decisions, as well as in the distribution of benefits. The present Gender Action Plan (GAP) is based on the work done by a team of experts during the project preparation phase and is part of the Environmental and Social Management Framework (ESMF). It completes the Stakeholder Engagement Plan by emphasizing women's contribution to the project and the limitations that project partners will have to overcome in order to enable their full and effective participation. The GAP will guide the project and will serve as a guide for women's participation and empowerment throughout its implementation.

The DRC is engaged in efforts to comply with its international and regional human rights commitments to promote gender, women's rights, and the elimination of all forms of violence against women. Legal provisions and implementation measures promoting gender and improving the status of women are also present in the national legal corpus. Gender mainstreaming in sectoral policies and strategies is ongoing. However, at the level of implementation, especially also in rural/remote areas, significant challenges remain. Rural and indigenous women in particular experience the most discrimination. Traditionally, Batwa women<sup>151</sup> do not cultivate, and they would be impacted more than women from other communities by forest access

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<sup>151</sup> The Batwa identify themselves and are recognized as an indigenous people. They are, by virtue of their way of life and socio-cultural background, originally related to forest resources.



restrictions. Overall discrimination results in an extremely low rate of women's participation in public life and politics at the national, provincial, and local levels, including in decentralized regional bodies.

In the Tanganyika Province, and particularly in the rural areas that are targeted by this project, women are the main users of many of the natural resources that enable them to provide for their family. Agricultural work is their main productive activity. The workload is disproportionately shared between men and women, and access to drinkable water is an issue in certain villages, hence making women more vulnerable to sexual violence. Although women are the main producers, they receive only a minimal share of the benefits, have limited access to production resources, and less control over the product of their labour. Irrespective of the importance of their role in land management, women are not considered as rights-holders according to the widespread discriminatory interpretation of customary law, which is a fluid framework that allows for various interpretations. They are not consulted on land issues by decision-making bodies.

The Kabobo-Luama Landscape Management Project is classified as GEN2 (gender equality is a significant objective). The project will implement a dedicated Gender Action Plan (GAP) with the aim to (i) facilitate equality in accessing project benefits by both men and women; (ii) ensure that all women are actively consulted and engaged in project design, decision-making, implementation and monitoring processes, including active engagement of marginalized groups of women (unmarried, Batwa, young women); and (iii) collect gender-disaggregated data/information to inform M&E and adaptive management responses. The detailed GAP is described in Table 9-4 below.

Throughout project implementation, the following actions will be undertaken to maximize gender mainstreaming opportunities:

- Empower women by targeting and engaging them from the outset in planning processes, policy and legislation reviews, capacity enhancement, and outreach activities;
- Invite gender-focused NGOs to participate in meetings, workshops, and discussion groups;
- Actively involve gender-focused NGOs in activities aimed at enabling sustainable land management and alternative environmentally sustainable income generation; and
- Encourage and reinforce existing local women's groups and cooperatives in the villages.

The project is designed to ensure gender issues are taken into account, by being sensitive to differentiated and uneven roles and needs between women and men but also among women (age, ethnic group, marital status), with a specific focus on discrimination borne only by Batwa women. The project will go further than offering a simple seat at the table, and will emphasize quality of participation through empowerment, awareness-raising, and education. The Project Management Unit is responsible for ensuring that participation moves beyond nominal membership and provides women access to decision-making spaces and processes alongside men, but also the ability to actively impact and lead those processes. The timing of their participation in decision-making processes, from the beginning, is key to allowing them to provide substantial feedback that may make significant changes. This will be done through trainings for both women and men, including traditional community leaders as well as through the set up a specific women group that would meet ahead of the governance committee, and regular separate consultations, for Batwa women and young women, will also accompany this process.

The project will adopt a participatory approach to guarantee a long-lasting impact: the inclusion of all relevant groups and subgroups of stakeholders, with attention to the participation and inclusion of women are key to the conservation of the Kabobo-Luama Landscape. Gender equality and including women in the project are promoted as a way of improving outcomes and effectiveness both in terms of biodiversity protection and development. Gender considerations are fully part of the formulation process, and attention is paid to identifying and promoting appropriate forms of benefit-sharing that acknowledge and reward the differing contributions of both women and men, but specifically of all women, to the sustainable management of natural resources.

For all community-based activities, a detailed Gender Responsive Budget (GRB) will be designed which disaggregates expenditures in terms of women and men, girls and boys. The purpose is to determine the impact of expenditures on women and men (and various sub-groups) and to review gender-related allocations of opportunities and resources. Monitoring and evaluation methods will engage with women. Data collected will be gender-responsive and collected frequently in order to allow progress to be measured, and to assess gender issues and make appropriate adjustments if needed, constituting gender statistics. The data will be fed back to the project personnel and to the community in an understandable form and in a timely manner.

The estimated total costs for implementing the measures recommended in this Gender Action Plan amount to USD 75,000.

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## 9-2 RÉSUMÉ (IN FRENCH)

Le paysage de Kabobo-Luama est situé dans la région du Rift Albertin, dans l'est de la République démocratique du Congo (RDC). Le paysage comprend trois zones protégées : La réserve de faune de Kabobo (147 710 ha), la réserve de chasse de Luama-Katanga (230 351 ha) et la réserve naturelle de Ngandja (289 244 ha). La zone est habitée par plusieurs groupes ethniques, dont les Batwa et les Bantous. Les infrastructures sociales et de production sont très limitées. Dans les zones rurales, peu de familles ont accès à l'eau potable, et les systèmes de santé publique et d'éducation sont très déficients. Les moyens de subsistance de la plupart des communautés vivant dans le paysage des rives du lac Tanganyika dépendent de la pêche, tandis que l'agriculture est la principale activité économique des communautés situées à l'intérieur des terres. En outre, la chasse, la collecte de bois et de produits forestiers non ligneux (PFNL) ainsi que l'exploitation minière artisanale sont des activités importantes.

L'objectif du projet est de renforcer la gestion participative du paysage de la zone protégée de Kabobo-Luama et d'améliorer la conservation des espèces menacées pour le développement durable local et les bénéfices de la biodiversité mondiale. Cet objectif sera atteint grâce à quatre composantes interdépendantes, visant à renforcer les capacités institutionnelles, la gestion de la zone protégée, le développement des moyens de subsistance et la gestion des connaissances :

Le projet comprend quatre composantes :

- Capacité institutionnelle pour la gestion des paysages et la conservation de la biodiversité ;
- Amélioration de la gestion des zones protégées et réduction du braconnage des espèces clés ;
- Amélioration des moyens de subsistance ; et
- Intégration des garanties sociales et environnementales, suivi et évaluation et gestion des connaissances.

Le PNUD considère l'intégration de la dimension de genre comme sa principale stratégie pour atteindre l'égalité de genre et l'autonomisation des femmes. L'intégration de la dimension de genre est le processus d'évaluation de toute action planifiée dans tous les domaines et à tous les niveaux afin de déterminer les implications pour les femmes et les hommes. Il s'agit d'une stratégie visant à faire des préoccupations et des expériences des femmes, ainsi que des hommes, une dimension intégrale de la conception, de la mise en œuvre, du suivi et de l'évaluation des projets afin que les femmes en bénéficient de manière égale. L'intégration de la dimension de genre vise à transformer les structures sociales et institutionnelles inégales afin de les rendre profondément sensibles à la dimension de genre et, une fois réalisée, elle garantit que les femmes et les hommes bénéficient de manière égale du processus de développement. Elle implique bien plus que la simple addition de la participation des femmes aux stratégies et programmes existants. Une attention et une action particulières sont souvent nécessaires pour compenser les lacunes et les inégalités auxquelles les femmes sont actuellement confrontées.

Les résultats des projets seront conçus et réalisés de manière à optimiser l'intégration de la dimension de genre, en veillant à ce que les femmes bénéficient pleinement du renforcement des capacités et d'une participation effective aux décisions relatives à la gestion des ressources et au soutien des moyens de subsistance, ainsi qu'à la répartition des bénéfices. Le présent Plan d'Action Genre est basé sur le travail effectué par une équipe d'experts durant la phase de préparation du projet et s'inscrit dans le cadre de gestion environnementale et sociale (ESMF). Il complète le Plan d'engagement des parties prenantes en mettant l'accent sur la contribution des femmes au projet et sur les limites que les partenaires du projet devront surmonter pour permettre leur participation pleine et effective. Le PAG guidera le projet et servira de guide pour la participation et l'autonomisation des femmes tout au long de sa mise en œuvre.

La RDC s'efforce de respecter ses engagements internationaux et régionaux en matière de droits de l'homme pour promouvoir le genre, les droits des femmes et l'élimination de toutes les formes de violence à l'égard des femmes. Les dispositions légales et les mesures d'application promouvant le genre et améliorant le statut des femmes sont également présentes dans le corpus juridique national. L'intégration de la dimension de genre dans les politiques et stratégies sectorielles est en cours. Toutefois, au niveau de la mise en œuvre, notamment dans les zones rurales/éloignées, des efforts substantiels restent à faire. Les femmes rurales et indigènes, en particulier, sont les plus discriminées. Les femmes Batwa ne pratiquent pas la culture traditionnelle et elles seraient plus touchées que les femmes des autres communautés par les

restrictions d'accès à la forêt. La discrimination globale se traduit par un taux extrêmement faible de participation des femmes à la vie publique et à la politique aux niveaux national, provincial et local, y compris dans les organes régionaux décentralisés.

Dans la province du Tanganyika, et en particulier dans les zones rurales visées par ce projet, les femmes sont les principales utilisatrices de nombreuses ressources naturelles qui leur permettent de subvenir aux besoins de leur famille. Le travail agricole est leur principale activité productive. La charge de travail est partagée de manière disproportionnée entre les hommes et les femmes, et l'accès à l'eau potable est un problème dans certains villages, ce qui rend les femmes plus vulnérables à la violence sexuelle. Bien que les femmes soient les principales productrices, elles ne reçoivent qu'une part minimale des bénéfices, ont un accès limité aux ressources de production et ont moins de contrôle sur le produit de leur travail. Indépendamment de l'importance de leur rôle dans la gestion des terres, les femmes ne sont pas considérées comme des titulaires de droits selon l'interprétation discriminatoire très répandue du droit coutumier, qui est un cadre fluide permettant diverses interprétations. Elles ne sont pas consultées sur les questions foncières par les organes de décision.

Le projet financé par le FEM sur le paysage de Kabobo-Luama est classé GEN2 (l'égalité de genre est un objectif important). Le projet mettra en œuvre un Plan d'Action Genre dans le but de (i) faciliter l'égalité d'accès aux avantages du projet par les hommes et les femmes ; (ii) s'assurer que toutes les femmes sont activement consultées et engagées dans la conception du projet, la prise de décision, la mise en œuvre et les processus de suivi, y compris l'engagement actif des groupes de femmes marginalisées (célibataires, Batwa, jeunes femmes) ; et (iii) collecter des données/informations ventilées par genre pour éclairer le S&E et les réponses de gestion adaptative. Le BPA détaillé est décrit dans le tableau 9-4 ci-dessous.

Tout au long de la mise en œuvre du projet, les actions suivantes seront entreprises pour maximiser les possibilités d'intégration de la dimension de genre :

- Autonomiser les femmes en les ciblant et en les faisant participer dès le début aux processus de planification, aux examens des politiques et de la législation, au renforcement des capacités et aux activités de sensibilisation ;
- Inviter les ONG axées sur l'égalité de genre à participer à des réunions, des ateliers et des groupes de discussion ;
- Impliquer activement les ONG axées sur l'égalité de genre dans les activités visant à permettre une gestion durable des terres et la création de revenus alternatifs respectueux de l'environnement ; et
- Encourager et renforcer les groupes de femmes et les coopératives locales existants dans les villages.

Le projet est conçu pour garantir la prise en compte des questions de genre, en étant sensible aux rôles et besoins différenciés et inégaux entre les femmes et les hommes mais aussi entre les femmes (âge, groupe ethnique, état civil), avec un accent particulier sur la discrimination dont sont victimes les femmes Batwa uniquement. Le projet ira plus loin que la simple garantie d'une place à la table, et garantira la qualité de la participation. L'unité de gestion du projet est chargée de veiller à ce que la participation aille au-delà de l'adhésion nominale et permette aux femmes d'accéder aux espaces et aux processus décisionnels aux côtés des hommes, mais aussi d'avoir un impact actif et de diriger ces processus. Le calendrier de leur participation aux processus décisionnels, dès le début, est essentiel pour leur permettre de fournir un retour d'information substantiel susceptible d'apporter des changements significatifs. Cela se fera par le biais de formations destinées aux femmes et aux hommes, y compris aux chefs traditionnels des communautés. La mise en place d'un groupe spécifique de femmes qui se réunirait avant le comité de gouvernance, et des consultations régulières séparées pour les femmes et les jeunes femmes Batwa, accompagneront également ce processus.

Le projet adoptera une approche participative pour garantir un impact durable : l'inclusion de tous les groupes sociaux concernés, avec une attention particulière à la participation et à l'inclusion des femmes, est essentielle à la conservation du paysage Kabobo-Luama. L'égalité de genre et l'inclusion des femmes dans le projet sont encouragées comme moyen d'améliorer les résultats et l'efficacité tant en termes de protection de la biodiversité que de développement. Les considérations de genre font partie intégrante du processus de formulation, et une attention particulière est accordée à l'identification et à la promotion de formes appropriées de partage des bénéfices qui reconnaissent et récompensent les différentes contributions des femmes et des hommes, mais aussi de toutes les femmes, à la gestion durable des ressources naturelles.

Pour toutes les activités communautaires, un budget détaillé sensible au genre (BSG) sera conçu, qui ventile les dépenses en termes de femmes et d'hommes, de filles et de garçons. L'objectif est de déterminer l'impact des dépenses sur les femmes et les hommes (et sur divers sous-groupes) et d'examiner les allocations de possibilités et de ressources liées au genre. Les méthodes de suivi et d'évaluation feront intervenir les femmes. Les données recueillies seront sensibles à la

dimension de genre et seront collectées souvent afin de permettre de mesurer les progrès, d'évaluer les questions de genre et de procéder aux ajustements appropriés si nécessaire, constituant ainsi des statistiques de genre. Les données seront transmises au personnel du projet et à la communauté sous une forme compréhensible et en temps utile.

Le coût total estimé pour la mise en œuvre des mesures recommandées dans le présent Plan d'Action Genre et les hommes s'élève à 75 000 USD.

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### **9-3 BACKGROUND**

UNDP prioritizes gender mainstreaming as its main strategy to achieve gender equality and women's empowerment. Gender mainstreaming is the process of assessing any planned action in all areas and on all levels to determine the implications for women and men. It is a strategy for making the concerns and experiences of women and men an integral dimension of the design, implementation, monitoring, and evaluation of projects so that women benefit equally. Gender mainstreaming aims to transform unequal social and institutional structures in order to make them profoundly responsive to gender, and, when realized, it ensures that both women and men benefit equally from the development process. It involves much more than simply adding women's participation to existing strategies and programmes. Special attention and action is often required to compensate for the existing gaps and inequalities that women currently face.

The [UNDP Gender Equality Strategy 2018-2021](#) is aligned with the 2030 Development Agenda and UNDP's Strategic Plan. The strategy recognizes gender equality as a human right as well as instrumental to the achievement of sustainable development. It considers women and men as active agents of change and development, not simply beneficiaries and vulnerable groups, and it recognizes how working with men and boys is of critical importance to change gender norms and attitudes and achieve gender equality.

The GEF Council approved a new [GEF](#) in November 2017. The policy outlines the need to address gender equality and promote women's empowerment and requires gender-responsive actions, from design to implementation, monitoring and evaluation. This is to ensure that GEF programmes and projects are not only designed with a good understanding of relevant gender differences, roles, and needs, but also to actively pursue activities that contribute to equal access to and control over resources and decision-making, and that empower women and girls.

Both UNDP and the GEF require a gender-responsive approach, in which the particular needs, priorities, power structures, status, and relationships between men and women are recognized and adequately addressed in the design, implementation, and evaluation of activities. The approach seeks to ensure that women and men are given equal opportunities to participate in and benefit from an intervention and promotes targeted measures to address inequalities and promote the empowerment of women.

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### **9-4 INTRODUCTION**

The Democratic Republic of Congo (DRC) harbours extensive natural resources including substantial areas of primary forest that provide refuge for endangered species of global significance. Presently 11% of the DRC is covered by protected areas, and the government continues to expand efforts to protect its forests. The Kabobo-Luama Landscape includes the Luama-Katanga Hunting Reserve (created in 1954), as well as Ngandja Natural Reserve (2016) and Kabobo Wildlife Reserve (2016). The landscape is situated in the Albertine Rift region, which is one of Africa's most biodiverse eco-regions, containing more endemic and threatened vertebrates than anywhere else on the continent.

At the request of the DRC government, UNDP developed a project concept note on Kabobo-Luama Protected Area Landscape Management for funding by the Global Environment Facility (GEF) as part of the WB-coordinated Global Wildlife Program (GWP). The project will aim to address key barriers to preserving the ecological integrity of the targeted landscape, through protecting its unique and globally significant biodiversity while working with local communities to facilitate sustainable management of natural resources across three protected areas (PAs) that make up the Kabobo- Luama Landscape complex. The project will also work to ensure that local communities benefit from revenue generated by innovative and sustainable activities and the continued provision of ecosystem services.

Four components will be designed to respond to identified challenges and to tangibly contribute to the long-term solutions proposed above: 1) institutional capacity for PA landscape management and conservation of endangered species; 2) Enhanced Protected Area Management and reduced poaching of key species; 3) improved livelihoods within the buffer zones and corridors; and 4) gender mainstreaming, M&E and knowledge management.

The project will work with a range of stakeholders, including representatives of government, civil society, local communities (including indigenous peoples and women), NGOs, academia, and research institutions. The aim is to strengthen joint capacities to protect forests and threatened wildlife and plant species, while generating local and global environmental benefits in terms of protecting the environment, promoting biodiversity conservation, sustainable forest management.

Project outputs will be designed and delivered in a manner that optimizes gender mainstreaming, ensuring that women benefit fully from capacity-building and effective participation in resource management and livelihood support decisions, as well as in the distribution of benefits. Stakeholder engagement will reflect the principles of the integrated landscape approach: continuous learning, multiple and diverse stakeholders, and participatory stakeholder monitoring. This pilot project aims to implement a new approach to protected area management in the DRC, including the establishment of structures that integrate traditional local community leaders as well as representatives of all subgroups of local communities into decision-making processes. It seeks the active management of the Landscape and the implementation of processes to seek and obtain the free prior informed consent of local communities and indigenous peoples at all stages of the project.

A Stakeholder Action Plan has been designed in order to allow the project to appropriately engage with the environment, nature conservation, and natural resource management sectors of both national and provincial governments, technical and financial partners, civil society, and academia – but also with local governance structures, local communities, and indigenous peoples. It establishes mechanisms and modalities of engagement to further mobilize stakeholders during the project.

The stakeholder analysis conducted during project preparation identified actors who have a direct or indirect influence on the implementation of the project, but also the conflict dynamics and vulnerabilities that could compromise project results and fair benefit-sharing among the beneficiaries. A Social and Environmental Safeguards (SES) Screening was conducted, assessing this project as high risk and identifying a moderate risk with regards to gender equality and women’s empowerment (Principle 3 of UNDP’s SES), and with regard to indigenous peoples (Standard 6.3 of UNDP’s SES). The project will develop specific Action Plans to target women and indigenous peoples in particular, in order to make sure they engage in and benefit from the project, ensuring long-lasting results on both conservation in which they play a crucial role and local development of the least privileged actors.

The present Gender Action Plan (GAP) is based on the work done by a team of experts during the project preparation phase and is part of the Environmental and Social Management Framework (ESMF). It completes the Stakeholder Engagement Plan by emphasizing women’s contribution to the project and the limitations that project partners will have to overcome in order to enable their full and effective participation. The GAP will inform the project and will serve as a guide for women’s participation and empowerment throughout its implementation.

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## **9-5 STATUS OF GENDER EQUALITY IN THE DEMOCRATIC REPUBLIC OF CONGO**

The DRC is making efforts to comply with its international and regional human rights commitments to promote gender, women’s rights and the elimination of all forms of violence against women, in particular the Convention on the Respect for Human Rights (1948); the Convention on the Elimination of All Forms of Violence against Women (CEDAW) (1985); the Beijing Declaration and Platform for Action (BDPfA); and the Protocol to the African Charter on Human and Peoples’ Rights, known as the Maputo Protocol. The DRC has also ratified the International Convention on Civil and Political Rights as well as the International Convention on Economic, Social and Cultural Rights, which requires signatory states to eliminate all forms of discrimination against rural women and to ensure their equitable participation “in all community activities.” Similarly, the UN Declaration on the Rights of Indigenous Peoples, ratified by the DRC, encourages states to ensure that indigenous women enjoy “full protection and guarantees against all forms of violence and discrimination,” and to take specific measures to protect “the particular rights and needs of indigenous women and enable their social and economic advancement.”

Legal provisions and implementation measures promoting gender and improving the status of women are also present in the national legal corpus. The DRC recognizes equal rights between men and women. Article 14 of the Constitution guarantees parity between men and women, and the Gender Equality Act, promulgated in 2015, provides a solid foundation by ruling that women must be fairly represented in all nominative and elective functions within national, provincial, and local institutions, including institutions supporting democracy. National policies on gender equality and the national strategy to combat sexual violence have also been adopted, producing positive effects against impunity in this area.

In 2003, the Ministry of Gender, Women, Family and Children was established. The Ministry is responsible for coordinating and guiding the integration of gender in all development processes in the DRC, through its National Strategy for the Integration of Gender in Development Policies and Programmes, produced in 2004, followed by a policy adopted in 2010. The National Gender Policy aims at promoting a Congolese society without discrimination, where men and women, boys and girls have the same opportunities and rights to participate in its development and enjoy economic benefits.

Gender mainstreaming in sectoral policies and strategies is ongoing. Efforts are being made at the political level, supported by the national gender policy and the gender strategy. Considerations on social inequalities are clearly reflected in the strategic orientations of the DSCR. In many of the government's strategies and programmes, gender is specifically or indirectly integrated through the targeting of women, young people, or mixed groups in activities. The country's economic development policies and programmes must be developed and implemented with gender considerations in mind, and must ensure everyone has equal access to resources and their benefits. Finally, the state must take measures to eliminate any practices that are detrimental to women's rights as pertains to access to property, management, administration, enjoyment, and disposal of property. In this sense, the DRC recognizes that widows and daughters have equal inheritance rights, although it does not recognize these rights for unmarried women engaged in consensual unions.

However, at the level of implementation of these legal provisions and strategies, and their actual application – especially in rural/remote areas – significant challenges remain. Too often, strategies remain theoretical, with no effective application. Rural and indigenous women, in particular, experience the most discrimination. Notwithstanding the legal provisions, community land tenure in DRC, that is, community forestry, does not include any specific measure to guarantee women's rights and to propose a positive interpretation of customary law in their favour. This lack of concrete action within the Congolese land tenure regime limits the ability of the state to combat discriminatory practices and prevents women from improving their access to, control over, and use of community forests and lands. The issue of access to property and resource management, including special provisions for gender-mainstreaming in land legislation, is being addressed as part of the ongoing land tenure reform. When ignoring gender, a community-based land tenure regime such as a CFCL can even undermine the positive community norms that exist in some indigenous communities. It does not allow just practices of the rights of rural and indigenous women to inheritance, community representation, community governance, or conflict resolution. Discrepancies between laws and practices thus remain a major obstacle to securing women's land tenure.

Indigenous peoples' organizations note that indigenous women are the social category experiencing the most discrimination. The infant and maternal mortality rate is very high, due to lack of access to health care, and Pygmy women are victims of repeated rapes, a practice common in some Bantu communities towards indigenous women. Treaty implementation remains weak, a fact that was strongly criticized by the Office of the United Nations High Commissioner for Human Rights (UNHCR) during the universal periodic review conducted in 2014. The CEDAW notably highlights discriminatory provisions against women in the family code. It also notes a worrying prevalence of violence against women throughout the country in the form of sexual violence, incest, harassment, domestic violence, and torture, and considers that the impunity of the guilty party is one of the sources of this violence, despite the law on sexual violence (2006) and the new family code (2016), both of which have reinforced women's rights.

Overall, discrimination results in an extremely low rate of women's participation in public life and politics at the national, provincial, and local levels, including in decentralized regional bodies. This comes to light when projects and activities are organized. The situation is all the more precarious for rural women, who are disproportionately affected by illiteracy and the lack of adequate health services, education, economic opportunities, and social benefits. Men are still the majority in decision-making bodies in rural areas, where women have very low representation and seldom or never speak up. The inferiority complex and the weight of tradition (very often, women cannot speak in front of men) remain difficult to overcome. In local governance structures and civil society organizations, when women are actively involved in management bodies, they most often hold positions as treasurers, cashiers, or controllers, and are not in positions that require decision-making. Additionally, when women are involved in decision-making, especially in conservation politics, they come in at a

much later stage when there is not much of a contribution to make, or opportunities to initiate change in conservation efforts. Emphasis on their participation at such a late stage, as is often the case, is insufficient, as it only aims at meeting the standards or the requirements for their quota involvement but does not enable them to implement or incorporate their recommendations. Hence, there is a strong need to push for the involvement of women from the start, from the initial planning of decisions that will affect them, from the grassroots to the national level.

## 9-6 GENDER ROLES IN NATURAL RESOURCE GOVERNANCE AND MANAGEMENT

### (a) Livelihoods and productive activities

In the Tanganyika Province, where this project is situated, and particularly in the rural areas that are targeted by the project, women are the main users of many of the natural resources that enable them to provide for their family. Agricultural work is their main productive activity. While men typically only assist in major land-clearing works, women are present at all phases of agricultural work and are responsible for all farming operations (from ploughing to sowing and other agricultural processing activities). Women play a crucial role in agricultural activities: near villages, the areas reserved for agriculture and the forest fields are used mostly for self-sustenance and are exclusively exploited by women. They mainly cultivate peanuts, cassava, maize, and sweet potatoes. Some of them conduct small breeding of goats, ducks, and chickens. Women are also involved in other natural resource use-related activities: selling products harvested by the family, firewood collection, charcoal production, the collection of non-timber forest products (NTFPs), water collection, and the collection of traditional plants for pharmacopoeia and the production of medicine for certain illness, etc. They hold traditional indigenous knowledge on certain NTFPs (mainly leaves, fruits, and roots and traditional medicines, while men typically have knowledge about other uses of timber and NTFPs (e.g. for hunting purposes).

In the project target area, the two major productive activities of communities inhabiting the coastal areas bordering Lake Tanganyika, in addition to household responsibilities, are mostly agriculture and fish processing (drying or smoking). The women cultivate vegetables, which they sell in order to buy fish from fishermen (women do not fish themselves); this constitutes a main source of income after processing. Cultivation offers them less money and it is considered harder work, but it is the primary income allowing them to gather enough money to buy the fish.

The workload is disproportionately shared between men and women, as shown in Tables 9-1 and 9-2. Access to drinkable water is an issue in certain villages, where the women have to walk 2 to 3km to access an adequate source, hence making them more vulnerable to sexual violence while walking on their own.

**Table 9-1: Typical activities carried out by men and women in the project area**

Women	Men
1. Agricultural production (food products, agricultural products, etc.)	1. Fishing
2. Processing agricultural products (cassava: soaking, peeling, drying; peanuts, etc.)	2. Goat breeding
3. Processing fish (handling, smoking, drying, et)	3. Cattle breeding (cows)
4. Breeding (chicken, goats, etc.)	4. Collection of NTFPs and timber
5. NTFP and firewood collection	5. Charcoal production
6. Water collection	6. Hunting
7. Sale	7. Agriculture (land clearing, labouring/tilling)
8. Raising children	
9. Taking care of husband's needs	

Source: Interviews held by project development Safeguards Consultant in focus groups in Mizimwe, Katala, Kitoke and Kalemie in October 2019

**Table 9-2: Typical time use at household level – Kabobo-Luama\***

Time	Women	Men	Girls	Boys
5:00 – 7:00	- Domestic duties - Breeding - Taking care of children - Agricultural work	- Sleep - Fishing (lake axis) - Agriculture (road axis) - Breeding	- Cleaning - Water collection - Support to mothers	- Breeding - Water collection
7:00 – 10:00	- Household chores	- Agricultural work - Fishing	- Home schooling - Household chores	- School

	- Taking care of children - Agricultural work			
10:00 – 15:00	- Agricultural work - NTFP collection - Fuelwood collection - Market sales	- Agricultural work - Fishing - Fuelwood production - Breeding		
16:00 – 18:00	- Water collection - Cooking - Taking care of children - Breeding	- Eating - Resting - Discussions with friends - Leisure	- Eating - Cleaning - Resting - Water collection	- Eating - Sports - Discussions with friends - Resting - Religious activities
18:00 – 20:00	- Cooking - Taking care of children - Resting - Household chores	- Resting - Discussions with friends - Leisure	- Playing - Cooking	- Playing - Discussions with friends
20:00 – 21:00	- Resting - Household chores	- Resting - Religious activities - Leisure	- Resting - Leisure	- Resting - Religious activities
21:00- 22:00	- Resting - Household chores - Religious activities	- Resting	- Sleep	- Sleep

Source: information collected by project development Gender Consultant in focus groups in Wimbi-Port and Mizimwe in October 2019

Women’s activities vary according to their status and location (proximity of the lake, marital status, children, ethnic group), but also according to the season. Below is a preliminary seasonal calendar that may guide the projects to identify better periods to engage with women according to their availability.

**Table 9-3: Seasonal activities carried out by women**

Rainy season	Jan		Seeding: corn, peanuts	Fishing		
	Feb					
	Mar					
	Apr					
Dry season	May	mushroom (minor period)	Harvest: corn, peanuts		Fishing	Charcoal
	Jun					
	Jul					
	Aug		Seeding			
Rainy season	Sep	Mushroom (major period)	Harvest and seeding: manioc		Fishing	Charcoal
	Oct					
	Nov					
	Dec		Harvest: corn, peanuts			

Source: information collected by project development Safeguards Consultant in focus groups in Mizimwe, Katala, Kitoke and Kalemie in January 2020

**(b) Management of revenues and benefits**

Although women are the main producers, they receive only a minimal share of the benefits, have limited access to production resources, and less control over the product of their labour. However, most women and men from villages located in the Lake Tanganyika shoreline area agreed that they have a form of financial autonomy: they manage the funds from the sale of the surplus production of vegetables. They are still accountable to their husbands for the income, but most of the women manage the household funds. By contrast, in the parts of the Kabobo reserve that are inland, away from the shoreline area, only men are in charge of managing the household finances.

**(c) Access to land and resources, participation in local natural-resource governance**

Irrespective of the importance of their role in land management, women are not considered as rights-holders according to the widespread discriminatory interpretation of customary law, which is a fluid framework that allows for various interpretations. They are not consulted on land issues by decision-making bodies. The traditional matrilineal tenure system itself states that kinship is given by the aunt, but not that the woman enjoys a larger role in the family. The claimants in the



matrilineal household are the uncles or the maternal nephews. In some areas, women hold the right of enjoyment on behalf of their families and could obtain it through inheritance, provided they have male children. However, they are often prohibited from inheriting from their deceased parents or husbands and are thus left without land. Yet the Constitution itself, which recognizes customary law, prohibits such discriminatory practices by asking customary authorities to adhere to the Constitution and national laws, including the law on parity. Some more educated women claim their rights in court and can now invoke the law on parity, but this is rare. Most of the time, conflicts are resolved by family councils or land chiefs who rely on a discriminatory interpretation that disadvantages women.

In terms of natural-resource governance in the project area, there is a weak presence of women in the management and conservation of natural and forest resources (experts, ecoguards, and members in natural resource and forest governance structures), despite their bigger status as the custodians of natural resources from a traditional point of view. Many women mentioned they are too busy to participate in project-related meetings, which are set at unsuitable times. They feel they are not consulted and claim they were only shown the borders of the reserve and did not participate to setting them. Some women participate in the local committees, but they do not feel they have sufficient information, cannot freely express themselves, and usually do not share the information with other women. The timing of their participation in decision-making processes, from the beginning, is key to offering them the chance to provide substantial feedback that could contribute to significant change. Women also said they lack confidence and they are not used to speaking in public. Moreover, in the inland area of the Kabobo Wildlife Reserve, traditional rules, according to which women cannot disagree with a man in public, limit their ability to participate.

#### **(d) Situation of indigenous women**

The Batwa identify themselves and are recognized as an indigenous people. They are, by virtue of their way of life and socio-cultural background, originally related to forest resources. Hunting and gathering and, more recently, basic subsistence agriculture are their main activities. They have a different language as well as different customs and are considered as “primary inhabitants” of the forests. They are traditionally nomadic or semi-nomadic hunter-gatherers, although successive governments of the DRC have all implemented measures to settle them along the roads, out of the forest. They are now all considered sedentary in the Tanganyika Province. However, they remain primarily dependent on bush-meat and hunting as a source of food and income, and their agricultural activities revolve about acting as a labour force for Bantu communities, often coming with violations of their basic human rights, and sometimes forced labour. They also suffer from specific discriminatory customs: it is forbidden to touch them, meaning they are sometimes rejected from health centres or schools, traditional sexual rights over Batwa women for Bantu men, etc. The Batwa (also called Bambuti or Pygmies) are the only people considered “indigenous peoples” in the DRC, although not recognized as such by the national law. Article 51 of the Constitution however affirms that “The State has the duty to ensure and promote the peaceful and harmonious coexistence of all ethnic groups in the country and also ensures the protection and promotion of vulnerable groups of all minorities”, and gives international treaties and agreements supremacy over national law. The government has ratified the UN Declaration on the Rights of Indigenous Peoples and the International Convention on the Elimination of All Forms of Racial Discrimination. A national law is also under negotiation at the Parliament, and the DRC has ratified the UNDRIP. While the Batwa have long be discriminated and displaced, the arrival of migrant communities plundering their resources has exacerbated their precarity further.

Traditionally, Batwa women do not cultivate, and they would be affected more than other communities from forest access restrictions. They are also marginalized by Bantu women, for whom they often function as farm workers and who do not always integrate them in women’s meetings, tending to deny their rights to access the same water source or community gatherings. Batwa women claim not to have access to the cooperative tontine community-based system<sup>152</sup> or to micro-credits, and most of them do not speak fluent Kiswahili, but Kitwa, their own language. Batwa women are allowed to express themselves in front of men and disagree with them. Money is managed varyingly by men or women.

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<sup>152</sup> A mixed savings and credit fund formula based on the creation of a common fund at the village level. It functions as a traditional collective banking system enabling them to get loans from the group to the women in need with a 10% interest rate.

## 9-7 OPPORTUNITIES FOR MAINSTREAMING GENDER CONCERNS

Among the initiatives instigated by the government on gender mainstreaming, the Community Forestry process and the creation of a Gender and Environment working group within the Ministry of Environment constitute important opportunities for mainstreaming gender concerns. This multi-stakeholder platform is a venue to promote gender and capitalize on the sector's support for gender mainstreaming both at the national and local levels. At the national level, the Ministry of the Environment and Sustainable Development (Ministère de l'Environnement et du Développement durable, MEDD), the Ministry of Gender, Women and Families, their technical and financial partners, and civil society, have developed several initiatives on gender-sensitivity in nature conservation and climate change policies. Special measures have been taken by the authority of the supervising Ministry such as the creation of the Gender and Environment working group, which tackles gender in the implementation of the management strategy for community forest concessions.

Projects and programmes for biodiversity conservation and sustainable forest management have also addressed gender issues, supported by the requirement of technical and financial partners, such as the Reducing Emissions from Deforestation and forest Degradation (REDD+) projects and programmes. Progress is being made in some REDD project sites, where women representation of more than 30% in decision-making bodies at the local level is recorded in Local Development Committees. However, the focus has mostly been made on the quantity and not yet on the quality of participation, hence reinforcing existing discrimination patterns and elites' decision-making power.

Civil society initiatives promoting provincial gender policies, accompanied by gender equality and women leadership training have proven to produce good results in terms of actually ensuring the quality of women participation in natural resources management<sup>153</sup>. Other initiatives targeting reforestation and a decrease in the quantity of charcoal and firewood used have also benefitted from impactful gender approaches<sup>154</sup>. Successful approaches to conservation have moreover targeted the improvement of the conditions of rural women in conservation areas, reducing their working hours and facilitating proximity to basic social services. These projects have addressed the gender issue by involving women as active stakeholders in activities that help to alleviate the pressure on natural resources.

At the project level, while there are no formal development associations or women's rights associations in the project area, women are already organized in women's groups and cooperatives, or at least through a system of tontine. Some of those groups have already benefited from micro-credits, and they hold a certain economic autonomy with respect to local customs: women manage the money they own through their sales at the market.

Only a few women's organizations could be identified as active in the target area consulted. This may reflect the weak gender mainstreaming trends currently observed in the Tanganyika Province. The project constitutes in itself an opportunity to build new mainstreaming dynamics, by reinforcing existing structures and triggering the formalization of informal associations where relevant.

**Table 9-4: Non-governmental organizations based in the Kalemie-territory or at the national level with a focus on gender-related issues<sup>155</sup>**

Name	Focus	Contact détails
GED Gender and Environment Development	Local CSO - Sensitization on women's rights - Guidance on income-generating activities	Behn MULOLO Wa MANDABA Kalemie <a href="mailto:behnmol@gmail.com">behnmol@gmail.com</a> +243 816 149 635/ 997 023 814 Noëlla OMBALAKA SAIDA, Représentante des Femmes/Village Mapanda, 243827081063

<sup>153</sup> The Coalition of Women Leaders for Environment and Sustainable Development (CFLEDD) is a network that promotes women leadership at the provincial level, organizes and delivers trainings on gender equality and women leadership. The network won a Gender-Just Climate Solution Award in 2017 at COP24 for pioneering gender approaches in the DRC.

<sup>154</sup> The Eco-Makala project has recorded positive results such as the decrease in the use of charcoal and firewood, thanks to the introduction of improved stoves and fuel briquettes. They also achieved satisfying reforestation results, following the actions of equitable involvement of women and men in the reforestation project.

<sup>155</sup> Note that this list is not exhaustive and will need to be updated during the project inception phase.

CFLEDD Coalition des Femmes Leaders pour l'Environnement et le Développement Durable	National Network – not yet present in Tanganyika - Women leadership in environmental governance - Women participation to REDD+ - Women tenure rights - Gender analysis	Chouchouna Losale Kinshasa <a href="mailto:chouchounalosale@gmail.com">chouchounalosale@gmail.com</a> 243 81 36 45 782/999048003
UFMD Union de Femme Mutuelle pour le Développement	Local CSO	KIMANU MFAUME Mariam Kalemie +243 821 112 310 <a href="mailto:makantanoella@gmail.com">makantanoella@gmail.com</a>
REFETANG Réseau des Femmes de Tanganyika	Provincial network of women's associations or organizations working for women's rights	Kalemie Mme KUNGWA Bett Tél. 081198706 Mme MPANDE Sophi Tél. 0823928615.

The project's objective to sustainably manage and protect the natural resources present in the landscape has a potential to counteract gender-based violence including sexual assault, domestic violence, and forced prostitution<sup>156</sup>. Competition over increasingly scarce and degraded resources can exacerbate these forms of violence. As limited natural resources grow even scarcer due to climate change, women and girls must also walk further to collect food, water, or firewood, which heightens their risk of being subjected to gender-based violence. Links between gender-based violence and environmental crimes such as wildlife poaching or illegal resource extractio<sup>157</sup> have been documented in neighbouring areas. Human traffickin<sup>158</sup> and forced labour are frequently used to enable such illegal activities (mining, charcoal, logging), exploiting local communities.

Throughout project implementation, the following actions will be undertaken to maximize gender-mainstreaming opportunities:

- Empower women by targeting and engaging them from the outset in planning processes, policy and legislation reviews, capacity enhancement, and outreach activities;
- Invite gender-focused NGOs to participate in meetings, workshops, and discussion groups;
- Actively involve gender-focused NGOs in activities aimed at enabling sustainable land management and alternative environmentally sustainable income generation; and
- Encourage and reinforce existing local women's groups and cooperatives in the villages.

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## 9-8 GENDER ACTION PLAN

The GEF-funded project on Kabobo-Luama Landscape is classified as GEN2 (gender equality is a significant objective). The project will implement a dedicated Gender Action Plan (GAP) with the aim to (i) facilitate equality in accessing project benefits by both men and women; (ii) ensure that all women are actively consulted and engaged in project design, decision-making, implementation and monitoring processes, including the active engagement of marginalized groups of women (unmarried, Batwa, young women); and (iii) collect gender-disaggregated data/information to inform M&E and adaptive management responses. The detailed GAP is described in Table 9-4 below.

The Gender Action Plan (GAP) includes activities to be undertaken in order to ensure mainstreaming of concerns related to gender equality and equity (Table 9-5 below). The plan will guide the Project Management Unit (PMU) as well as project

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<sup>156</sup> Gender-based violence and environment linkages: the violence of inequality, IUCN, 2020

<sup>157</sup> See documentation of sexual violence in the Kahuzi-Biega National Park linked to artisanal mining:

Rustad, S.A., Ostby, G. and Nordas, R. (2016). 'Artisanal mining, conflict, and sexual violence in Eastern DRC'. *Extractive Industries and Society* 3(2): 475-484. Available at: <https://doi.org/10.1016/j.exis.2016.01.010>

<sup>158</sup> Conflict over access to scarce resources can give rise to practices such as "sex-for-fish", where fishermen refuse to sell fish to women if they do not engage in sex, or "sex-for-charcoal", as it has been documented in the Virunga National Park: Dranginis, H. (2016). *The Mafia in the Park. A charcoal syndicate is threatening Virunga, Africa's oldest national park. Enough! The project to end genocide and crimes against humanity.* Available at: [https://enoughproject.org/files/report\\_MafiaInThePark\\_Dranginis\\_Enough\\_June2016.pdf](https://enoughproject.org/files/report_MafiaInThePark_Dranginis_Enough_June2016.pdf)

partners on involvement and integration of men and women, not only in the delivery of outputs, but also in the monitoring and evaluation of the process and the results obtained.

The project aims to incorporate gender analysis and gender concerns into all aspects of policy, procedures, projects, and monitoring systems. The GAP facilitates increased participation of women in decision-making processes. Project activities will be designed in a way that is gender-responsive while facilitating equality and equity for both men and women to the extent possible, given the constraints of systemic barriers that are related to deep-rooted traditions and power structures. The project seeks to enable transformational changes in women's ability to engage in decision-making processes relevant to the governance and sustainable management of natural resources. While some of the root causes of the existing gender imbalances in the DRC cannot be resolved given the focus, resources, and time that is available for this specific project, activities will ensure that both men and women will be empowered to increase their understanding and appreciation of the importance that both genders play in ensuring environmental sustainability.

In line with national policies as well as UNDP and GEF guidelines, the project will adopt the following principles in its day-to-day management:

- Demonstrate gender-responsiveness in all interactions with project stakeholders;
- Refrain from using language or behaviour denoting bias and disrespect for any individual based on gender;
- Avoid gender stereotyping in project documents and communication outputs;
- Support zero tolerance for sexual harassment, gender-based violence and/or sexual exploitation and abuse of men, women, girls and boys that may occur in connection with any of its supported activities; and
- Collect gender statistics/information under gender-sensitive indicators to inform results-based and adaptive M&E; this allows for evidence-based decision-making throughout the project cycle.

#### **(a) Project Management**

PMU staff will be required to take the UNDP gender course<sup>159</sup> as well as the UN course on gender and environment<sup>160</sup>, and the UN Women course on introduction to gender that would provide a deeper understanding on gender, sex, and gender-mainstreaming<sup>161</sup>. The staff will be expected to demonstrate a clear understanding of gender-mainstreaming issues and opportunities. Gender statistics, and not only gender-disaggregated indicators, will be integrated into the project's logical framework, and measured during regular M&E processes.

Experts will be engaged to assist in ensuring compliance with gender-mainstreaming requirements.

The project will furthermore develop a targeted communication strategy in close cooperation with the Gender Division of the Tanganyika Province and the Gender Focal Point of the Ministry of Agriculture, Fisheries, Breeding, Environment and Sustainable Development (Ministre de l'Agriculture, pêche, élevage, Environnement et Développement durable) to raise awareness and build support for gender-focused activities at all levels. Besides partners and beneficiaries of the project, stakeholders identified as relevant for supporting the implementation of the Gender Action Plan include the Ministry of Work, Welfare, Public Service, Gender, Family and Children (Ministère de Travail, Prévoyance sociale, Fonction publique, Genre, Famille et Enfant) to mainstream gender and facilitate the collection of gender-disaggregated data, local government authorities in project areas, the private sector, civil society and faith-based organizations, as well as the media.

NGOs with appropriate mandates and capacities will be carefully selected and engaged in project implementation (see Table 9-4), to facilitate greater understanding and integration of issues relevant to the evolving local context. The project will attempt to engage both men and women proportionally while being cautious not to increase their workloads unequally (as women typically also carry household responsibilities that may not be easily handed over to men). In addition, care will be taken to respond to the fact that men and women may have different educational levels and interests.

#### **(b) Project Implementation**

The project is designed to ensure gender issues are taken into account, by being sensitive to differentiated and uneven roles and needs between women and men but also among women (Batwa / Bantus, young / old, unmarried / married, rural / urban, from one tribe to another, and so on). Differences between women will then be taken into account, as women are

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<sup>159</sup> UNDP Gender Journey: Thinking Outside the Box

<sup>160</sup> <https://www.unclearn.org/open-online-course-gender-and-environment>

<sup>161</sup> <https://trainingcentre.unwomen.org/portal/>

not a homogenous group, with differences occurring across age, ethnic group, and specific forms of discrimination borne only by Batwa women. During the consultations, the quality of the participation will be emphasized in order not to have silent representatives endorsing men's interests or Bantu women interests to the detriment of others.

The project will go further than offering a seat at the table and will emphasize quality of participation and actual impact of women on decision-making processes. The project will ensure that participation moves beyond nominal membership and provides women access to decision-making spaces and processes alongside men, but also the ability to actively influence and lead those processes. This will be done through trainings for both women and men, including community traditional leaders, on women leadership and the importance of their participation, in order to help advocate for the inclusion and participation of women in decision-making platforms of the community, as well as through the set up a specific women group that would meet ahead of the governance committee, and regular separate consultations for Batwa women and young women, will also accompany this process.

Women will be represented at all stages of the project – not only to ensure that their specific needs are being taken into account, but also to ensure that women are fully integrated, as an actor, into economic value chains within livelihood support activities, natural resource management (particularly fisheries, agricultural zones, and non-timber forest products), and conflict reduction. While women's productive and income-generating role will be emphasized, the focus will be on tackling the structural causes of gendered inequalities, prioritizing activities that promote women's empowerment as a whole, developing their leadership in natural resources management, enhancing women's autonomy by identifying local limits to participation, and sensitizing both men and women to gender concerns. This will enable the project to avoid the exacerbation of an uneven gender division of labour – one of the structural causes of limited participation of women in governance – that could be caused by the disproportionate shouldering of the forest conservation labour burden by women.

The GAP has been developed with particular attention to existing forms of discrimination against women and adequate mechanisms to overcome these limitations: for instance, as women's lack of time and experience to participate in any governance mechanism or decision relates to the imbalance of productive and household responsibilities between men and women, meetings and trainings will be set at times that take into considerations women's schedules. In this way, the project will seek to reduce the risk that these discriminations are inadvertently reproduced in project implementation. Local structures mixing men and women representatives, or Batwa and Bantu representatives, may actually reproduce marginalization dynamics. Participation of illiterate representatives in the governance committee will be enabled in order to ensure participation of the most vulnerable stakeholders. A specific focus on those structures is key for indigenous women's empowerment so that safeguards are mainstreamed in stakeholder engagement and gender action plans.

Technical support, training and financing will be provided on the sustainable use of natural resources, while actively engaging NGOs focused on women's rights and economic empowerment as natural vehicles for promoting gender equality. Approaches to support women in sustainable land-use and alternative income-generation will take into account the fact that they typically have different interests and incentives than men to participate in these types of activities. Opportunities to generate additional income are powerful incentives for both genders, yet women are more likely to respond to incentives that address their family's basic needs, such as better health and nutrition, and provide time-saving opportunities. The project will explore how these differences can best be accommodated.

For all community-based activities (component 3), a detailed Gender Responsive Budget (GRB) will be designed that disaggregates expenditures in terms of women and men, girls and boys. The purpose is to determine the impact of expenditures on women and men (and various sub-groups) and to review gender-related allocations of opportunities and resources<sup>162</sup>. The gender budget will rely on gender-disaggregated data to show who gets jobs, what kinds of jobs and at what salary; who is targeted for training; and who has decision-making power over allocation of resources.

The project will adopt a participatory approach to guarantee a long-lasting impact: the inclusion of all relevant societal groups, with attention to the participation and inclusion of women are key to the conservation of the Kabobo-Luama Landscape. Gender equality and including women in the project are promoted as a way of improving outcomes and effectiveness both in terms of biodiversity protection and development<sup>163</sup>. Gender considerations are fully part of the

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<sup>162</sup> Balancing equality and equity will sometimes require equal allocation of funds across gender; however, it can also require for more funding to be allocated to ensure that either women's or men's needs are met.

<sup>163</sup> UNREDD: The business case for mainstreaming gender <https://www.unredd.net/documents/global-programme-191/gender-and-womens-empowerment-in-redd-1044/global-gender-resources/6279-the-business-case-for-mainstreaming-gender-in-redd-un-redd-programme-15-december->

formulation process, and attention is paid to identifying and promoting appropriate forms of benefit-sharing that acknowledge and reward the differing contributions of both women and men, but also of all women, to the sustainable management of natural resources.

### **(c) Project Monitoring**

Monitoring and evaluation methods have been designed to be participatory, and to engage with women in the process. Data collected will be gender-responsive and collected in order to enable the measurement of progress, assess gender issues, and make appropriate adjustments if needed, constituting gender statistics. The data will be fed back to the project team and communities in an understandable form and in a timely manner.

Gender indicators aim to reflect differences and inequalities in the situation of women and men in all areas of life<sup>164</sup>. In providing evidence of gender equalities and gender gaps in key areas, they help to make gender inequalities visible, which can in turn inform policy-making to address identified gender gaps. They help to identify data that is relevant to women's and men's lives and to key areas of policy-making. A gender-sensitive database on socio-economic characteristics will be generated by the project in order to monitor gender advancement throughout the project. To achieve this objective, the project will work with women's organizations in the Kalemie territory, the various development actors, and traditional chiefs of the targeted villages. Technical support, training, and funding will be provided to them. Civil society organizations and women's groups will be mobilized and taken as natural vehicles for both the promotion and monitoring of gender equality.

It is important to distinguish between sex-disaggregated data and gender statistics. Sex-disaggregated data refers to collecting data and breaking it down separately for women and men. Gender statistics go further, as they take into account wider gender inequalities and gender bias in data collection methods and tools. In addition, gender statistics have the potential to reflect different groups of women and men, taking into consideration that gender intersects with age, education, family composition and parenthood, country of birth and disability. This means that gender statistics can reflect a deeper understanding of women's situations and needs, and thereby support the analysis of intersecting inequalities.

The projects indicators, in order to be gender-sensitive, encompass the following characteristics:

- data are collected and presented in disaggregated form by sex as a primary and overall classification;
- data reflect gender issues;
- data adequately reflect the diversity of women and men and capture all aspects of their lives; and
- data-collection methods take into account stereotypes and socio-economic and cultural factors that may induce gender biases.

Two methods of data collection, relevant for gender statistics and indicators, will be used. Quantitative methods of data collection produce quantifiable results. In other words, they focus on issues that can be counted, such as percentages of women and men in the labour market, male and female wage rates, or school enrolment rates for girls and boys. Quantitative data can show the magnitude of changes in gender equality over time — for example, the percentage of women married before the age of 15 or the gender pay gap over time. Qualitative methods capture people's experiences, opinions, attitudes, and feelings — for example, women's experiences of the constraints or advantages of working in the informal sector, or men's and women's views on the causes and consequences of underrepresentation of women in senior positions in the economy or in politics. Often participatory methods such as focus group discussions and social mapping tools are used to collect data for qualitative indicators. Qualitative data can also be collected through in-depth surveys measuring perceptions and opinions.

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2011-6279.html

<sup>164</sup> United Nations, Integrating a gender perspective into statistics, New York, 2006, cited in United Nations Statistical Division. 2016, p. 1. <https://unstats.un.org/unsd/demographic-social/Standards-and-Methods/files/Handbooks/gender/Integrating-a-Gender-Perspective-into-Statistics-E.pdf>

**Table 9-5: Gender Action Plan<sup>165</sup>**

Outcomes	Action	Indicator and Targets	Responsible	Timeline	Budget
<b>Project Management &amp; Implementation</b>	Consider gender balance in establishing the Project Management Unit and in managing its human resources	<u>Baseline:</u> No PMU established <u>Indicator:</u> Documentation of contracting process (vacancy announcements, shortlisting, interview notes) + proportion of women employed in unskilled / technical / management / supervisory roles <u>Target:</u> Demonstrable efforts to recruit at least 50% women, including in positions with project responsibilities	MEDD UNDP WCS ICCN	At project start-up	/
	Ensure that gender expertise is available within the PMU (through awareness-raising and trainings)	<u>Baseline:</u> No training; limited gender expertise available among PMU staff (level to be assessed at start of training) <u>Indicator:</u> Online and in-situ trainings provided to team members (certificates, modules), knowledge assessed through interviews <u>Target:</u> PMU team members are knowledgeable on gender issues and able to report on gender-sensitive indicators of the project	MEDD UNDP WCS ICCN	Inception phase	5000
	Ensure that relevant consultancy and partnership TORs (experts, local NGOs) include gender-related tasks/deliverables	<u>Baseline:</u> No TORs available <u>Indicator:</u> Gender-specific deliverables/tasks integrated in consultancy TORs <u>Target:</u> All recruitment/procurement processes are based on TORs that integrate gender-mainstreaming aspects where relevant	PMU	Continuous for the duration of the project	/
	Identify and reinforce civil society organizations on women's rights and women-led organizations	<u>Baseline:</u> no CSO contracted as partner, 2 women's rights orgs. identified <u>Indicator:</u> Number of women's organizations involved in the project implementation <u>Target:</u> The project's implementation is accompanied in the field for all components by women's organizations in charge of ensuring gender mainstreaming	PMU	1 <sup>st</sup> year of project implementation	10,000

	Enable women to actively participate in decision-making processes affecting their lands, resources, activities, families, and livelihoods, and to overcome access constraints to natural resources	<p><u>Baseline:</u> Existing community-based structures demonstrate little quantitative gender parity and no qualitative measures to ensure gender-mainstreaming</p> <p><u>Indicator:</u> Level of engagement of women structures (% of women participating in discussions<sup>166</sup> disaggregated by ethnic group, age, and marital status + opinions expressed + decisions impacted)</p> <p><u>Target:</u> Women are actively participating in local governance structures, accounting for 50% of the members, including representatives of both Bantu and Batwa women, women of all ages, and marital status; women express their opinions and these are taken into account in influencing each decision-making process related to the project</p>	PMU	Continuous for the duration of the project	/
<b>Outcome 1</b> <b>Improved management of the Kabobo-Luama Protected Area Landscape</b>	Include gender-sensitive measures and gender-sensitive indicators in the existing Kabobo-Luama Landscape Management Plan	<p><u>Baseline:</u> No gender-sensitive measures or indicators included in the Management Plan</p> <p><u>Indicator:</u> Measures and indicators developed for integration in the Management Plan</p> <p><u>Target:</u> The Management Plan includes at least 10 gender measures and its indicators are gender-sensitive</p>	PMU	1 <sup>st</sup> year	/
	Ensure all women's active and impactful participation in the process to revise the existing Management Plan	<p><u>Baseline:</u> The revision process of the Management Plan has not started</p> <p><u>Indicator:</u> Indication of specific measures emanating from the focus groups (Batwa, Bantu, young women)</p> <p><u>Target:</u> The content of the new Management Plan has been adapted to answer women's needs by including measures emanating from focus groups</p>	PMU	1 <sup>st</sup> year	/
	Build women's leadership capacity through trainings for both men and women	<p><u>Baseline:</u> No training provided</p> <p><u>Indicator:</u> Separate training sessions specifically adapted to the needs of both men and women members of local governance committees (participants lists, modules)</p> <p><u>Target:</u> Each community governance structure member has been trained in women leadership</p>	PMU	Continuous for the duration of the project	15,000

<sup>166</sup> Participation of sub-groups to be measured from onset; decrease may indicate an issue related to limited interest in the project and should trigger further consultations.



	Integrate women in the design and diffusion of environmental communications programmes (radio, theatre, etc.) and address their activities and rights in the local language	<u>Baseline:</u> Environmental communication programmes have not been designed <u>Indicator:</u> Messages in Kiswahili and Kitwa included in the programmes (ToRs, programmes recorded) <u>Target:</u> Each programme includes women protagonists, tackles a subject related to women's activities, and at least one message regarding women's rights	PMU	Continuous for the duration of the project	/
	Train both women and men in energy-saving and sustainable agriculture technologies (adaptation to land management practices, adaptations related to changed rainfall patterns or other climate-related changes)	<u>Baseline:</u> No training / skill-building activities have taken place <u>Indicator:</u> % of persons who receive trainings, by type of training, disaggregated by gender, ethnic group, age, and marital status <u>Target:</u> At least 50% of training and skill building activities target women	PMU	Continuous for the duration of the project	/
<b>Outcome 2</b>  <b>Increased management effectiveness of Kabobo, Luama-Katanga, and Ngandja Reserves, with increased capacity to combat wildlife crime</b>	Include women in the participatory mapping and zoning processes and ensure that the zoning process allows for sufficient areas dedicated to women's activities and is made respecting women's rights to land	<u>Baseline:</u> Areas dedicated to women's activities have not been identified nor assessed <u>Indicator:</u> ha of lands available for women's activities and location information (distance from the village, type of terrain) <u>Target:</u> The zoning plan represents both women's and men's land uses and livelihoods needs, allowing appropriate areas to be preserved for women's activities	PMU	Continuous for the duration of the project	/
	Engage women as community patrol members, taking into account their willingness to join patrol groups, and considering appropriate enabling measures (presence of a family member or husband in the patrol, number of days patrolling, etc.)	<u>Baseline:</u> No community patrols <u>Indicator:</u> Number and % of jobs (person-days) generated for men and women in the community by the community patrols <u>Target:</u> Patrol groups include at least 25% women (% tbc based upon assessment of levels of willingness to participate)	PMU	2 <sup>nd</sup> year	/
	Open trainings to SMART methods and biodiversity monitoring	<u>Baseline:</u> No collective trainings yet <u>Indicator:</u> % of women participating in the trainings <u>Target:</u> All women patrollers participate in the trainings	ICCN WCS	2 <sup>nd</sup> year	/
	Ensure all women, including indigenous and unmarried women, are equitably consulted and participate in the definition of the business plan and the benefit-sharing model	<u>Baseline:</u> No consultations yet <u>Indicator:</u> Level of engagement of women structures (% of women participating in the discussions from the beginning, disaggregated by ethnic group, age, and marital status + opinions expressed + decisions impacted)	PMU	2 <sup>nd</sup> year	/

		<b>Target:</b> Women are able to contribute to designing a business plan and a benefit-sharing model that actually fit their needs and allow them to get a fair share of the benefits generated			
<b>Outcome 3</b>  <b>Livelihood-driven threats to biodiversity within and around PAs reduced</b>	Ensure all women, including indigenous and other marginalized women, are equitably consulted and participate in the development of the local sustainable development plans (PLD – Plan Local de Développement)	<b>Baseline:</b> No consultations <b>Indicator:</b> % of women participating in the design of the PLD, disaggregated by ethnic group, age, and marital status + recording of diverse points of views expressed + number of changes in plans due to consultations with women <b>Target:</b> Each subgroup of women is represented from the beginning of PLD development, and each PLD contains specific measures based on consultations with women	PMU	Continuous for the duration of the project	/
	Allow livelihood activities supported by the project to be beneficial to all women through a fair benefit-sharing mechanism	<b>Baseline:</b> No livelihood activities supported by the project <b>Indicator:</b> Number and percentage of men and women, disaggregated by subgroups, with increased ownership of the productive assets (livestock, equipment, storage, processing, marketing, etc.) <b>Target:</b> Livelihood activities support men and women in an equitable way, taking into account differences among women (numbers tbd during design of activities)	PMU	Continuous for the duration of the project	/
	Ensure all women, including indigenous and other marginalized women, are equitably consulted and participate in the development of the livelihood activities to be supported by the project	<b>Baseline:</b> No consultations <b>Indicator:</b> Number of awareness activities providing targeted information to women on potential micro-credits for livelihood alternatives <b>Target:</b> 50% of the livelihood activities supported by the project specifically target women	PMU	1 <sup>st</sup> year	/
	Support women’s entrepreneurship in green economy and conservation-friendly businesses	<b>Baseline:</b> Selection not yet been made <b>Indicator:</b> Number of initiatives run by women supported by the project <b>Target:</b> Two out of the three entrepreneurs supported by the project are women	PMU Women’s organizations	Continuous for the duration of the project	/

	Ensure livelihood-related (production and sale) trainings target both men and women, including indigenous and other marginalized women	<p><u>Baseline:</u> No training</p> <p><u>Indicator:</u> Number of participants in the trainings disaggregated per topic, gender, age, ethnic group, and marital status</p> <p><u>Target:</u> At least 50% of the participants in the trainings are women</p>	PMU	Continuous for the duration of the project	/
<b>Outcome 4</b>  <b>Mainstreaming of gender and indigenous peoples concerns, and lessons learned through participatory project implementation and M&amp;E are used to guide adaptive management, knowledge management and communication in support of upscaling</b>	Elaborate specific gender-sensitive Indigenous Peoples Plan addressing specific discriminations against indigenous women	<p><u>Baseline:</u> No Indigenous Peoples Plan</p> <p><u>Indicator:</u> Presence of specific measures for Indigenous women, supported by a Gender-Sensitive Budget and gender indicators, in the Indigenous Peoples Plan</p> <p><u>Target:</u> The Indigenous Peoples Plan identifies and responds to specific women's needs and provide adequate support to indigenous women through a GSB</p>	PMU Consultant IPP	1 <sup>st</sup> year	/
	Facilitate participation of women in project monitoring, evaluation, and learning (MEL) activities	<p><u>Baseline:</u> No MEL system in plan</p> <p><u>Indicator:</u> Number and % of men and women actively participating in the MEL process</p> <p><u>Target:</u> Each MEL activity includes at least 40% women</p>	PMU	Continuous for the duration of the project	/
	Ensure that knowledge management and communication activities integrate gender-based data and information	<p><u>Baseline:</u> No MEL system in place</p> <p><u>Indicator:</u> Gender-related lessons learned included in learning tools developed and published by the project</p> <p><u>Target:</u> The project is able to influence other similar projects through the dissemination of at least one article per year (e.g. through website, newsletter) sharing lessons learned on gender-mainstreaming</p>	PMU UNDP	Continuous for the duration of the project	10,000

The estimated cost of the gender Action Plan (\$40,000, Table 9-5) will be covered by specified budgets under Component 1 (capacity building related costs) and Component 4 (communication and monitoring related costs) and it will be implemented under the responsibility of the stakeholder engagement and gender expert

## Annex 10. Procurement Plan - first year of implementation

**Table 10-1: Expected Goods and Non-Consulting Services under the GEF project Kabobo-Luama landscape management project**

No	General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Prior or Post review
1	60 trousers @\$28, 60 shirts @\$20, 60 T-Shirt @\$18, 20 jackets @\$30, 30 Leather boots @\$60, 60 rubber boots @\$10, 50 stockings @\$5, 34 backpack @\$60, 50 water bottle @\$20, 50 lunch box @\$20, 50 belts @\$15, 50 kepis @\$10, 50 ponchos @\$40, 50 charger holder @\$31, 50 torch light @\$29, 10 tent @\$300, 55 thermarest @\$40, 50 sleeping bag @\$80, 25 tarpaulin @\$30, 7 leaderman @\$150	28.410	Request for quotation	RP	3	Q4/2021	Q4/2021	PRIOR
2	Communication equipment: 3 Radio VHF @\$5000, 20 Radio HF @\$350, 10 Thuraya @\$750, 20 DeLorne-Inreach @\$450, 2 V-SAT @\$5000	\$48.500	Request for quotation	RP	1	Q4/2021	Q4/2021	PRIOR
3	Data collection equipment: 20 GPS @\$300, 20 Smartphone CAT @\$250, 10 Binoculars @\$300, 5 Camera (reflex) @\$750, 20 Cameras traps @\$600	\$29.750	Request for quotation	RP	1	Q4/2021	Q4/2021	PRIOR
4	Equipment for data analysis and reporting in Kalemie office: 2 Computers @\$1200, 2 Printers @\$400, 2 Scanners @\$120, 4 External hard disks 2 TB @\$150, 1 Multimedia projector @\$700, 1 Large video screen for surveillance planning and monitoring @\$12000	\$16.740	Request for quotation	RP	1	Q4/2021	Q4/2021	PRIOR
5	Equipment for data analysis and reporting in surveillance camps: 4 Computers @\$1200, 4 Printers @\$400, 4 Scanners @\$120, 12 External hard disks 2 TB @\$150, 2 Multimedia projector @\$700	\$10.080	Request for quotation	RP	1	Q4/2021	Q4/2021	PRIOR
6	Power supply equipment: 6 Solar panels @\$300, 10 Batteries @\$300, 4 Cables @\$15, 4 Inverters @\$300, 4 Stabilisers @\$75, 4 Onduleurs @\$100	\$6.760	Request for quotation		1	Q4/2021	Q4/2021	PRIOR
7	Mobility of institutional support: 1motorcycles AG200	\$5.500	Request for quotation	RP	1	Q4/2021	Q4/2021	PRIOR
9	Mobility Ngandja: 1 Hilux pickup double cabin, 1 motorcycles AG200, 1 wooden boat + 55HP outboard engines	\$43.500	Request for quotation	IP	4	Q4/2021	Q4/2021	PRIOR
10	Mobility Kabobo1 Hi-lux double cabin components 1 and 4, 1 steel boat + 2x 50 HP outboard engines	\$100.000	Request for quotation	RP	3	Q4/2021	Q4/2021	PRIOR
11	Mobility livelihood support: 2 motorcycles AG200, 1 HiLux, used also for mobility Kalemie project office	\$36.000	Request for quotation		2	Q4/2021	Q4/2021	PRIOR

12	Fuel institutional development (road approximately 4400km/yr, @ 0,3US\$/km, boat approximately 2700km/yr, @ 0,4US\$/km)	\$2.400	Local market	RP	n.a.	Q4/2021	Q4/2021	PRIOR
13	Fuel protected area (Kabobo-Luama) surveillance (road approximately 13,290km/yr, @ 0,3US\$/km, boat approximately 13,620km/yr, @ 0,4 US\$/km)	\$9.435	Local market	RP	n.a.	Q4/2021	Q4/2021	PRIOR
14	Fuel protected area (Ngandja) surveillance (road approximately 3670km/yr, @ 0,3US\$/km, boat approximately 5110km/yr, @ 0,4 US\$/km)	\$3.145	Local market	IP	n.a.	Q4/2021	Q4/2021	PRIOR
15	Fuel community activities Kabobo-Luama (road approximately 16400km/yr, @ 0,3US\$/km, boat approximately 8700km/yr, @ 0,4US\$/km)	\$8.400	Local market	RP	n.a.	Q4/2021	Q4/2021	PRIOR
16	Fuel community activities Ngandja (road approximately 3600km/yr, @ 0,3US\$/km, boat approximately 4800km/yr, @ 0,4US\$/km)	\$3.000	Local market	IP	n.a.	Q4/2021	Q4/2021	PRIOR
17	Fuel M&E (road approximately 2080km/yr, @ 0,3US\$/km, boat approximately 2440km/yr, @ 0,4US\$/km)	\$1.600	Local market	RP	n.a.	Q4/2021	Q4/2021	PRIOR
18	Fuel coordination Kinshasa (road approximately 4167 km/yr, @ 0,2US\$/km)	\$1.250	Local market	IP	n.a.	Q4/2021	Q4/2021	PRIOR
19	Training materials: 1 tent, generator, training kits, 1 aid medical kits, printing of training modules, training aids (white board, etc.)	\$4.600	Request for quotation	RP	2	Q4/2021	Q4/2021	PRIOR
20	Office furniture Kalemie: 2 Office utensils @\$1000, 4 Metal cupboards @\$300, 4 Small tables @\$50, 4 Tables @\$450, 10 Office chairs @\$100, 4 Metal shelves @\$400, 1 Safes @\$1000, 1 Tanks 3000 litres @\$650, 40 Plastic chairs @\$8	\$9.	Request for quotation	RP	1	Q4/2021	Q4/2021	PRIOR
21	Furniture surveillance camps: 4 Office utensils @\$1000, 4 Metal cupboards @\$300, 4 Small tables @\$50, 2 Tables @\$450, 6 Office chairs @\$100, 4 Metal shelves @\$400, 2 Safes @\$1000, 20 Beds @\$250, 20 Mattress @\$200, 2 Tanks 3000 litres @\$650, 100 Plastic chairs @\$8	\$21.600	Request for quotation	RP	1	Q4/2021	Q4/2021	PRIOR
22	Food rations for patrolling (Kabobo)	\$3.500	Local market	RP	n.a.	Q4/2021	Q4/2021	PRIOR
23	Food rations for patrolling (Ngandja)	\$1.500	Local market	IP	n.a.	Q4/2021	Q4/2021	PRIOR

**Table 10-2: Expected Works Contracts under the GEF project Kabobo-Luama landscape management**

No	General Description		Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Prior or Post review
24	One surveillance camp Kabobo (WCS), two more camps	\$60.000	Request for quotation	RP	1	Q4/2021	Q4/2021	PRIOR
25	One surveillance camp Ngandja (ICCN)	\$60.000	Request for quotation	IP	1	Q4/2021	Q4/2021	PRIOR
26	Construction of Kalemie offices to accommodate project and ICCN at the compound of the Environment Inspection (MEDD) in Kalemie	\$60.000	Request for quotation	RP	1	Q4/2021	Q4/2021	PRIOR

**Table 10-3: Expected Consultancy Services under the GEF project Kabobo-Luama landscape management**

No	General Description	GEF	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Prior or Post review
27	Financial assistant	\$21.600	IC	IP	1	Q4/2021	Q4/2021	PRIOR
28	Project technical assistant	\$27.600	IC	IP	1	Q4/2021	Q4/2021	PRIOR
29	Driver coordination Kinshasa	\$6.000	IC	IP	1	Q4/2021	Q4/2021	PRIOR
30	Driver	\$5.400	IC	IP	1	Q4/2021	Q4/2021	PRIOR
31	Mechanic	\$6.000	IC	IP	1	Q4/2021	Q4/2021	PRIOR
32	Project manager	\$44.100	IC	RP	1	Q4/2021	Q4/2021	PRIOR
33	Finance Officer	\$12.000	IC	RP	1	Q4/2021	Q4/2021	PRIOR
34	Technical Advisors (protected area management planning expert, protected area finance expert)	\$10.000	IC	RP	2	Q4/2021	Q4/2021	PRIOR
35	Social & environmental safeguards expert	\$20.000	IC	RP	1	Q4/2021	Q4/2021	PRIOR
36	Stakeholder engagement and Gender Expert	\$10.000	IC	RP	1	Q4/2021	Q4/2021	PRIOR
37	Indigenous Peoples rights and liaison, social risks and livelihood Specialist (contracted to REPALF)	\$10.000	IC	RP	1	Q4/2021	Q4/2021	PRIOR
38	Local Development Plan expert	\$0	IC	RP	1	Q4/2021	Q4/2021	PRIOR
39	Trainers	\$15.000	IC	RP	several t.b.d	Q4/2021	Q4/2021	PRIOR
40	4 Project component managers	\$67.200	IC	RP	4	Q4/2021	Q4/2021	PRIOR
41	1 Boat men	\$6.840	IC	RP	1	Q4/2021	Q4/2021	PRIOR
42	2 Drivers	\$10.800	IC	RP	1	Q4/2021	Q4/2021	PRIOR
43	Field logistic assistant	\$3.900	IC	RP	1	Q4/2021	Q4/2021	PRIOR

## Annex 11. Knowledge Management Plan

The Knowledge Management Plan (KMP) aims to capture, distil, create, store, share, and effectively use knowledge to realize the project's objective which is to "Strengthen the management of the Kabobo-Luama protected area landscape and enhance conservation of endangered species for local sustainable development and global biodiversity benefits".

Under component 4 of the project, resources are allocated to knowledge management (along with M&E and gender issues). The project team will ensure extraction and dissemination of lessons learned and good practices to (a) promote learning and adaptive management within the project, and (b) facilitate upscaling or replication at local and global scales. While the main elements of the plan are broadly outlined below, a detailed knowledge management plan will be prepared during the inception phase in connection with a communication plan. Other project components, particularly Component 1 (Institutional capacity for landscape management and biodiversity conservation) are closely associated to KM providing lessons and using acquired knowledge for capacity building as well as decision and planning processes.

Guiding principles. In developing the KMP, the following principles will be adhered to.

- KM must be people-centered and demand-driven with the focus being on improving local communities' self-reliance, social justice, and participatory decision-making
- KM must explicitly take into account the need to empower women in community based natural resource management
- Transfer of knowledge needs to be context specific with technology and process playing appropriate and enabling functions

Critical knowledge areas for the project. The detailed KMP to be developed in the inception phase will identify and prioritize critical knowledge areas for the project through consultations with stakeholders. Broadly, key topics that the project needs to learn about and/or topics that it will gain knowledge about that can be shared with others are listed below.

- How to undertake cross-sectoral, integrated landscape and protected area planning
- How to mainstream biodiversity considerations in landscape planning and management
- How to estimate the economic value of ecosystem services and biodiversity and integrate this in decision-making on land use
- How to strengthen biodiversity surveillance and law enforcement
- How to understand the differentiated roles of men and women in natural resource use and the significance of this in conservation and law enforcement
- How to strengthen the planning and management capacity of communities and CBOs
- How to apply biological science in PA and natural resource monitoring and management
- How to monitor threats to biodiversity
- How to implement new management models for conservation areas, particularly collaborative management and surveillance
- How to establish new revenue streams for biodiversity and PA management
- How to support alternative sustainable livelihoods in communities
- How to empower women in the area of community based natural resource management
- How to disseminate project results at least on an annual basis to a wider interested audience
- How to assess and share experience gained in the mixed Govt / NGO implementation arrangements and make a success of it

Knowledge management approaches. The project will use different methods for the documentation and dissemination of knowledge tailored to the topic area and audience. The KMP that is to be developed in the inception phase will outline the approaches and actions needed for sourcing knowledge for the benefit for project stakeholder as well as actions for documenting knowledge generated by the project in the priority knowledge areas. These could include:

- Community of practitioners to bring together stakeholders across organizational boundaries and stakeholder groups to discuss and learn from practice (one or several could be considered based on needs determined in the inception phase)
- Knowledge products (KM products generated by the project will include a section on gender equity and/or gender-disaggregated data when relevant) such as:
  - lessons learned briefs
  - best practice notes
  - articles for peer-reviewed journals
  - database of the Management Oriented Biodiversity Monitoring System
  - database on biodiversity and PA financing in STP
  - showcasing project successes and challenges through storytelling and integrating these in the national environmental education and communication campaign as well as the international campaign for mobilizing financing for the STP conservation trust fund (showcasing women-led initiatives)
  - study on the economic value of ecosystem services and biodiversity
  - annual reports from the Village Microcredit and Savings Facility (CVEC)
- Knowledge sharing through a project website
- Knowledge sharing via a national clearing house mechanism for biodiversity (for DRC: <http://cd.chm-cbd.net/>)
- Knowledge exchange through more active forms such as specialized workshops for capacity building and knowledge exchange arranged at the community level and national level (the project will host a series of these covering environmental law enforcement, collaborative PA management, biodiversity/PAs management, sustainable agriculture, sustainable local development planning, etc.)
- Annual national workshop on project progress
- Awareness raising workshops for politicians
- Awareness raising and stakeholder engagement using rural radio
- Dissemination of knowledge beyond the project by providing content, and/or enabling participation of stakeholders/beneficiaries in relevant information-sharing forums and networks

To enable sharing opportunities for replication in other countries, the project will codify good practices and facilitate dissemination through global ongoing South-South and global platforms, such as Africa Solutions Platform, the UN South-South Galaxy<sup>167</sup> knowledge sharing platform, PANORAMA<sup>168</sup> and the Global Wildlife Program<sup>169</sup>. Bringing the voice of DRC to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP and WCS could support engagement with the global development discourse on biodiversity conservation and wildlife crime. The project will furthermore provide opportunities for regional cooperation with countries that are implementing initiatives on biodiversity conservation in conflict areas in geopolitical, social and environmental contexts relevant to the proposed project in DRC such as the WCS programmes in South Sudan<sup>170</sup> and the Central African Republic.

**Accountability.** The main responsibility for knowledge management rests with the Component 4 manager (Mainstreaming of safeguards and knowledge management) who will lead in close collaboration with the Monitoring and Research Officer (ICCN staff) on the following:

- Develop a project knowledge management strategy / plan, incorporate it with the annual work plans and update it annually in consultation with project stakeholders; coordinate its implementation.
- Coordinate the implementation of knowledge management outputs of the project.
- Coordinate and oversee the implementation of public awareness activities across all project components.
- Facilitate the design and maintenance of the project website/webpages and ensure it is up-to-date and dynamic.
- Facilitate learning and sharing of knowledge and experiences relevant to the project

In addition, the Component 4 manager (Mainstreaming of safeguards and knowledge management) will receive inputs on KM activities from the managers of the other components, from the associated ICCN technical staff (Conservation &

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<sup>167</sup> <https://www.unsouthsouth.org/south-south-galaxy/>

<sup>168</sup> <https://panorama.solutions/en>

<sup>169</sup> <https://www.worldbank.org/en/programs/global-wildlife-program/news-n-events>

<sup>170</sup> <https://www.facebook.com/wcs.southsudan>



Development Officers on Education and Awareness, Biodiversity Protection and Community Participation, respectively attached to project components 1, 2 and 3), as well as from other project experts, particularly the Stakeholder engagement and Gender Expert, the Indigenous Peoples rights and liaison, social risks and livelihood Specialist and the International Social & environmental safeguards expert

A tentative estimate of the total budget assigned to Knowledge Management is provided in the following table:

Impl Agent	Item	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)
RP	Component 4 Manager Mainstreaming of safeguards and knowledge management @ 50%	8,400	8,400	8,400	8,400	8,400	42,000
RP	Component Officer Monitoring and Research @ 50%	2,100	2,100	2,100	2,100	2,100	10,500
RP	Technical assistance WCS knowledge management (Project manager, Country Director, Technical Director)	11,025	11,025	35,180	11,025	35,180	103,435
IP	Project technical assistant - support to KM activities	6,900	6,900	6,900	6,900	6,900	34,500
RP	Communication products and publications	2,500	2,500	2,500	2,500	2,500	12,500
RP	Translation costs	3,000		5,000		5,000	13,000
RP	Air and road travel of project staff, 50% of Comp 4	3,668	3,668	3,668	3,668	3,668	18,340
	<b>TOTAL Knowledge Management Cost</b>	<b>37,593</b>	<b>34,593</b>	<b>63,748</b>	<b>34,593</b>	<b>63,748</b>	<b>234,275</b>

## **Annex 12. Baseline METT for the Kabobo, Luama and Ngandja Reserves**

The METT is attached as separate Excel file

## Annex 13. Draft UNDP/Government Letter of Agreement on UNDP Support Services

[Nom et adresse du représentant du gouvernement]

[date]

Madame/Monsieur [nom du représentant du gouvernement],

1. J'ai l'honneur de me référer aux consultations qui ont eu lieu entre les représentants du gouvernement de la République Démocratique du Congo (ci-après dénommé le « Gouvernement ») et les représentants du PNUD concernant la fourniture, par le bureau de pays du PNUD, de services d'appui à des programmes ou projets gérés au niveau national. Le PNUD et le Gouvernement conviennent par la présente que le bureau de pays du PNUD peut fournir ces services, à la demande du Gouvernement, par l'intermédiaire de son institution désignée dans le descriptif de projet correspondant, suivant la procédure décrite ci-dessous.
2. Le bureau de pays du PNUD fournit des services d'appui, notamment une assistance pour l'établissement de rapports et le paiement direct. Ce faisant, il doit veiller à renforcer la capacité du Gouvernement (du Partenaire de mise en œuvre désigné), afin que ce dernier puisse mener ces activités directement. Les frais engagés par le bureau de pays du PNUD dans la prestation desdits services d'appui sont imputés sur son budget d'administration.
3. En outre, le bureau de pays du PNUD peut fournir, à la demande du le Partenaire de mise en œuvre, les services d'appui ci-après pour la réalisation des activités du projet :
  - (a) Identification et/ou recrutement du personnel à affecter au projet ;
  - (b) Définition et facilitation des activités de formation ;
  - (c) Achat de biens et de services.
4. Le bureau de pays du PNUD achète des biens et services et recrute le personnel à affecter au projet conformément aux règlements, règles, politiques et procédures du PNUD. Les services d'appui décrits au paragraphe 3 ci-dessus doivent être détaillés dans une annexe au descriptif de projet, sous la forme présentée dans l'appendice. En cas de changement des conditions applicables aux services d'appui fournis par le bureau de pays pendant la durée d'un projet, l'annexe au descriptif de projet est révisée par accord mutuel entre le représentant résident du PNUD et le Partenaire de mise en œuvre.
5. Les dispositions pertinentes de l'Accord de base type d'assistance (SBAA) conclu avec le Gouvernement de la RDC le 27 mai 1976, ou les dispositions supplémentaires qui font partie intégrante du descriptif de projet, y compris celles concernant la responsabilité juridique et les privilèges et immunités, sont applicables à la fourniture de ces services d'appui. Le Gouvernement conserve, par le biais de son Partenaire de mise en œuvre, la responsabilité globale du projet géré au niveau national. La responsabilité du bureau de pays du PNUD se limite à fournir les services d'appui détaillés dans l'annexe au descriptif de projet.
6. En cas de réclamation ou de litige concernant la fourniture des services d'appui par le bureau de pays du PNUD conformément à la présente lettre, ou en découlant, les dispositions pertinentes de l'Accord de base type relatif à l'assistance s'appliquent.
7. Les modalités de recouvrement des coûts par le bureau de pays du PNUD en rapport avec la fourniture des services d'appui décrits au paragraphe 3 ci-dessus doivent être spécifiées dans l'annexe au descriptif de projet.
8. Le bureau de pays du PNUD présente des rapports d'activité sur les services d'appui fournis et rend compte des frais remboursés, autant que de besoin.
9. Les présents arrangements ne peuvent être modifiés que d'un commun accord par écrit entre les parties.

10. Si vous approuvez les dispositions qui précèdent, je vous saurais gré de bien vouloir signer et retourner à notre bureau deux exemplaires de la présente lettre. Lorsque vous aurez signé celle-ci, elle constituera un accord entre votre Gouvernement et le PNUD quant aux conditions régissant la fourniture, par le bureau de pays du PNUD, de services d'appui à des programmes et projets gérés au niveau national.

Veuillez agréer, Madame/Monsieur, l'assurance de ma haute considération.

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Signé au nom du PNUD  
*Dominic Sam*  
Représentant Résident, PNUD en DRC

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Pour le Gouvernement  
[nom/titre]  
[date]

### Annexe

#### **Description des services d'appui fournis par le Bureau de pays du PNUD**

1. Il est fait référence aux consultations entre l'Institut Congolais pour la Conservation de la Nature (ICCN), l'institution désignée par le Gouvernement de la République Démocratique du Congo, et les représentants du PNUD concernant la fourniture de services d'appui, par le bureau de pays du PNUD, au projet *PNUD/FEM/ICCN Gestion du Paysage des Aires Protégées de Kabobo-Luama / Kabobo-Luama Protected Area Landscape Management (FEM 10242, PNUD PIMS 6179, Award 00129802, Projet 00123359)* géré au niveau national.
2. Conformément aux dispositions de la lettre d'accord signée le [insérer la date de signature de la lettre d'accord ci-dessus] et du Document de projet, le bureau de pays du PNUD fournira des services d'appui pour le [projet] tel que décrit ci-dessous.
3. Services d'appui à fournir :
  - Désignation de la Partie Responsable pressentie du projet avec signature de l'accord correspondant, en utilisant la modalité d'Accord de partie responsable (APR) telle que décrite dans le PRODOC du projet. Échéancier provisoire : 1er trimestre 2021.
  - Avances de fonds à la Partie Responsable selon le Document de projet. Échéancier provisoire : chaque trimestre pendant la durée du projet (avril 2021 et mars 2026).
4. Le PNUD ne chargera pas de frais pour la fourniture de ces services d'appui.

## Annex 14. Draft Responsible Party Agreement between UNDP and WCS

### RESPONSIBLE PARTY AGREEMENT

#### Between the United Nations Development Programme and a Civil Society Organization

1. Country: Democratic Republic of Congo	
2. Name of Civil Society Organization (CSO): Wildlife Conservation Society (2300 Southern Blvd, Bronx, NY 10460-1090, USA) implementing through its project office in DRC	
3a. Project Number / Title: PIMS 6179 - Project title: Kabobo-Luama Protected Area Landscape Management	
Atlas Award ID: 00129802	Atlas Project/Output ID: 00123359
3b. Subject Matter of the Agreement: <input type="checkbox"/> goods <input checked="" type="checkbox"/> services <input type="checkbox"/> goods and services	
4. Implementation Period: From 01 April 2021 to 31 March 2026	
5. Budget: USD 3,201,505 (USD 2,901,505 GEF, USD 300,000 UNDP)	
6. Information for CSO Bank Account into Which Funds Will Be Disbursed: Name of the Bank: Bank of America, National Association Address of the Bank: P.O.Box 27025, Richmond, VA 23261 Name of the Account Holder: Wildlife Conservation Society (WCS) Account Number: 483043563066 Bank Code/Fed ABA#/Routing Code: 021000322 SWIFT Address: BOFAUS3N Account Name: Wildlife Conservation Society - Contribution Receipts	
7. Notices to CSO: Name: Jean-Paul Kibambe Lubamba Position: Country Director and Representative Address: Le Prestige, 2nd Floor, 4239 Ave Tabu Ley Rochereau, Commune de la Gombe, Kinshasa Tel: +243 810 000 965 Email: <a href="mailto:jkibambe@wcs.org">jkibambe@wcs.org</a>	8. Notices to UNDP Country Office in DRC: Name: Etienne de Souza, Position Address: Immeuble Losonia, Boulevard du 30 juin, Commune de la Gombe, Kinshasa Tel: +243 (0) 815 553 300/307. Email: <a href="mailto:etienne.de.souza@undp.org">etienne.de.souza@undp.org</a>
<b>IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have on behalf of the Parties hereto signed this Contract at the place and on the day set forth below.</b>	
9. Signed for <b>Wildlife Conservation Society</b> by its Authorized Representative Joseph Walston, Executive Vice President, Global Conservation	
Date:	Signature:
10. Signed for the <b>United Nations Development Program</b> by its Authorized Representative Dominic Sam, Resident Representative, UNDP Country Office in DRC	
Date:	Signature:
The following documents constitute the entire Agreement (the "Agreement") between the Parties and supersedes all prior agreements, understandings, communications and representations concerning the subject matter:7	
<ul style="list-style-type: none"> <li>- This FACE Sheet</li> <li>- Standard Terms and Conditions</li> <li>- Annex A: On-Granting Provisions applicable to a Responsible Party under Supported NIM (Rev. Nov 2019)</li> <li>- Annex B: Project Document (including the Work Plan)</li> <li>- Annex C: CSO Technical and Financial Proposals dated XX Month 2020</li> </ul>	
If there is inconsistency between any of the documents forming part of this Agreement, the Agreement will be interpreted in the above order of priority.	

## STANDARD TERMS AND CONDITIONS

WHEREAS the Government of the Host Country indicated in block 1 of the Face Sheet and the United Nations Development Programme, a subsidiary organ of the United Nations established by the General Assembly of the United Nations (hereinafter "UNDP") concluded a project document (hereinafter the "Project Document") for the project named in block 3 of the Face Sheet (hereinafter the "Project");

WHEREAS, pursuant to the Project Document, UNDP serves as an implementing partner under the Project;

WHEREAS in its capacity as an implementing partner, UNDP has selected the civil society organization named in block 2 of the Face Sheet (hereinafter the "CSO"), as a responsible party to implement activities (hereinafter the "Activities") and achieve deliverables (hereinafter the "Deliverables") within the time frames and pursuant to the budget set forth in the Work Plan which forms part of the Project Document (hereinafter the "Work Plan");

WHEREAS UNDP and the CSO (together referred to as the "Parties" or, individually, a "Party"), pursuant to their respective mandates and policies, share a common aim in the furtherance of sustainable development; and

WHEREAS the CSO understands and agrees that the overall goal of this Agreement is to contribute to producing the outputs and achieving the outcomes set forth in the Project Document.

NOW, THEREFORE, on the basis of mutual trust and in the spirit of cooperation, the Parties have entered into this Agreement under the terms and conditions set forth herein.

### **1.0 Objectives and General Responsibilities of the Parties**

1.1 The Parties agree that the main objective of this Agreement is to further the goals of the Project through the successful implementation of the Activities and achievement of the Deliverables.

1.2 Consistent with this objective, the CSO shall commence and implement the Activities and achieve the Deliverables with due diligence and efficiency, pursuant to the schedule set forth in the Work Plan, and in accordance with the terms and conditions of this Agreement. The Activities must be consistent with the regulations, rules, policies and procedures of UNDP.

1.3 All deadlines and time limits contained in this Agreement shall be deemed to be of the essence in respect of the implementation of the Activities and achievement of the Deliverables under this Agreement.

1.4 Any information or data provided by the CSO to UNDP for the purpose of entering into this Agreement, as well as the quality of the Activities, Deliverables and reports foreseen under this Agreement, will conform to the highest professional standards.

1.5 The Parties shall on a regular basis keep each other informed of, and consult on matters pertaining to the implementation of the Activities and achievement of the Deliverables under this Agreement.

### **2.0 Financial Arrangements**

2.1 Pursuant to the budget contained in the Work Plan, UNDP shall make available to the CSO funds up to the maximum amount indicated in block 5 of the Face Sheet upon timely achievement of the Deliverables and in accordance with the schedule set forth in the Work Plan.

2.2 The amounts stated above shall not be subject to any adjustment or revision because of price or currency fluctuations, or the actual costs incurred by the CSO in the implementation of the Activities.

2.3 All payments shall be made by UNDP to the CSO bank account indicated in block 6 of the Face Sheet.

2.4 Payments effected by UNDP to the CSO shall be deemed neither to relieve the CSO of its obligations under this Agreement nor as acceptance by UNDP of the CSO's performance of the Activities.

2.5 The CSO shall notify UNDP about any expected budget variations. The CSO shall be authorized to make variations not exceeding twenty (20) per cent on any one budget line item in the Work Plan, provided that the maximum amount allocated by UNDP pursuant to paragraph 2.1 above, is not exceeded. Any variations exceeding twenty (20) per cent on any one budget line item that may be necessary for the proper and successful implementation of the Activities under this Agreement shall be subject to prior consultations with, and written approval by, UNDP.

2.6 UNDP shall not be liable for the payment of any expenses, fees, tolls, or any other costs not expressly provided for in the Work Plan, not authorized by UNDP pursuant to the preceding paragraph, or exceeding the maximum amount referred to in paragraph 2.1 above.

2.7 Unless otherwise agreed in writing by UNDP, the CSO shall return all unspent funds and income (including interest) to UNDP within one (1) month of completion of the Activities or termination of this Agreement, whichever is earlier.

### **3.0 Refund**

3.1 The CSO shall disburse the funds made available to it by UNDP and incur expenditures in connection with the Activities on the terms and conditions set forth in this Agreement and the Work Plan. In the event that the CSO disburses the funds or incurs expenditures in violation of this Agreement and/or the Work Plan, notwithstanding the availability or exercise of any other remedies under this Agreement, the CSO shall refund the amounts to UNDP not later than thirty (30) days after the CSO receives a written request for such refund from UNDP. Failing that, UNDP may deduct the amount of the requested refund from any payments due to the CSO under this Agreement.

### **4.0 The CSO Personnel**

4.1 The CSO shall be fully responsible and liable for all persons engaged by it in connection with the Activities, including employees, consultants, agents, accountants, advisers, and contractors (hereinafter the "CSO Personnel"). The CSO shall ensure that the CSO Personnel meet the highest standards of professional qualifications and competence necessary for the implementation of the Activities and achievement of the Deliverables under this Agreement, are free from any conflicts of interest related to the Activities, respect the local laws and customs, and conform to the highest standards of moral and ethical conduct.

4.2 The CSO Personnel shall not be considered in any respect as being the officials, personnel, employees, staff or agents of UNDP or the United Nations.

4.3 The CSO agrees and shall ensure that the CSO Personnel performing the Activities under this Agreement:

- a. Shall not seek nor accept instructions regarding the Project from any Government or other authority external to the CSO or UNDP;
- b. Shall refrain from any conduct that would adversely reflect on UNDP or the United Nations, and shall not engage in any activity that is incompatible with the aims, objectives or mandate of UNDP or the United Nations; and
- c. Shall not use information that is considered confidential without the prior written authorization of UNDP, as required by Article 12.0 below.

4.4 The CSO's decisions related to the CSO Personnel, including employment or dismissal, shall be free of discrimination on the basis of race, religion or creed, ethnicity or national origin, gender, sexual orientation, handicapped status, or other similar factors.

### **5.0 Assignment**

5.1 The CSO shall not assign, transfer, pledge or make other disposition of this Agreement or any part thereof, or any of the CSO's rights, claims or obligations under this Agreement except with the prior written consent of UNDP.

### **6.0 Contracting**

6.1 In the event the CSO requires the services of contractors, the CSO shall remain responsible for their acts and omissions in relation to the Activities as if they were the acts and omissions of the CSO. The terms of any contract with any such contractor shall be subject to and conform to the provisions of this Agreement.

## **7.0 Procurement**

7.1 Procurement of goods, services and technical assistance required under the Work Plan will be conducted by the CSO in accordance with the principles of highest quality, transparency, economy and efficiency. Such procurement will be based on the assessment of competitive quotations, bids, or other proposals, unless otherwise agreed in writing by UNDP.

## **8.0 Equipment**

8.1 Any non-consumable supplies, equipment, vehicles and materials financed by UNDP or furnished by UNDP to the CSO under this Agreement (hereinafter the "Equipment") shall remain the property of UNDP.

8.2 The CSO shall be responsible for the proper custody, maintenance and care of the Equipment. It shall also maintain complete and accurate records of the Equipment, and shall regularly verify the inventory thereof. In addition, it shall purchase and maintain appropriate insurance for the Equipment in the amounts agreed upon between the Parties and incorporated in the budget contained in the Work Plan.

8.3 UNDP shall provide reasonable assistance to the CSO in connection with clearing the Equipment through customs at ports of entry into the country where the Activities are to be implemented.

8.4 In the event of damage, theft, loss or other forfeiture of the Equipment, the CSO shall provide UNDP with a complete written report supported, where appropriate, by a police report and any other evidence, giving full particulars of the events leading to the loss of, or damage to the Equipment.

8.5 The CSO shall return the Equipment to UNDP within thirty (30) days upon completion of the Activities or termination of this Agreement, whichever is earlier, or when no longer needed by the CSO. When returned to UNDP, the Equipment shall be in the same condition as when furnished to the CSO, subject to normal wear and tear.

8.6 UNDP may request compensation for the damaged, stolen, lost or otherwise forfeited Equipment, or the Equipment determined by UNDP to be degraded beyond normal wear and tear. If the CSO fails to compensate UNDP within thirty (30) days of UNDP's request, UNDP may deduct the amount thereof from any payments due to the CSO under this Agreement.

## **9.0 Copyrights, Patents, and Other Proprietary Rights**

9.1 Except as may be otherwise agreed by the Parties in this Agreement, UNDP shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the CSO has developed for UNDP under this Agreement and which bear a direct relation to, or are produced, prepared or collected in consequence of, or during the course of, the performance of this Agreement. The CSO acknowledges and agrees that such products, documents and other materials constitute works made for hire for UNDP.

9.2 The CSO shall be responsible for obtaining any licenses and permits required by national laws in connection with the Activities. UNDP shall cooperate as appropriate and necessary.

## **10.0 Reporting**

10.1 The CSO shall report to UNDP on the implementation of the Activities and achievement of the Deliverables under this Agreement.

10.2 The CSO shall provide UNDP with (a) quarterly reports, due within thirty (30) days after the end of each quarter; (b) if the duration of this Agreement exceeds one (1) year, annual reports, due within sixty (60) days after the end of each year; and (c) a final report, due within sixty (60) days after the completion of the Activities or expiration or prior termination of this Agreement.

10.3 Each report must be written in the English language and must, inter alia, contain information on:

- a. Activities carried out under the Agreement during the reported period;
- b. Progress towards achieving the Deliverables during the reported period;
- c. Corresponding indicators, baselines, sources of data, and data collection methods;



- d. Any new issues, risks, challenges and opportunities that should be considered in implementing the Activities;
- e. Financial data, including cash receipts and disbursements incurred by the CSO, reconciliation of outstanding advances and foreign exchange loss or gain during the reported period, if applicable; and
- f. Cumulative financial data, showing satisfactory management and use of UNDP resources.

10.4 In addition, the annual report and final reports, referred to in paragraph 10.2 above, must contain audited financial statements and records related to the Activities.

10.5 The CSO shall provide such additional reports related to the Activities as may be reasonably required by UNDP under its regulations, rules, policies and procedures.

#### **11.0 Maintenance of Records**

11.1 The CSO shall keep accurate and up-to-date records and documents, including original invoices, bills, and receipts pertinent to each transaction related to the Activities under this Agreement.

11.2 The CSO shall promptly disclose to UNDP any income, including interest, arising from the Activities. Such income shall be reflected in a revised Work Plan and recorded as accrued income to UNDP, unless otherwise agreed by the Parties.

11.3 Upon completion of the Activities, or the termination of this Agreement, the CSO shall maintain the records for a period of at least five (5) years, unless otherwise agreed by the Parties.

#### **12.0 Confidentiality**

12.1 Information and data that is considered proprietary by either Party and that is delivered or disclosed by one Party to the other Party during the term of this Agreement shall be considered confidential and shall be handled pursuant to the UNDP Information Disclosure Policy, not attached hereto but known to and in the possession of the Parties.

12.2 The CSO may disclose information to the extent required by law, provided that and without any waiver of the privileges and immunities of the United Nations, the CSO will give UNDP sufficient prior notice of a request for the disclosure of information in order to allow UNDP to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.

12.3 UNDP may disclose information to the extent required pursuant to the Charter of the United Nations, resolutions or regulations of the General Assembly, or rules promulgated by the Secretary-General of the United Nations.

12.4 These obligations shall not lapse upon completion of the Activities or termination of this Agreement, whichever is earlier.

#### **13.0 Insurance and Liabilities to Third Parties**

13.1 The CSO shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used in connection with the Activities under this Agreement.

13.2 The CSO shall provide and thereafter maintain all appropriate workmen's compensation insurance, or the equivalent, with respect to the CSO Personnel to cover claims for personal injury or death in connection with this Agreement.

13.3 The CSO shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the Activities, as well as the use of the Equipment owned or leased by the CSO or the CSO Personnel, or furnished or financed by UNDP pursuant to Article 8.0 above.

#### **14.0 Indemnity**

14.1 The CSO shall indemnify, hold and save harmless, and defend, at its own expense, UNDP, its officials and persons performing services for UNDP from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) or relating to acts or omissions of the CSO, including the CSO Personnel, under this Agreement. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, damage to property or other hazards that may be suffered

by the CSO Personnel as a result of their services pertaining to the Activities, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the CSO or the CSO Personnel.

#### **15.0 Tax Exemptions**

15.1 Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter alia, that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the United Nations' exemption from such taxes, duties or charges, the CSO shall immediately consult with UNDP to determine a mutually acceptable solution.

15.2 Accordingly, the CSO authorizes UNDP to deduct from the CSO's invoice any amount representing such taxes, duties or charges, unless the CSO has consulted with UNDP before the payment thereof and UNDP has, in each instance, specifically provided written authorization to the CSO to pay such taxes, duties or charges under protest. In that event, the CSO shall provide UNDP with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

#### **16.0 Security and Anti-Terrorism**

16.1 The responsibility for the safety and security of the CSO and the CSO Personnel and property, as well as of the Equipment and other UNDP property in the CSO's custody, shall rest with the CSO.

16.2 UNDP reserves the right to verify whether the necessary security arrangements are in place, and to suggest modifications thereto when necessary. 16.3 The CSO agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received under this Agreement are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/sc/committees/1267/1267.htm>. This provision must be included in all contracts entered into under this Agreement.

#### **17.0 Audit and Investigations**

17.1 All payments made by UNDP under this Agreement shall be subject to a post-payment audit by auditors, whether internal or external, of UNDP or by other authorized and qualified agents of UNDP at any time during the term of this Agreement and for a period of five (5) years following the completion of the Activities or the termination of this Agreement.

17.2 The CSO acknowledges and agrees that, from time to time, UNDP may conduct investigations relating to any aspect of this Agreement or the selection of the CSO as a responsible party, the obligations performed under this Agreement, and the operations of the CSO generally relating to the performance of this Agreement. The right of UNDP to conduct an investigation and the CSO's obligation to comply with such an investigation shall not lapse upon completion of the Activities or the termination of this Agreement, whichever is earlier.

17.3 The CSO shall provide its full and timely cooperation with any post-payment audits or investigations. Such cooperation shall include, but shall not be limited to, the CSO's obligation to make available the CSO Personnel and any relevant documentation for such purposes at reasonable times and on reasonable conditions, and to grant to UNDP access to the CSO's premises at reasonable times and on reasonable conditions. The CSO shall cause the CSO Personnel to reasonably cooperate with any post-payment audits or investigations carried out by UNDP hereunder.

17.4 UNDP shall be entitled to a refund from the CSO for any amounts shown by audits and investigations to have been paid by UNDP other than in accordance with the terms and conditions of this Agreement.

#### **18.0 Force Majeure**

18.1 In the event of, and as soon as possible after, the occurrence of any cause constituting force majeure, the Party affected by it shall give the other Party notice and full particulars in writing of such occurrence. If the affected Party is thereby rendered unable, in whole or in part, to perform its obligations or meet its responsibilities under this Agreement, the Parties shall consult on the appropriate action to be taken, which may include termination of this Agreement by UNDP

pursuant to Article 28.0, or termination of this Agreement by the CSO with at least seven (7) days written notice of such termination.

18.2 In the event that this Agreement is terminated owing to causes constituting force majeure, the provisions of Article 28.0 below, shall apply.

18.3 Force majeure as used herein means any unforeseeable and irresistible act of nature, any act of war (whether declared or not), invasion, revolution, insurrection, terrorism, or any other acts of a similar nature or force, provided that such acts arise from causes beyond the control and without the fault or negligence of the Party invoking force majeure. The CSO acknowledges and agrees that, with respect to any obligations under this Agreement that the CSO must perform in areas in which the United Nations is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delays or failure to perform such obligations arising from or relating to harsh conditions within such areas, or to any incidents of civil unrest occurring in such areas, shall not, in and of itself, constitute force majeure under this Agreement.

#### **19.0 Use of the Name, Emblem and Official Seal of UNDP**

19.1 The CSO shall only use the name (including abbreviations), emblem or official seal of the United Nations or UNDP in direct connection with the Activities under this Agreement and upon receiving prior written consent of UNDP. Under no circumstances shall such consent be provided in connection with the use of the name (including abbreviations), emblem or official seal of the United Nations or UNDP for commercial purposes or goodwill.

19.2 The Parties shall cooperate in any public relations or publicity exercises when UNDP deems these appropriate or useful.

#### **20.0 Privileges and Immunities**

20.1 Nothing in or relating to this Agreement shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations and UNDP.

#### **21.0 Officials Not to Benefit**

21.1 The CSO represents and warrants that it has not and shall not offer any direct or indirect benefit arising from or related to the performance of the Agreement or the award thereof, to any representative, official, employee, or other agent of UNDP.

#### **22.0 Observance of the Law**

22.1 The CSO shall comply with all laws, ordinances, rules, and regulations applicable to the performance of its obligations under this Agreement.

#### **23.0 Child Labor**

23.1 The CSO represents and warrants that neither it, its parent entities (if any), any of the CSO's subsidiary or affiliated entities (if any) nor the CSO Personnel are engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical mental, spiritual, moral or social development.

#### **24.0 Mines**

24.1 The CSO represents and warrants that neither it, its parent entities (if any), any of the CSO's subsidiaries or affiliated entities (if any) nor any CSO Personnel is engaged in the sale or manufacture of anti-personnel mines or components utilized in the manufacture of anti-personnel mines.

## **25.0 Sexual Exploitation**

25.1 In the performance of this Agreement, the CSO shall comply with the Standards of Conduct set forth in the Secretary-General's bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse." In particular, the CSO shall not engage in any conduct that would constitute sexual exploitation or sexual abuse, as defined in that bulletin.

25.2 The CSO shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by the CSO Personnel. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, the CSO shall refrain from, and shall take all reasonable and appropriate measures to prohibit the CSO Personnel or any other persons engaged and controlled by it from exchanging any money, goods, services, or other things of value, for sexual favors or activities, or from engaging in any sexual activities that are exploitive or degrading to any person. The CSO acknowledges and agrees that the provisions of this Article 25.0 constitute an essential term of the Agreement and that any breach of these provisions shall entitle UNDP to terminate the Agreement immediately upon notice to the CSO, without any liability for termination charges or any other liability of any kind.

25.3 UNDP shall not apply the foregoing standard relating to age in any case in which the CSO Personnel is married to the person less than the age of eighteen years with whom sexual activity has occurred and in which such marriage is recognized as valid under the laws of the country of citizenship of such CSO Personnel.

## **26.0 Conflicts of Interest; Anti-Corruption**

26.1 The Parties agree that it is important that all necessary precautions are taken to avoid conflicts of interest and corrupt practices. To this end, the CSO shall maintain standards of conflict that govern the performance of the CSO Personnel, including the prohibition of conflicts of interest and corrupt practices in connection with the award and administration of contracts, grants, or other benefits.

26.2 The CSO and persons affiliated with it, including the CSO Personnel, shall not engage in the following practices:

- a. participating in the selection, award, or administration of a contract, grant or other benefit or transaction funded by UNDP, in which the person, members of the person's immediate family or his or her business partners, or organizations controlled by or substantially involving such person, has or have a financial interest;
- b. participating in such transactions involving organizations or entities with which or whom that person is negotiating or has any arrangement concerning prospective employment;
- c. offering, giving, soliciting or receiving gratuities, favors, gifts or anything else of value to influence the action of any person involvement in a procurement process or contract execution;
- d. misrepresenting or omitting facts in order to influence the procurement process or the execution of a contract;
- e. engaging in a scheme or arrangement between two or more bidders, with or without the knowledge of the CSP, designed to establish bid prices at artificial, non-competitive levels; or
- f. participating in any other practice that is or could be construed as an illegal or corrupt practice under domestic law.

26.3 If the CSO has knowledge or becomes aware of any of the practices outlined in paragraph 2 of this Article 26 undertaken by anyone affiliated with the CSO, the CSO shall immediately disclose the existence of such practices to UNDP.

26.4 The CSO acknowledges and agrees that each of the provisions in Articles 21 to 26 hereof constitutes an essential term of the Agreement and that any breach of any of these provisions shall entitle UNDP to terminate the Agreement or any other contract with UNDP immediately upon notice to the CSO, without any liability for termination charges or any other liability of any kind. In addition, nothing herein shall limit the right of UNDP to refer any alleged breach of the said essential terms to the relevant national authorities for appropriate legal action.

## **27.0 Dispute Settlement**

27.1 The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of this Agreement, or the breach, termination or invalidity thereof. Where the Parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the Conciliation Rules then obtaining of the United Nations Commission on International Trade Law (“UNCITRAL”), or according to such other procedure as may be agreed between the Parties in writing.

27.2 If such dispute, controversy or claim between the Parties is not settled amicably under the preceding paragraph within sixty (60) days after receipt by one Party of the other Party's request for such amicable settlement, it shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 (“Interim measures”) and Article 34 (“Form and effect of the award”) of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate (“LIBOR”) then prevailing, and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim.

## **28.0 Termination of this Agreement**

28.1 The Parties recognize that successful implementation and completion of the Activities and achievement of the Deliverables are of paramount importance, and that UNDP may find it necessary to terminate or to modify the Activities, should circumstances arise that jeopardize successful completion of the Project. The provisions of the present Article shall apply to any such situation.

28.2 UNDP shall consult with the CSO if any circumstances arise that, in the judgment of UNDP, interfere or threaten to interfere with the successful implementation or completion of the Activities, or achievement of the Deliverables. For its part, the CSO shall promptly inform UNDP of any such circumstances that might come to its attention. The Parties shall cooperate towards the rectification or elimination of the circumstances in question and shall exert all reasonable efforts to that end, including prompt corrective steps by the CSO, where such circumstances are attributable to it or within its responsibility or control. The Parties shall also cooperate in assessing the consequences of possible termination of this Agreement on the beneficiaries of the Project.

28.3 UNDP may, at any time after occurrence of the circumstances in question, and after appropriate consultations with the CSO, suspend or terminate this Agreement by written notice to the CSO, without prejudice to the initiation or continuation of any of the measures envisaged in the preceding paragraph.

28.4 Upon receipt of a notice of termination by UNDP under the present Article, the CSO shall take immediate steps to terminate the Activities under this Agreement, in a prompt and orderly manner, so as to minimize losses and further expenditures. The CSO shall undertake no forward commitments and shall return to UNDP, within thirty (30) days, all unspent funds made available to it by UNDP under Article 2.0, and the Equipment financed by UNDP or furnished to it by UNDP pursuant to Article 8.0.

28.5 In the event of termination by UNDP under this Article 28.0, UNDP shall only reimburse the CSO the costs incurred in connection with the Activities carried out in accordance with the terms and conditions of this Agreement. Such reimbursement, when added to the amounts previously made available to the CSO by UNDP in accordance with Article 2.0 above, shall not exceed the maximum amount of funds referred to in paragraph 2.1 of that Article.28.6. Following the termination, in the event UNDP decides to transfer the responsibilities of the CSO for the Activities to another entity, the CSO shall cooperate with UNDP and the other entity to ensure the orderly transfer of such responsibilities.

28.7 Notwithstanding anything in this Agreement to the contrary, UNDP may terminate this Agreement at any time without having to provide any justification therefor upon sixty (60) days' advance written notice to the CSO.

## **29.0 Notices**

29.1 Any notice, request, document, report, or other communication submitted by either the CSO or UNDP shall be in writing and sent to the other party at the address information set forth in block 7 or block 8 of the Face Sheet, as appropriate.

## **30.0 Survival**

30.1 The provisions of Article 3.0 (Refund), Article 4.0 (The CSO Personnel), Article 7.0 (Procurement), Article 8.0 (Equipment), Article 9.0 (Copyrights, Patents, and Other Proprietary Rights), Article 10.0 (Reporting), Article 11.0 (Maintenance of Records), Article 12.0 (Confidentiality), Article 14.0 (Indemnity), Article 17.0 (Audit and Investigations), Article 20.0 (Privileges and Immunities), and Article 27.0 (Dispute Settlement) shall survive and remain in full force and effect regardless of the expiry of the Project term or the termination of this Agreement.

## **31.0 Other CSO Representations and Warranties**

31.1 The CSO represents and warrants that: (a) it is a legal entity validly existing under the laws of the jurisdiction in which it was formed and it has all the necessary powers, authority and legal capacity to: (i) own its assets, (ii) conduct Project activities, and (iii) enter into this Agreement; and (b) this Agreement has been duly executed and delivered by the CSO and is enforceable against it in accordance with its terms.

## **32. Entry into Force, Duration, Extension and Modification of this Agreement**

32.1 This Agreement shall enter into force on the date of its signature by both the CSO and UNDP, acting through their duly Authorized Representatives identified in blocks 9 and 10 of the Face Sheet, and terminate on the Implementation Period end date indicated in block 4 of the Face Sheet.

32.2 Should it become evident to the CSO during the implementation of the Activities that an extension beyond the Implementation Period end date set forth in block 4 of the Face Sheet will be necessary to achieve the Deliverables, the CSO shall, without delay, inform UNDP and give full particulars. UNDP shall take such action as, in its sole discretion, it considers appropriate or necessary under the circumstances, including the granting to the CSO of a reasonable extension of time in which to perform its obligations under this Agreement.

32.3 This Agreement, including its Annexes, may be modified or amended only by written agreement between the Parties.

32.4 Failure by either Party to exercise any rights available to it, whether under this Agreement or otherwise, shall not be deemed for any purposes to constitute a waiver by the other Party of any such right or any remedy associated therewith, and shall not relieve the Parties of any of their obligations under the Agreement.

### **Annex A: On-Granting Provisions applicable to a Responsible Party under Supported NIM (Rev. Nov 2019)**

Not applicable

### **Annex B: Project Document (including the Work Plan)**

To be included

### **Annex C: CSO Technical and Financial Proposals (updated 21 April 2021)**



CSO Technical and  
Financial Proposal.doc

## Annex 15. GEF Core Indicators at Baseline

Core Indicator 1	Terrestrial protected areas created or under improved management for conservation and sustainable use				667,305 (Hectares)			
					Hectares (1.1+1.2)			
					Expected		Achieved	
					PIF	Endorsement	MTR	TE
					667,305	667,305		
Indicator 1.1	Terrestrial protected areas newly created							
Name of Protected Area	WDPA ID	IUCN category	Hectares	Hectares				
				Expected		Achieved		
		(select)		PIF	Endorsement	MTR	TE	
		Sum						
Indicator 1.2	Terrestrial protected areas under improved management effectiveness							
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score				
				Baseline		Achieved		
					Endorsement	MTR	TE	
Kabobo Wildlife Reserve <sup>171</sup>		VI PA with sustainable use of natural resources	147,710		31			
Ngandja Nature Reserve <sup>172</sup>		VI PA with sustainable use of natural resources	289,244		19			
Luama-Katanga Hunting Reserve	555512065	IV Habitat/species management area	230,351		24			
		Sum	667,305					
Core Indicator 2	Marine protected areas created or under improved management for conservation and sustainable use				(Hectares)			
N/A								
Core Indicator 3	Area of land restored				(Hectares)			
N/A								
Core Indicator 4	Area of landscapes under improved practices (hectares; excluding protected areas)				154,000 (Hectares)			
					Hectares (4.1+4.2+4.3+4.4)			
					Expected		Expected	
					PIF	Endorsement	MTR	TE
					154,000	154,000		
Indicator 4.1	Area of landscapes under improved management to benefit biodiversity							
			Hectares	Hectares				
				Expected		Achieved		
				PIF	Endorsement	MTR	TE	
				85,000+69,000	154,000			
ANR and tree plantations for biomass energy and soil protection and NTFP, under the Local Development Plans, near community sites across the Kabobo Luama Landscape, with location result of participatory decisions								
Indicator 4.2	Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations							

<sup>171</sup> In the concept note, this PA was erroneously listed under "Indicator 1.1 Terrestrial protected areas newly created".

<sup>172</sup> In the concept note, this PA was erroneously listed under "Indicator 1.1 Terrestrial protected areas newly created" and the area indicated was wrong (230,351 ha)

N/A							
Indicator 4.3	Area of landscapes under sustainable land management in production systems						
N/A							
Indicator 4.4	Area of High Conservation Value Forest (HCVF) loss avoided						
N/A							
Core Indicator 5	Area of marine habitat under improved practices to benefit biodiversity						(Hectares)
N/A							
Core Indicator 6	Greenhouse gas emission mitigated						(Metric tons of CO <sub>2</sub> e)
N/A							
Core Indicator 7	Number of shared water ecosystems (fresh or marine) under new or improved cooperative management						(Number)
N/A							
Core Indicator 8	Globally over-exploited fisheries Moved to more sustainable levels						(Metric Tons)
N/A							
Core Indicator 9	Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products						(Metric Tons)
N/A							
Core Indicator 10	Reduction, avoidance of emissions of POPs to air from point and non-point sources						(grams of toxic equivalent gTEQ)
N/A							
Core Indicator 11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment						15,000
			Number				
			Expected		Achieved		
			PIF	Endorsement	MTR	TE	
		Female	tbd	7,500			
		Male	tbd	7,500			
		Total	tbd	15,000			



## Annex 16. UNDP Capacity Development Scorecard

Strategic Area of Support	Capacity Level	Outcome	Numeric Indicator Score	Outcome Indicator
<b>1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes</b>	<i>Systemic</i>	The protected area agenda is being effectively championed / driven forward	<b>1</b>	There are some persons or institutions actively pushing a protected area agenda but they have little effect or influence
		There is a strong and clear legal mandate for the establishment and management of protected areas	<b>2</b>	There is a reasonable legal framework for protected areas but it has a few weaknesses and gaps
	<i>Institutional</i>	There is an institution responsible for protected areas able to strategize and plan	<b>2</b>	Protected area institutions have some sort of mechanism to update their strategies and plans, but this is irregular or is done in a largely top-down fashion without proper consultation
<b>2. Capacity to implement policies, legislation, strategies and programmes</b>	<i>Systemic</i>	There are adequate skills for protected area planning and management	<b>2</b>	Necessary skills for effective protected area management and planning do exist but are stretched and not easily available
		There are protected area systems	<b>3</b>	The protected areas includes viable representative examples of all the major habitats and ecosystems of appropriate geographical scale
		There is a fully transparent oversight authority for the protected areas institutions	<b>2</b>	There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized)
	<i>Institutional</i>	Protected area institutions are effectively led	<b>2</b>	Some protected area institutions have reasonably strong leadership but there is still need for improvement
		Protected areas have regularly updated, participatorially prepared, comprehensive management plans	<b>0</b>	Protected areas have no management plans
		Human resources are well qualified and motivated	<b>1</b>	Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated
		Management plans are implemented in a timely manner effectively achieving their objectives	<b>0</b>	There is very little implementation of management plans
		Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	<b>1</b>	Protected area institutions have some funding and are able to mobilize some human and material resources but not enough to effectively implement their mandate
		Protected area institutions are effectively managed, efficiently deploying their human, financial and other resources to the best effect	<b>2</b>	The institution is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way

		Protected area institutions are highly transparent, fully audited, and publicly accountable	<b>2</b>	Protected area institutions are regularly audited and there is a fair degree of public accountability but the system is not fully transparent
		There are legally designated protected area institutions with the authority to carry out their mandate	<b>3</b>	Protected Area institutions have clear legal and institutional mandates and the necessary authority to carry this out
		Protected areas are effectively protected	<b>1</b>	Some enforcement of regulations but largely ineffective and external threats remain active
	<i>Individual</i>	Individuals are able to advance and develop professionally	<b>1</b>	Career tracks are weak and training possibilities are few and not managed transparently
		Individuals are appropriately skilled for their jobs	<b>1</b>	Individuals have some or poor skills for their jobs
		Individuals are highly motivated	<b>2</b>	Many individuals are motivated but not all
		There are appropriate systems of training, mentoring, and learning in place to maintain a continuous flow of new staff	<b>1</b>	Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed
<b>3. Capacity to engage and build consensus among all stakeholders</b>	<i>Systemic</i>	Protected areas have the political commitment they require	<b>3</b>	There are very high levels of political will to support protected areas
		Protected areas have the public support they require	<b>3</b>	There is tremendous public support in the country for protected areas
	<i>Institutional</i>	Protected area institutions are mission oriented	<b>1</b>	Institutional mission poorly defined and generally not known and internalized at all levels
		Protected area institutions can establish the partnerships needed to achieve their objectives	<b>1</b>	Some partnerships in place but significant gaps and existing partnerships achieve little
	<i>Individual</i>	Individuals carry appropriate values, integrity and attitudes	<b>2</b>	Many individuals carry appropriate values and integrity, but not all
<b>4. Capacity to mobilize information and knowledge</b>	<i>Systemic</i>	Protected area institutions have the information they need to develop and monitor strategies and action plans for the management of the protected area system	<b>2</b>	Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability
	<i>Institutional</i>	Protected area institutions have the information needed to do their work	<b>2</b>	Much information is readily available, mostly of good quality, but there remain some gaps both in quality and quantity
	<i>Individual</i>	Individuals working with protected areas work effectively together as a team	<b>2</b>	Individuals interact regularly and form teams, but this is not always fully effective or functional

<b>5. Capacity to monitor, evaluate, report and learn</b>	<i>Systemic</i>	Protected area policy is continually reviewed and updated	<b>1</b>	Policy is only reviewed at irregular intervals
		Society monitors the state of protected areas	<b>2</b>	There is a reasonably open public dialogue going on but certain issues remain taboo.
	<i>Institutional</i>	Institutions are highly adaptive, responding effectively and immediately to change	<b>2</b>	Institutions tend to adapt in response to change but not always very effectively or with some delay
		Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	<b>1</b>	There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak
	<i>Individual</i>	Individuals are adaptive and continue to learn	<b>1</b>	Performance is irregularly and poorly measured and there is little use of feedback

Strategic Areas of Support	Systemic			Institutional			Individual			Average %
	Project Scores	Total possible score	%	Project Scores	Total possible score	%	Project Scores	Total possible score	%	
(1) Capacity to conceptualize and formulate policies, legislations, strategies and programmes	3	6	50%	2	3	67%	N/A	NA	NA	58%
(2) Capacity to implement policies, legislation, strategies and programmes	7	9	78%	12	27	44%	5	12	42%	55%
(3) Capacity to engage and build consensus among all stakeholders	4	6	67%	2	6	33%	2	3	67%	56%
(4) Capacity to mobilize information and knowledge	2	3	67%	2	3	67%	2	3	67%	67%
(5) Capacity to monitor, evaluate, report and learn	3	6	50%	3	6	50%	1	3	33%	44%
<b>TOTAL Score and average for %'s</b>	<b>19</b>	<b>30</b>	<b>62%</b>	<b>21</b>	<b>45</b>	<b>52%</b>	<b>10</b>	<b>21</b>	<b>52%</b>	<b>56%</b>

Annex 17. Co-financing letters

RÉPUBLIQUE DÉMOCRATIQUE DU CONGO

Ministère de l'Environnement  
et Développement Durable

Kinshasa, le 25 JUIN 2020



*no le opposo  
lettre AR  
base CD  
Mwene  
so CD  
Mwke*

N/Ref. : MGO/CAB/MIN/EDD/CNB/RL/1/2020

**Transmis copie pour information à :**

- Madame la Vice-Ministre de l'Environnement;
- Monsieur le Secrétaire Général à l'Environnement et Développement Durable (Tous) à Kinshasa/Gombe



✓ A Monsieur le Directeur-Chef de Service de Développement Durable et Point Focal Opérationnel / FEM à Kinshasa/Gombe

**Objet : Cofinancement du Projet FEM/KABOBO**

Monsieur le Point Focal Opérationnel,

Par la présente, je voudrais apporter quelques précisions sur les modalités de cofinancement du projet FEM qui concerne le parc Luama Kabobo :

1. Le Gouvernement de la République va honorer sa part de cofinancement, soit six millions de dollars américains en termes monétaires, sur une échéance de cinq ans de durée du projet.
2. Ce cofinancement va appuyer les activités de l'ICCN, des partenaires locaux identifiés (Wildlife Conservation Society, Radio Imara, GED, CRAIDI) ainsi que l'appui à la construction et à la réhabilitation des infrastructures socio économiques de base (marchés, centres de santé, écoles, chambres froides, routes d'intérêt agricole).

Veuillez agréer, Monsieur le Point Focal Opérationnel, l'expression de ma parfaite considération.

Maître Claude NYAMUGABO BAZIBUHE

**TRANSLATION**

**Democratic Republic of the Congo**  
**Ministry of Environment and Sustainable Development**  
**The Minister**

Kinshasa, 25 June 2020

Copy transmitted to:

The Deputy Minister of Environment (Ms)  
The Secretary General for Environment and Sustainable Development  
Both in Kinshasa

**To the Director – Head of Sustainable Development an GEF Operational Focal Point , Kinshasa**

Concerns: co-financing of the project management of the Kabobo-Luama Landscape, supported by GEF, in the Democratic Republic of Congo

Subject: Cofinancing of the GEF/KABOBO Project

Mr. Operational Focal Point,

I would like to provide a few details on the modalities for co-financing of the GEF project concerning the Luama Kabobo Park:

1. The Government of the Republic will honour its share of co-financing, or US\$6 million in monetary terms, over the five years of project duration.
2. This co-financing will support the activities of ICCN and identified local partners (Wildlife Conservation Society, Radio Imara, GED, CRAIDI) as well as support for the construction and rehabilitation of baseline socio-economic infrastructures (markets, health centres, schools, cold chambers, agricultural roads).

Please accept, Mr. Operational Focal Point, the expression of my perfect consideration.

Master Claude NYAMUGABO BAZIBUHE



*Le Gouverneur*

REPUBLIQUE DEMOCRATIQUE DU CONGO  
PROVINCE DU TANGANYIKA



Kalemie, le 22 septembre 2020

**N/Réf. : 10/GOUV-TANG/ZMK/C033-SEPT/2020**

**Transmis copie pour information à :**

- Représentant pays du PNUD-RDC

✓ A Monsieur Pradeep Kurukulasuriya,  
Directeur et coordinateur exécutif -  
Finance environnementale  
Responsable mondial - Environnement,  
changement climatique et énergie  
Programme des Nations unies pour le  
développement  
New York, NY, États-Unis  
pradeep.kurukulasuriya@undp.org

**Concerne :** cofinancement du projet gestion du  
paysage Kabobo-Luama, appuyé par le FEM,  
en République Démocratique du Congo

**Monsieur le Directeur,**

La Province du Tanganyika abrite le Domaine de Chasse de Luama Katanga et la Réserve de Faune de Kabobo. Ces espaces représentent 57% du Paysage Kabobo-Luama. Depuis plusieurs années, le Gouvernement provincial travaille en étroite collaboration avec la Wildlife Conservation Society (WCS) pour assurer la conservation et la gestion durable de ressources naturelles dans ledit Paysage.



**Gouvernorat :**  
N° 01, Avenue Lubunduyi / Colline d'Etat / Ville de Kalemie - RDC  
+243 81 222 8777 - 97 011 1143



C'est à ce titre, qu'avec la WCS, nous avons initié le Projet de "**Gestion du Paysage Kabobo-Luama**". L'engagement et l'implication du Gouvernement provincial dans la préservation de la biodiversité régionale est visible à travers la création de la Réserve de Faune de Kabobo, par l'Arrêté provincial n° 10/060/CAB.GOUV/TANG/NKR/2016 du 21 décembre 2016. Aussi, les communautés locales se sont-elles engagées dans la même dynamique de préservation, comme en témoigne leur reconnaissance de la Réserve de Faune de Kabobo.

Faisant suite à cette opportunité de promotion de la Réserve de Faune de Kabobo, confirmons notre engagement de contribuer, à hauteur d'un million de dollars américains (1.000.000 \$), à la mise en œuvre du Projet de gestion du Paysage Kabobo-Luama. Cette contribution sera en nature sur plusieurs composantes de l'intervention, tel que décrit dans le Pro-Doc - par exemple la réhabilitation des zones dégradées par le reboisement de 150 hectares dans le Paysage Kabobo-Luama, l'agroforesterie en zones péri-urbaines, l'appui logistique à la production des différents outils de gestion [PAG, stratégies LAB], la réhabilitation et la construction des infrastructures, et la fourniture de quelques équipements de terrain.

Veillez agréer, **Monsieur le Directeur**, l'expression de mes sentiments distingués.

Zoé MWANZAMBA



Gouvernorat :

N° 01, Avenue Lubunduyi / Colline d'Etat / Ville de Kalemie – RDC  
+243 81 222 8777 – 97 011 1143

## **TRANSLATION**

**Democratic Republic of the Congo**  
**Province of Tanganyika**  
**The Governor**

Kalemie, 22 September 2020

N/Réf. : 10/GOUV-TANG/ZMK/CO33-SEPT/2020

Copy transmitted to: UNDP DRC Country Representative

**To M Pradeep Kurukulasuriya**  
**Director and Executive Coordinator**  
**Environmental Finance**  
**Globa Head - Environment, climate change and energy**  
**UNDP**  
**New York, NY, USA**  
[pradeep.kurukulasuriya@undp.org](mailto:pradeep.kurukulasuriya@undp.org)

Concerns: co-financing of the project management of the Kabobo-Luama Landscape, supported by GEF, in the Democratic Republic of Congo

Mr. Director,

The Province of Tanganyika is home to the Luama Katanga Hunting Reserve and the Kabobo Wildlife Reserve. These areas represent 57% of the Kabobo-Luama Landscape. For now several years, the provincial government has been working closely with the Wildlife Conservation Society (WCS) to ensure the conservation and sustainable management of natural resources in the said landscape.

It was in this capacity that, together with WCS, we initiated the Kabobo-Luama Landscape Management Project. The commitment and involvement of the Provincial Government in the preservation of the regional biodiversity is visible through the creation of the Kabobo Wildlife Reserve, by the Provincial Decree 10/060/CAB.GOUV/TANG/NKR/2016 of 21 December 2016. The local communities have also committed themselves to the same dynamic of preservation, as evidenced by their recognition of the Kabobo Wildlife Reserve.

Following this opportunity to promote the Kabobo Wildlife Reserve, we confirm our commitment to contribute one million US dollars (\$1,000,000) to the implementation of the Kabobo-Luama Landscape Management Project. This contribution will be in kind on several components of the intervention, as described in the ProDoc - for example, the rehabilitation of degraded areas through the reforestation of 150 hectares in the Kabobo-Luama Landscape, agroforestry in peri-urban areas, logistical support for the production of various management tools [PAG, LAB strategies], rehabilitation and construction of infrastructure, and the provision of some field equipment.

Yours sincerely,  
Zoé MWANZAMBALA KABILA





PRO/196/2020  
PRO/303/CIDD

October 7<sup>th</sup>, 2020

Dear Sir,

**Subject:** Grant co-financing letter for the Project “Kabobo-Luama Protected Area Landscape Management”, in the DRC


We refer to the above-mentioned project to be implemented starting 2021 with the aim to strengthen the management of the Kabobo-Luama protected area landscape (in the Democratic Republic of Congo) for conservation of globally significant biodiversity and local sustainable development.

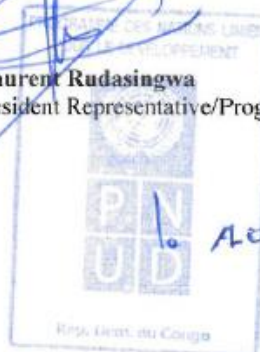
We hereby confirm that UNDP-Kinshasa will provide grant co-financing to this project amounting to USD 300,000, for the whole duration of its activities.

This commitment will serve for field missions and various management costs.

We greatly appreciate your support.

Yours sincerely,

  
**Laurent Rudasingwa**  
Deputy Resident Representative/Programme



**Mr. Pradeep Kurukulasuriya**  
Executive Coordinator and Director  
UNDP-Global Environmental Finance  
212-906-5884 (Tel)  
[pradeep.kurukulasuriya@undp.org](mailto:pradeep.kurukulasuriya@undp.org)



27 April, 2021

Pradeep Kurukulasuriya  
Director and Executive Coordinator- Environmental Finance  
Global Head- Environment, Climate Change and Energy  
United Nations Development Programme  
New York, NY, USA  
[pradeep.kurukulasuriya@undp.org](mailto:pradeep.kurukulasuriya@undp.org)

**Wildlife  
Conservation  
Society**  
2300 Southern Blvd  
Bronx, NY 10460 USA  
718.220.5100

Subject: Co-financing of the GEF-funded Project on Kabobo-Luama Protected Area  
Landscape Management, Democratic Republic of Congo

Dear Mr. Kurukulasuriya,

WCS.org

We are writing to confirm our support for this project, financed by the Global Environment Facility.

The Wildlife Conservation Society (WCS) has been supporting the national and provincial governments and local communities in the management and monitoring of biodiversity and habitats in the Kabobo-Luama landscape for more than 15 years, including supporting the creation of the Kabobo Wildlife Reserve.

As such, and to support achieving the objectives of the GEF-funded Project on Kabobo-Luama Protected Area Landscape Management, WCS plans to contribute \$400,000 in grant funding as co-financing support, two new vehicles and one existing vehicle as in-kind support to support the implementation of the project for the period 2021-2026.

Your sincerely,

A handwritten signature in black ink, appearing to read 'Emma J Stokes', is written over a light blue horizontal line.

Emma J Stokes

Regional Director, Central Africa  
Wildlife Conservation Society

Cc: UNDP DRC Country Office

## Annex 18. GEF OFP Request Letter for NIM Country Support Services

REPUBLIQUE DÉMOCRATIQUE DU CONGO  
Ministère de l'Environnement et  
Développement Durable



Secrétariat Général à l'Environnement  
et Développement Durable

Direction du Développement Durable  
*LE DIRECTEUR*

Kinshasa, le 5 MARS 2021

N° 059 /DDD/SG-EDD/2021

To:  
Mr. Pradeep Kurukulasuriya  
Executive Director, UNDP-GEF  
United Nations Development Programme  
New York

Subject: Letter of Support to request GEF Agency Execution for "Kabobo-Luama Protected Area Landscape Management" (GEF# 10242, PIMS# 6179)

Dear Mr. Kurukulasuriya,

1. In my capacity as GEF Operational Focal Point for Democratic Republic of Congo (DRC), I hereby request UNDP, the GEF implementing agency for the aforementioned project, to also carry out execution services for the above project/program, on an exceptional basis.

2. The execution services provided by UNDP are expected to include:<sup>1</sup>

- Direct transfer of funds from UNDP to the Responsible Party (Wildlife Conservation Society) account

To support the implementation of the project, the Wildlife Conservation Society (WCS) has been identified during the project design as Responsible Party for part of the project activities and budget, as described in the PRODOC. I am herewith requesting the execution support of UNDP for transferring those project funds for which WCS has been designated in the PRODOC as the Responsible Party directly from UNDP to WCS without passing through the Government (IP) account.

3. All other execution services needed for the project will be provided by the Implementing Party - Institut Congolais pour la Conservation de la Nature (ICCN) – and the appointed Responsible Party – Wildlife Conservation Society (WCS) – under the components for which they are each responsible, as outlined in the PRODOC and CEO ER.

4. Execution activities, including those provided by UNDP, will be described in detail in the GEF CEO Endorsement/Approval request and accompanying project documents, including the project budget. The execution service to be provided by UNDP CO will attract no costs to the project.

<sup>1</sup> Include a brief summary of the execution services to be provided by the GEF Agency. Please refer to Project and Program Cycle Guidelines Annex 8 (Table B) for eligible execution functions.

I trust that UNDP will agree to providing the afore-mentioned execution support to this project and obtain the necessary authorizations from the GEF. I am confident that the project will be successfully implemented and have a significant positive effect on the conservation of globally important biodiversity in the Kabobo-Luama Protected Areas Landscape.

Sincerely,

Ir NDAUKILA Muhinya Godefroid

Point Focal Opérationnel FEM



## Annex 19. TBWP in GEF Budget Template

Expenditure Category	Detailed Description	Component (USDeq.)									Total (USD eq.)	Responsible Entity (Executing Entity receiving funds from the GEF Agency)[1]
		Component 1		Component 2		Component 3		Sub-Total	M&E	PMC		
		Sub-comp 1.1	Sub-comp 1.2	Sub-comp 2.1	Sub-comp 2.2	Sub-comp 3.1	Sub-comp 3.2					
Goods	Fuel institutional development (road approximately 4,400km/yr, @ \$0.3/km, boat approximately 2,700km/yr, @ \$0.4/km) Outputs 1.1 - 1.4	12,000									12,000	RP
Goods	Equipment for data analysis and reporting in Kalemie office: 2 Computers @\$1200, 2 Printers @\$400, 2 Scanners @\$120, 4 External hard disks 2 TB @\$150, 1 Multimedia projector @\$700, 1 Large video screen for surveillance planning and monitoring @\$12000, Output 1.2	16,740									16,740	RP
Goods	Car and motorcycle maintenance and insurance, Outputs 1.1 - 1.4	5,125									5,125	RP
Goods	Fuel protected area (Ngandja) surveillance (road approximately 3910km/yr, @ \$0.3/km, boat approximately 4780km/yr, @ \$0.4/km), Outputs 2.1 - 2.6, also supporting activities under other components in Ngandja. Patrolling food rations for more-day field patrols in Ngandja (average 240 patrolling days per ranger for 5 years - less operations first two years), Output 2.5			33,425							33,425	IP
Goods	Car, motorcycle, and boat maintenance and insurance @2950/yr, Outputs 2.1 - 2.6, also supporting activities under other components in Ngandja			14,750							14,750	IP

Goods	<p>Fuel protected area (Kabobo-Luama) surveillance (road approximately 13,290km/yr @ \$0.3/km, boat approximately 13,620km/yr @ \$0.4/km); Outputs 2.1 - 2.6. Patrolling food rations for more-day field patrols in Kabobo Luama (average 240 patrolling days per ranger for 5 years - less operations first two years); Output 2.5. Field equipment and clothing: 300 trousers @\$28, 300 shirts @\$20, 300 T-Shirt @\$18, 100 jackets @\$30, 150 Leather boots @\$60, 300 rubber boots @\$10, 250 stockings @\$5, 100 backpack @\$60, 150 water bottle @\$20, 150 lunch box @\$20, 150 belts @\$15, 250 kepis @\$10, 150 ponchos @\$40, 100 charger holder @\$31, 100 torch light @\$29, 20 tents @\$300, 55 thermarest @\$40, 50 sleeping bag @\$80, 100 tarpaulin @\$30, 20 leatherman @\$150, Output 2.4.</p>			172,175						172,175	RP
Goods	<p>Equipment for data analysis and reporting in surveillance camps: 4 Computers @\$1200, 4 Printers @\$400, 4 Scanners @\$120, 12 External hard disks 2 TB @\$150, 2 Multimedia projector @\$700, Output 2.5 ; Communication equipment: 3 Radio VHF @\$5000, 20 Radio HF @\$350, 10 Thuraya @\$750, 20 DeLorne-Inreach @\$450, 0 Power-Banks 24000Amh @\$30, 2 V-SAT @\$5000, Output 2.4; Data collection equipment: 20 GPS @\$300, 20 Smartphone CAT @\$250, 10 Binoculars @\$300, 5 Camera (reflex) @\$750, 20 Cameras traps @\$600, 0 Meteorological station @\$5000, Output 2.4;</p>			88,330						88,330	RP
Goods	Fuel community activities Ngandja (road					15,000				15,000	IP

	approximately 3600km/yr, @ \$0.3/km, boat approximately 4800km/yr, @ \$0.4/km), Outputs 3.1 - 3.3;											
<b>Goods</b>	Fuel community activities Kabobo-Luama (road approximately 16,400km/yr, @ \$0.3/km, boat approximately 8700km/yr, @ \$0.4/km); Inputs for the implementation of community develop plan projects (pilot activities such as woodlots for sustainable fuel production). \$160,000 to be determined in a participatory way with the beneficiaries, Outputs 2.2 - 2.3.					202,000					202,000	RP
<b>Goods</b>	Mobility: maintenance and insurance Kalemie - Kabobo-Luama, Outputs 3.1 - 3.3;					48,500					48,500	RP
<b>Goods</b>	Fuel M&E (road approximately 2080km/yr, @ \$0.3/km, boat approximately 3000km/yr, @ \$0.4/km), Outputs 4.1 - 4.4;								9,120		9,120	RP
<b>Goods</b>	Fuel coordination Kinshasa (road approximately 4375 km/yr @ \$0.2/km, 2555km first year)									2,554	2,554	IP
<b>Goods/ Vehicles</b>	Mobility of institutional support: 1motorcycles AG200; Outputs 1.1 - 1.4 Training materials: 1 tent, generator, training kits, 1 aid medical kits, training aids (white board, etc.) Outputs 1.2 and 1.3	10,100									10,100	RP
<b>Goods/ Vehicles</b>	Mobility Ngandja: 1 Hilux pickup double cabin (\$25,000), 1 motorcycle AG200 (\$5500), 1 wooden boat + 55HP outboard engine (\$13,000) to be shared with component 1, 3 and 4 activities), Outputs 2.1 - 2.6,			43,500							43,500	IP

	also supporting activities under other components in Ngandja											
<b>Goods/ Vehicles</b>	Furniture surveillance camps: 4 Office utensils @\$1000, 4 Metal cupboards @\$300, 4 Small tables @\$50, 2 Tables @\$450, 6 Office chairs @\$100, 4 Metal shelves @\$400, 2 Safes @\$1000, 20 Beds @\$250, 20 Mattress @\$200, 2 Tanks 3000 liters @\$650, 100 Plastic chairs @\$8;Power supply equipment: 6 Solar panels @\$300, 10 Batteries @\$300, 4 Cables @\$15, 4 Inverters @\$300, 4 Stabilizers @\$75, 4 Onduleurs @ \$100, Output 2.4			28,360							28,360	RP
<b>Goods/ Vehicles</b>	Mobility Kabobo1 Hi-lux double cabin (\$25,000) components 1 and 4, 1 steel boat + 2 50 HP outboard engines @ \$75,000 (to be shared for component 1, 2, and 4 activities), Outputs 3.1 - 3.3; Outputs 3.1 - 3.3;; Mobility livelihood support: 2 motorcycles AG200 (2 x \$5500), 1 HiLux @ \$25,000, used also for mobility Kalemie project office, Outputs 3.1 - 3.3;					136,000					136,000	RP
<b>Grants</b>	...										-	
<b>Sub-contract to executing partner/ entity</b>											-	
<b>Contractual Services – Individual</b>	Project technical assistant 15 months @ \$2300/month, Mechanic 10 months @ \$500/month	39,500									39,500	IP
<b>Contractual Services – Individual</b>	Technical assistance WCS staff: Project component manager 60 months @ \$1400/month, Country Director 1 months @ \$11860/month, Technical	200,380									200,380	RP



	Director 1 months @ \$8620/month, Legal expert 10 months @ \$2500/month; Field allowances IP Staff: Chief Warden Kabobo-Luama 10 months @ \$380/month, Chief Warden Ngandja 10 months @ \$380/month, Component Officer covering programme Education and Awareness 60 months @ \$350/month, Output 1.1 - 1.4 Training staff: Trainer surveillance, Training assistants (FARDC, ICCN), additional trainers (legislation, gender, FPIC, first aid, human rights, ethics and professional duties, and other to be determined in training plan) 5 months @ \$5000/month; Output 1.2 Salaries logistics staff: 1 Boat men 10 months @ \$570/month, 2 Drivers 20 months @ \$450/month, Field logistic assistant 4 months @ \$650/month (Output 1.1 - 1.4)											
<b>Contractual Services – Individual</b>	Project technical assistant 15 months @ \$2300/month, Outputs 2.1 - 2.6 Salaries logistics staff: Driver 30 months @ \$450/month, Mechanic 20 months @ \$500/month, Outputs 2.1 - 2.6 Field allowances: 15 Rangers Ngandja 625 months @ \$100/month, Output 2.5			120,500							120,500	IP
<b>Contractual Services – Individual</b>	Training staff: (legislation, human rights, co-management, conservation governance, business planning...): Trainers 3 months @ \$5000/month; Output 2.5 Salaries logistics staff: 1 Boat men 20 months @ \$570/month, 2 Drivers 40 months @ \$450/month, Field logistic assistant 18 months @ \$650/month, Outputs 2.1 - 2.6; Field allowances IP Staff: Chief Warden Kabobo-Luama 30			385,900							385,900	RP

	months @ \$380/month, Chief Warden Ngandja 30 months @ \$380/month, Component Officer covering programme Community participation, 60 months @ \$350/month, Outputs 2.1 - 2.6;Field allowances: 35 Rangers Kabobo-Luama 1455 months @ \$100/month, Output 2.5; Technical assistance WCS staff: Project component manager 60 months @ \$1400/month, Country Director 2 months @ \$11860/month, Technical Director 3 months @ \$8620/month, GIS expert 4 months @ \$1730/month, Legal expert 0 months @ \$2500/month, Outputs 2.1 - 2.6;											
<b>Contractual Services – Individual</b>	Project technical assistant 15 months @ \$2300/month, Financial assistant 0 months @ \$1800/month, Outputs 3.1 - 3.3; Field allowances: 15 Rangers Ngandja 130 months @ \$100/month, Outputs 3.1 - 3.3; Salaries logistics staff: Driver 30 months @ \$450/month, Mechanic 20 months @ \$500/month, Outputs 3.1 - 3.3;					71,000					71,000	IP
<b>Contractual Services – Individual</b>	Community training staff (village develop planning, sustainable natural resources management, conservation agriculture, and other to be determined in training plan): Trainers 7 months @ \$5000/month, Output 3.2 and 3.3; Salaries logistics staff: 1 Boat men 20 months @ \$570/month, 2 Drivers 40 months @ \$450/month, Field logistic assistant 14 months @ \$650/month, Outputs 3.1 - 3.3; Field allowances IPICCN Staff: Chief Warden Kabobo-Luama					253,140					253,140	RP

	11 months @ \$380/month, Chief Warden Ngandja 11 months @ \$380/month, Component Officer covering programme Community participation 60 months @ \$350/month, Outputs 3.1 - 3.3; Technical assistance WCS staff: Project component manager 60 months @ \$1400/month, Technical Director 3 months @ \$8620/month, GIS expert 4 months @ \$1730/month, Outputs 3.1 - 3.3; Field allowances: 35 Rangers Kabobo-Luama 335 months @ \$100/month, Outputs 3.1 - 3.3;											
<b>Contractual Services – Individual</b>	Project technical assistant 15 months @ \$2300/month, Financial assistant 15 months @ \$1800/month, Outputs 4.1 - 4.4;								66,500		66,500	IP
<b>Contractual Services – Individual</b>	Field allowances IP Staff: Chief Warden Kabobo-Luama 9 months @ \$380/month, Chief Warden Ngandja 9 months @ \$380/month, 4 Component Officers covering programmes (a) Community participation, (b) Biodiversity Protection, (c) Monitoring and Research, (d) Education and Awareness 60 months @ \$350/month, Outputs 4.1 - 4.4; Technical assistance WCS staff: Project manager 17 months @ \$3675/month, 4 Project component managers 60 months @ \$1400/month, Country Director 2 months @ \$11860/month, Technical Director 2 months @ \$8620/month, Legal expert 0 months @ \$2500/month, Outputs 4.1 - 4.4 Salaries logistics staff: 1 Boat men 10 months @ \$570/month, 2 Drivers 20 months @ \$450/month, Outputs 4.1 - 4.4;								229,975		229,975	RP

<b>Contractual Services – Individual</b>	Financial assistant 45 months @ \$1800/month. Driver coordination Kinshasa 60 months @ \$500/month									111,000	111,000	IP
<b>Contractual Services – Company</b>	Support to rural radio (Radio Fizi, Ngandja, Output 1.3)	2,500									2,500	IP
<b>Contractual Services – Company</b>	Support to rural radio (Radio Kalemie, Output 1.3)	7,500									7,500	RP
<b>Contractual Services – Company</b>	One surveillance camp Ngandja (ICCN), one more surveillance camp as well as base camp to be constructed in Ngandja under co-finance, Output 2.4			60,000							60,000	IP
<b>Contractual Services – Company</b>	One surveillance camp Kabobo (WCS), two more camps, as well as base camps in Luama and Kabobo under co-finance to be constructed, Output 2.4			60,000							60,000	RP
<b>Contractual Services – Company</b>	Infrastructure under community development plans (to be determined by communities), Output 3.1;					100,000					100,000	RP
<b>Contractual Services – Company</b>	Communication products and publications, translation costs, Output 4.4;								25,500		25,500	RP
<b>Contractual Services – Company</b>	Contract for annual audits @\$5000 /yr									25,000	25,000	IP
<b>International Consultants</b>	International consultants (local development planning, sustainable finance): 2 months @ \$10000/month	20,000									20,000	RP
<b>International Consultants</b>	Protected area management planning expert - 1 months @ \$10000/month, Output 2.3			10,000							10,000	RP
<b>International Consultants</b>	Int. consultant MTR, FE 4 months @ \$11000/month, Output 4.2;								44,000		44,000	IP
<b>International</b>	Social & environmental safeguards expert 2 months @ \$10000/month, Output 4.1;								20,000		20,000	RP

<b>Consultants</b>												
<b>Local Consultants</b>	Local Development Plan expert 2 months @ \$5000/month, Output 3.1;					10,000					10,000	RP
<b>Local Consultants</b>	Nat. consultant MTR, FE 4 months @ \$5000/month Output 4.2;								20,000		20,000	IP
<b>Local Consultants</b>	Stakeholder engagement and Gender expert 6 months @ \$5000/month, Indigenous Peoples rights and liaison, social risks and livelihood Specialist (contracted to REPALF) 6 months @ \$5000/month, Output 4.3;								60,000		60,000	RP
<b>Salary and benefits / Staff costs</b>	e.g. Technical Coordinator										-	
	e.g. Project Manager										-	
	...										-	
	...										-	
<b>Trainings, Workshops, Meetings</b>	Organization of meetings of community conservation committees (Ngandja): CLC (26 committees, 104 members, 4 meetings per year), CCC (4 committees, 20 members, 4 meetings per year), CGCC (2 committees, 16 members, 2 meetings per year). Output 1.3	75,000									75,000	IP
<b>Trainings, Workshops, Meetings</b>	Organization of meetings and trainings of community conservation committees (Kabobo): CLC (58 committees, 232 members, 4 meetings per year), CCC (6 committees, 30 members, 4 meetings per year), CLG (1 committees, 20 members, 4 meetings per year), @ \$30,000 / yr; Cost for meetings and communication related to elaboration of landscape management plan (12 stakeholder consultations and two validation workshops) and business plan (2 workshops) @ \$50,000;	286,000									286,000	RP

	Output 1.3Implementation of project and ICCN senior staff training in the Criminal Investigation Department: legislation (2 trainings of 5 days, 15 participants), human rights (1 trainings of 5 days, 18 participants), co-management (2 trainings of 3 days, 18 participants), conservation governance (1 trainings of 5 days, 18 participants), business planning (1 trainings of 7 days, 9 participants) @ \$86, 000, Output 1.2											
<b>Trainings, Workshops, Meetings</b>	Preparation and validation of national classification of two protected areas (2 validation meetings in Kinshasa, 2 validation meetings in Kalemie and in Bukavu), Output 2.2; Logistic costs for the training of ecoguards (50 guards, 90 training days), Output 2.5;			44,485							44,485	RP
<b>Trainings, Workshops, Meetings</b>	Community training & support: village develop planning (3 trainings of 5 days, 75 participants), sustainable natural resources management (3 trainings of 5 days, 21 participants), conservation agriculture (10 trainings of 7 days, 30 participants), etc. - genderwise). Based on training plan developed in a participatory way with the beneficiaries; Elaboration and implementation of 3 local development plans (6 workshops at local level and 2 validation meetings at province level), Outputs 3.1 - 3.3;					135,000					135,000	RP
<b>Trainings, Workshops, Meetings</b>	Organization of 10 Steering committee meetings (5 in Kalemie and 5 in Kinshasa), \$6100/meeting including travel, Output 4.2;								61,000		61,000	IP

<b>Trainings, Workshops, Meetings</b>	M&E workshops (inception, indicator assessment, SESP, GAP, SEP, MTR, TE) 12 workshops, \$2500 - \$5000/workshop, Output 4.2;								46,000		46,000	RP
<b>Travel</b>	Travel staff (3) and exchange visits in 2nd and 4st year with provincial authorities (5) and representatives from co-management committees (4) to other parks in the region (Itombwe, Kahuzi-Biega, Virunga) and other stakeholder (9) travel inside the landscape in relation to capacity building (Kinshasa - Kalemie (4 return flights/yr @ \$1000), inside the landscape 200 days @ \$43.5/yr and Kalemie 10 days @ \$110/yr, Output 1.2	69,000									69,000	RP
<b>Travel</b>	Air and road travel of staff involved in conservation programmes activities: Kinshasa - Kalemie (4 return flights/yr @ \$1000), inside the landscape 110 days @ \$43.5/yr and Kalemie 4 days @ \$110/yr, Outputs 2.1 - 2.6; [=4*1000*5+110*43.5*5+4*110*5]			46,125							46,125	RP
<b>Travel</b>	Air and road travel of staff involved in livelihood activities Kinshasa - Kalemie (4 return flights/yr @ \$1004), inside the landscape 24days @ \$43.5/yr and Kalemie 4 days @ \$110/yr, Outputs 3.1 - 3.3;					27,500					27,500	RP
<b>Travel</b>	Air and road travel of project staff (including ICCN) involved in M&E activities: Kinshasa - Kalemie (4 return flights/yr @ \$1000, inside the landscape 56 days @ \$43.5/yr and Kalemie 10 days @ \$110/yr), Outputs 4.1 - 4.4;								36,680		36,680	RP
<b>Travel</b>	Air and road travel of project coordination unit within Kinshasa and between Kinshasa and field sites									24,000	24,000	IP

<b>Office Supplies</b>	Office furniture Kalemie: 2 Office utensils @\$1000, 4 Metal cupboards @\$300, 4 Small tables @\$50, 4 Tables @\$450, 10 Office chairs @\$100, 4 Metal shelves @\$400, 1 Safes @\$1000, 1 Tanks 3000 liters @\$650, 40 Plastic chairs @\$8, Output 1.2	9,770									9,770	RP
	...										-	
<b>Other Operating Costs</b>	Construction of Kalemie offices to accommodate project and ICCN at the compound of the Environment Inspection (MEDD) in Kalemie. Co-finance contributions from government for land, preparation and infrastructure, Output 1.2	60,000									60,000	RP
<b>Other Operating Costs</b>	BNS assessment data collection and analysis, Output 4.2;							15,000			15,000	RP
<b>Other Operating Costs</b>	Operational costs Kalemie office (power supply, water, communication, insurances)								15,100		15,100	RP
<b>Grand Total</b>		813,615		1,107,550		998,140		2,919,305	633,775	177,654	3,730,734	