

UNDP PROJECT DOCUMENT

**The Government of Cameroon
The Government of Congo (Brazzaville)
and the Government of Gabon**

**UNITED NATIONS DEVELOPMENT PROGRAM (UNDP)
GLOBAL ENVIRONMENT FACILITY**

Partners: WWF, WCS, ECOFAC (EU)

**Project Title: CONSERVATION OF TRANS-BOUNDARY BIODIVERSITY
IN THE MINKEBE – ODZALA - DJA INTERZONE IN GABON, CONGO AND CAMEROON
Project Number 1583**

SUMMARY DESCRIPTION OF THE PROJECT

The Western Congo Basin Moist Forest Ecoregion (WCBMFE) constitutes a large part of the tropical wilderness of Central Africa, the world's second largest expanse of rainforest. Its globally important biodiversity faces, however, increasingly severe threats from commercial logging and mining, large-scale commercial hunting for wild meat and ivory, often using logging concession access roads. The Governments of Cameroon, Gabon and Congo, through the proposed interventions of this project seek to mitigate these threats while at the same time putting in place the long-term resource management and financing systems needed to achieve conservation objectives.

The project will assist the three governments in designing and implementing a coherent land-use plan that designates protected areas, permanent forest and rural development areas, building the capacity to control resource use, to monitor trends in biodiversity and ecosystem functions, through an effective law enforcement system, collaborative management schemes with the private sector and communities, including, in particular, indigenous people, and implementation of a cost-effective monitoring system. The project also seeks to find ways to improve benefits for local communities through revenues generated from alternative livelihoods initiative to ease pressure on natural resource, and setting up a diversified sustainable financing scheme to cover the core management costs in TRIDOM, in particular costs related to law enforcement and protected area management.

The project will demonstrate an integrated approach to land-use planning and management that will be replicable and that will enhance and secure biodiversity conservation, promoting the conservation of the tropical forest values that have global significance. It is anticipated that at project completion, management structures and sustainable funding mechanisms will be in place to sustain project achievements in the long term and to advance conservation in this globally significant part of the Congo Basin.

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ACRONYMS

CARPE	Central Africa Regional Program for the Environment
CBFP	Congo Basin Forest Partnership
COMIFAC	<i>Commission des Forêts d'Afrique Centrale</i>
NPT	National Project Team
PSC	Project Steering Committee
RC	Regional Coordinator
RPMU	Regional Project Management Unit
TRIDOM	Tri-National Dja-Odzala-Minkebe
WCS	Wildlife Conservation Society
WWF	World Wide Fund for Nature

SECTION I: PROJECT DESCRIPTION

PART I: Situation Analysis

Context and global significance

1. The Project intervention area – the 147,000 km² Tri-National Dja-Odzala-Minkebe (TRIDOM) trans-border forest – covers 7.5% of the Congo Basin Tropical Rainforest, the world's second largest expanse of rainforest. Seven protected areas, covering already 24,46% of TRIDOM, are connected through a thinly populated “interzone” that is essential for maintaining ecological connectivity and long term maintenance of ecological processes.

Threats, root causes and barriers analysis

2. TRIDOM's globally important biodiversity however faces increasingly severe threats from commercial logging and mining and large-scale commercial hunting for wild meat and ivory. Limited national public sector capacity to plan, oversee and control natural resource use and limited trans-boundary coordination in planning and control of resource use are factors contributing to unsustainable exploitation of natural resources in the interzone. Public sector knowledge of the resource base and capacity to detect and analyse trends in the status of the resource are also weak. Endemic poverty and a lack of economic alternatives further contribute to unsustainable resource exploitation in the interzone. In the absence of a focused intervention to address these underlying threats, it is likely that degradation and fragmentation of the interzone forest will continue. Existing protected areas would lose the biological links between them, eventually becoming biological islands, leading to local extinctions, reduction in biodiversity, disruption of biological processes, genetic isolation and the loss and impairment of global environmental benefits. The Governments of Cameroon, Gabon and Congo, are thus seeking assistance to mitigate these threats in order to maintain connectivity in the project area, as a cost effective way to strengthen and consolidate the protected areas system.

Institutional, sectoral and policy context

3. In *Cameroon*, up to December 2004, the forest domain was administered by the Ministry of Environment and Forests (MINEF), including the Direction des Forêts (DF) and the Direction de la Faune et des Aires Protégées (DFAP). At the level of a province, the responsibility lied with the Provincial Delegation of MINEF, which ensured daily supervision of Park conservators, and District-Level Delegates. The main District-level delegations are found in Yokadouma, Abong Mbang, and Sangmelima and specific wildlife department services (conservators) exist for the Dja and Lobeke Protected Areas. Since December 2004, Cameroon has two concerned ministries: MINEP (Ministry of Environment and Nature Protection) and MINFOF (Ministry of Forests and Wildlife). Details on roles and responsibilities are presently being clarified. In *Congo*, the forest domain is administered by the Direction des Forêts (DF) of the Ministry of Forest Economy and Environment. Wildlife and Protected Areas are administered by a Direction de la Faune et des Aires Protégées (DFAP). The Provincial Delegation of the Ministry is found in Ouesso while Souanké and Sembe have District-level delegations. Odzala-Kokoua National Park is managed by the Wildlife Department with a conservator in Mbomo. In *Gabon*, most of the forest domain is administered by the Ministry of Forest Economy, Waters, Fisheries, responsible for the Environment and for the Protection of Nature (MEFEPCEPN). The Ministry is represented in the field by Provincial Inspections that oversee the District level representations. These services intervene in forest and wildlife management. The Wildlife Department (Direction de la Faune et de la Chasse) has brigades linked to protected areas. In the project zone, wildlife brigades exist in Oyem and Makokou. Thirteen national parks were recently created and the National Council for National Parks has been created to manage these parks. With reference to the project zone, four conservators have been nominated: one for Minkebe-West, one for Minkebe-East, one for Ivindo National Park and one for Mwagne National Park.

4. The three governments have made significant contributions towards protecting the forests through the creation of national parks and other protected areas. In addition, the Government of Cameroon has placed a moratorium on exploitation of a further 8,000 km² of biologically important forest in the interzone, zoned for logging in the national plan, pending the outcome of negotiations on its ultimate use. All three governments are demonstrating their commitment to the long-term sustainable management of their forest resources and to sustainable development in the interzone.

5. Much of this forest protection activity is a direct result of the Summit of Central African Heads of State held in Yaoundé in March 1999, in which high-level commitment was made to the concepts of forest conservation, sustainable management and trans-boundary collaboration. In order to ensure effective implementation of the Yaoundé Declaration, the signatory States established an institutional mechanism, COMIFAC (*Commission des Forêts d'Afrique Centrale*), with an operational Executive Secretariat located in Yaoundé, Cameroon, and defined implementation strategies in the "Plan de Convergence". The latter focuses on twelve priority trans-border conservation areas, including TRIDOM. During their Second Summit on the Conservation and Sustainable Management of Forest Ecosystems held in Brazzaville, Congo, in February 2005, the Central African Heads of States officially endorsed the COMIFAC through the signature of the COMIFAC Treaty. During the Summit, the Ministers in charge of Forests in Cameroon, Gabon, and Congo also signed the TRIDOM Cooperation Agreement whereby they undertake to collaboratively manage the area.

6. TRIDOM has also been selected as one of the eleven priority areas that form the basis for the Congo Basin Forest Partnership (CBFP), launched by the United States, South Africa and 27 public and private partners at the World Summit on Sustainable Development in Johannesburg in September 2002, that aims at promoting economic development, poverty alleviation, improved governance, and natural resources conservation in the Congo Basin.

7. GEF funding will complement parallel financing by the European Union that supports the Dja Reserve in Cameroon and the Odzala National Park in Congo, USAID through the Central Africa Regional Program for the Environment (CARPE), the UN Foundation (via UNESCO and FAO) and diverse other sources funding coming through WWF and WCS, the main international conservation NGOs working on the ground in TRIDOM.

Stakeholder analysis

8. A number of important stakeholders have been identified in the project area, as outlined in the stakeholder mapping table in section IV, part IV. Note that most of these stakeholders have complementary powers, skills, strengths and weaknesses and only through a combined effort can conservation and sustainable resource management be a successful option for the future.

Baseline analysis

9. The baseline situation comprises activities in the forest linking a number of protected areas, whose establishment began in the colonial era (Dja, Odzala), but which have increased rapidly over the past few years. The Odzala-Kokoua National Park was extended to 13,500 km² in 2001, the National Parks of Minkebe, Ivindo and Mwagne were created in Gabon in 2002, and, in Cameroon, the National Parks of Nki and Boumba-Bek have just been gazetted. These protected areas lie in an interzone matrix of predominantly un-logged forest. The protected areas receive significant budgets and international focus; the land between them is essentially neglected.

10. Throughout the interzone, control of resource exploitation is weak and integrated development plans non-existent. Endemic poverty and a lack of economic alternatives lead to environmental degradation. Such processes underway in the interzone will eventually weaken biological links between the protected

areas. This project, unlike many focusing on biological linkages, will not require rehabilitation or reforestation of potential biological corridors, but will take advantage of existing links and preserve them through development and implementation of forest zoning plans.

11. In all three countries, conservation policy is focused on protected areas and their management. The longer-term biological issues that will result from reduced or fractured connectivity are not a national concern and will not be addressed by the countries in the absence of GEF intervention. The costs of increased biological viability of these protected areas, of great significance to the global environment, cannot reasonably be expected to be met from national budgets and it is for this primary reason that GEF intervention is sought.

PART II: Strategy

Project rationale

12. The proposed intervention aims at mitigating threats to the TRIDOM while at the same time putting in place the long-term resource management and financing systems needed to achieve conservation objectives to consolidate TRIDOM as an operational conservation landscape. The seven-year project will be based on three national components and a light regional coordination structure. The intervention is based on a number of key strategic choices that can be summarized as follows: (a) focusing GEF funding on the interzone between the parks, thereby contributing to a consolidated TRIDOM conservation project effectively covering the whole zone; (b) promoting the development in the interzone of well-designed land-use plans leading to implementation of improved resource management strategies; (c) improving on-the-ground operational capacity of the Ministries in charge of forests and protected areas; (d) cooperating with logging enterprises for the adoption of regulations that forbid the use of logging infrastructure and equipment for hunting; (e) developing viable socio-economic incentives; and (f) providing support to develop effective sustainable financing strategies, based on business plans and combining a variety of potential income resources.

13. The project will therefore assist the three governments in designing and implementing a coherent land-use plan that designates protected areas, permanent forest and rural development areas. It will contribute to building the capacity to control resource use, to monitor trends in biodiversity and ecosystem functions, through an effective law enforcement system, collaborative management schemes with the private sector and communities, including in particular indigenous people, and implementation of a cost-effective monitoring system. The project will also include finding ways to improve benefits for local communities through revenues generated from alternative livelihoods initiative to ease pressure on natural resource, and setting up a diversified sustainable financing scheme to cover the core management costs in TRIDOM, in particular cost related to law enforcement and protected area management. The project thus comprises and expands conservation and sustainable use programs in the interzone specifically planned to promote the integrity of the protected areas within TRIDOM through the maintenance of biological linkages or ecological connectivity.

14. This is anticipated to take seven years to achieve and therefore the project will be implemented in two tranches. The first Tranche (Year 1 to 4) will establish the basic enabling framework in terms of forest zoning plans, collaborative management agreements, management master plans, financial plans, and monitoring. The second Tranche (Year 5 to 7) will focus on implementation of integrated operational management systems of the landscape including progress with financial sustainability. Thus TRIDOM will become an operational conservation landscape. The project is therefore submitted to the GEF CEO as a Type II Tranched project – the entire amount for the two Tranches has been approved by the GEF Council with delegated approval authority for the CEO to endorse the second Tranche subject to the satisfactory achievement of triggers. The respective targets of the two tranches are presented in more details in Table 4 B (Results Measurement Table for Tranched Approach) in Part II below. The following triggers are proposed to allow the endorsement of Tranche II of the project:

- Land-use plans covering at least 80% of the interzone are endorsed by Governments;
- TRIDOM master plan is designed and implemented in at least 40% of the project area;
- The percentage of surface area without bush meat hunting is stabilized or has increased compared to levels at Year 1 in 50% of TRIDOM, through an effective law enforcement system and collaborative management schemes with the private sector and communities
- At least three areas are legally recognized and under management by local communities;
- At least 20% of core management costs in TRIDOM (in particular law enforcement and protected area management) are covered by long-term financial resources.

15. As the project focuses on conservation of forest ecosystems of global significance and very high biodiversity, it falls under Operational Program #3 and Focal Area 'biodiversity'. The project comprises and expands conservation and sustainable use programs in the interzone specifically planned to promote the integrity of the protected areas within TRIDOM through the maintenance of biological linkages or ecological connectivity. As such the main focus of the project falls within Strategic Priority 1. Even though the project intervenes essentially in the interzone between existing protected areas, the proposed interventions are clearly undertaken with the aim of consolidating and strengthening the overall system of protected areas. However, the project also provides a model for maintaining biodiversity and ecological processes in a predominantly production landscape, and as such it is also relevant to Strategic Priority 2. The two clearly go together, because overall success will not be achieved if we only intervene in the protected areas, nor if we only intervene in the interzone.

Project goal, objective, outcomes and outputs/activities

16. The long-term *development objective (goal)* of the project is to conserve globally significant biodiversity in the Congo Basin through integration of conservation objectives into the national and regional sustainable development plans in the TRIDOM. In order to contribute to this long-term goal, the *specific objective*, or project objective, will be to maintain the ecological functions and connectivity of TRIDOM, and ensure long-term conservation of its protected area system through integrated, sustainable and participatory management in the interzone between the protected areas. Through this specific objective, the project will promote a matrix of land uses, which, when integrated across the area, both conserve globally significant biodiversity through sustainable use and safeguards it through set-asides in production forest. The project will make a substantial contribution towards strengthening the system of protected areas both at national and regional levels, by designing and implementing a cost-effective model for the management of a mosaic of different uses which will not only increase the landscape resilience, but clearly consolidate the overall protected area system. Collectively, the activities undertaken will demonstrate cost-effective and replicable ways and means for facilitating the broad-based participation of communities, the private sector and other key actors in the project area, and reconcile protected area management with sustainable use objectives and production systems and ultimately significantly improve prospects for sustainability of the protected area systems at the regional level.

17. As indicated above, the project will be implemented in two tranches, each with its respective targets as indicated in Table 4 B (Results Measurement Table for Tranched Approach) in Part II below, and Tranche II (Year 5 to 7) being subject to the satisfactory achievement of five triggers presented in paragraph 14. The actions proposed to achieve this fall into seven Outputs which will deliver four outcomes each with specific impacts as detailed in the Results Impact Measurement Table in the Project Brief.

18. *The first outcome* will be that the land-use and the governance structures of a trans-border complex for biodiversity conservation and sustainable natural resource use are designed, endorsed and operational.

The actions to achieve this outcome focus on an effective zoning of the TRIDOM, and will include legal endorsement and implementation of three land use plans at national levels, the adoption and signing of an internationally recognized status for the TRIDOM by the three governments, and the endorsement of the TRIDOM master plan as well as its implementation by all stakeholders in at least 50% of the project area, and including operation rules, management structures and models for collaborative agreements. This Outcome incorporates Outputs 1 and 2 of the proposed project.

19. ***The second outcome*** will be that the capacity to monitor trends in biodiversity, resource exploitation and ecological functions and to minimize pressures on natural resources is strengthened in TRIDOM. The actions to achieve this outcome focus on setting up a pragmatic and cost-effective system to monitor biodiversity, resource exploitation and ecological functions. Monitoring of the use forest resources will be achieved through the development of databases through surveys. It will provide some information of baseline populations and on the routes and destinations to which forest products are exported. It will also provide information on large-scale migrations and seasonal movements of large mammals such as elephants and hornbills, which are important in the design and maintenance of connectivity between protected areas in productive landscape. Regarding ecological functions, it is proposed that the focus be on actively monitoring effective ecological connectivity as this function is threatened and provides a good indicator of conservation success on the ground. Monitoring of trends is of little use unless there is the capacity to control trends on the ground, and the efforts will also focus on the implementation of effective law enforcement systems in at least 50% of the project area. The project will also promote “best practices” on hunting in logging concessions as well as promote conservation set-asides and other biodiversity conserving actions in forest management plans. This Outcome incorporates Outputs 3, 4 and 5.

20. ***The third outcome*** will be that benefits from community-based natural resource management contribute to poverty alleviation. The action to achieve this outcome will focus on promoting the development of alternative economic activities including viable ecotourism ventures and community forestry / wildlife management initiatives in targeted sites, as a means to ease pressures on the natural resource base and improve the livelihoods of local communities. This Outcome incorporates Output 6.

21. ***The fourth outcome*** will be that sustainable funding is mobilized for the conservation and sustainable management of the TRIDOM. The actions to achieve this outcome will focus on designing and implementing a multi-level (at regional, national and site-specific level) financial plan endorsed by the three governments and concerned parties. The design of a financial plan will include a study to assess the short, medium and long-term costs of conservation and sustainable management of natural resources in the TRIDOM, as well as an assessment of the constraints and opportunities of a range of financial mechanisms to implement the plan. It will also include training in financial planning and conservation finance, especially capacity building activities to ensure increased budgetary allocation and implementation of innovative financing mechanisms for forest conservation and sustainable management of natural resources, with the aim that long-term financial resources cover at least 50% of the core management cost in TRIDOM. This Outcome incorporates Output 7.

22. The proposed Outputs and Activities are detailed in the Logical Framework Matrix adapted from the Project Brief and included in Section II, along with the indicators, targets and assumptions. Outputs are summarized below.

Output 1: TRIDOM zoning is effective through legal endorsement of three national land-use plans and their implementation.

Output 2. A trans-boundary status is adopted for the TRIDOM and operational management systems are effective at the regional, national and local levels.

Output 3. A pragmatic and cost-efficient system to monitor biodiversity, resource exploitation and ecological functions is operational.

Output 4. The legal framework is refined and law enforcement systems are effective.

Output 5: Mechanisms are in place to strengthen effective biodiversity conservation in logging concessions.

Output 6: Viable community initiatives providing socio-economic incentives for biodiversity conservation are designed and operational.

Output 7: A multi-level financing plan is developed, endorsed and implemented.

Project indicators, risks and assumptions

23. Indicators: At the end of the project these four outcomes will have collectively provided an adopted land-use plan designating protected areas, permanent forest and rural development areas that covers at least 80% of the 40,000 km² interzone area and provides the framework for maintaining ecological functions and connectivity in TRIDOM. The 35,968 km² covered by the existing protected areas in TRIDOM will be under effective management and robust against anthropogenic perturbations. The three Governments will have legally recognized TRIDOM as a trans-border conservation and sustainable natural resource use complex. Populations of elephant and great ape populations will have stabilized or increased in TRIDOM compared to levels at project start up, indicating reduced pressure on resources. In at least two pilot river sites per country, populations of Nile crocodiles, slender snout crocodiles, giant turtles and Congo clawless otters will have stabilized or increased. The overall percentage of TRIDOM without bush meat hunting will have stabilized or increased compared to levels at Year 1 through an effective law enforcement system and collaborative management schemes with the private sector and communities. The average distance covered on foot by village hunters will have stabilized or decreased compared to levels at Year 1. A pragmatic legal framework for community hunting will have been adopted for all of TRIDOM and compliance increased by 25%. The number of tourist days in TRIDOM will have increased by at least 15% per year from Year 4 onwards. Income generated from ecotourism development and community-based forest and wildlife management in the areas targeted by the project will have contributed to reduced unsustainable natural resources harvesting. A diversified sustainable financing scheme will be functional and cover at least 50% of the core management costs in TRIDOM, in particular cost related to law enforcement and protected area management. For more details on proposed indicators, we refer to the logical framework in Section II.

24. Risks (reflecting failure of critical assumptions in the logical framework in Section II)

Risk	Risk rating	Risk mitigation measure
Diminishing and insufficient support for the Yaoundé Declaration and trans-border conservation by Central African Governments.	Medium	A follow-up meeting to the Yaoundé Forest Summit is proposed to keep the political momentum ongoing.
Deteriorating political and economic conditions.	Low	Continue basic conservation activities, even in times of conflict. Experience in the Congo Basin (DRC, Congo Brazzaville) has shown that this is feasible and can produce good results (Okapi, Odzala)
The three countries are not willing to engage in a transparent land-use planning process.	Medium	Engaging a transparent land-use planning process, with the participation of a wide variety of actors, under the clear leadership of the Government and the Ministries in charge of

		forests.
Governments are not willing to strengthen significantly the protected area systems.	Medium	Ensure adequate participation of government officials and relevant Government agencies and regional institutions like COMIFAC.
The partners involved in designing and implementing the monitoring strategy cannot agree to adopt a single monitoring framework for all of TRIDOM or do not apply it.	Medium	The project will adapt and learn from already adopted systems in TRIDOM components and should avoid to “over-design” making field implementation much easier.
Insufficient support for law enforcement (against heavy poaching in particular).	Medium	Adoption and implementation of a law enforcement strategy that does not hurt basic legitimate interests of the majority of hunters/resource users. Involvement of administrative, military, political and judiciary authorities.
The logging companies are not willing to contribute significantly to the cost of hunting surveillance in their concession.	Medium	Work with logging industry federations towards adoption of clear standards for hunting management and ways to get their support (e.g. support external surveillance in addition to internal company controls). Make logging companies responsible and fine them for poaching benefiting from their logging roads or vehicles. Split the cost of operations of a mobile unit between several logging companies.
Low numbers of ecotourists make commercial tourist enterprises unviable.	Medium	Visitation rates can only increase as they are currently close to zero. Contribute to the positive publicity regarding the wonders of the Congo Basin Rainforest. Work with Government to provide attractive investment environment for ecotourism ventures so as to start up the industry in the Western Congo Basin.
Allocation of budgetary resources to biodiversity conservation and sustainable natural resources management is slow or not sufficient.	Medium	Donors and NGO’s exercise pressure on governments to allocate resources to protected area management. New national funding mechanisms, based on a mix of national and international funding, are under development in the countries of the region (framework of forest and environment sectoral programs).
The international community and private investors are reluctant to provide resources for rainforest biodiversity conservation	Medium	Provide very tangible projects for international donor investment (like conservation concession in Ngoïla Mintom). Build partnerships with different groups (like Conservation International) to reach a wider target audience. Implementation of sustainable financing mechanisms is a key component of the project.
Corruption hampers law enforcement efforts and project implementation, and discourages potential investors in long term funding mechanisms.	Medium	Ensure adequate financial controls (such as independent audits of project’s funding and administration). Ensure implementation of collaborative and transparent systems of law enforcement efforts and sanctioning as well as adequate monitoring thereof. Ensure adequate management board for governance of sustainable financing sources (including through representation by several organizations from both the private and the public sectors).

Expected global, national and local benefits

25. The global and domestic benefits are detailed in the incremental cost analysis in Section II. Global benefits are linked to the conservation of biodiversity of world wide significance. Domestic benefits are linked to the development of capacity to manage sustainably natural resources over large landscapes (in and outside of protected areas). Local benefits are linked to the avoidance of overexploitation of wildlife

and forests and thus the accrual of continued local benefit through local hunting and participation in forest exploitation.

Country ownership: Country eligibility and country drivenness

26. *Cameroon* signed the Convention on Biological Diversity (CBD) on June 14, 1992 and ratified it on October 19, 1994. Its National Biodiversity Strategy and Action Plan was concluded in 1998. *Congo* signed the CBD on June 11, 1992 and ratified it on August 1, 1996. A National Biodiversity Strategy and Action Plan have been formulated. *Gabon* signed the CBD on June 12, 1992 and ratified it on March 14, 1997.

Eligibility for UNDP funding

27. The United Nations Programs in all three countries have a core of common objectives together with programs that are specific to the individual needs of individual countries. The core elements concern progress towards development and eradication of poverty, provision of basic amenities (such as safe drinking water, education, health, reduction of infant mortality), governance and the policy environment, sustainable development and the environment. The project will address issues of poverty eradication through provision of economic alternatives. A principal goal of the project is that of establishing sustainable resource management and of preserving global biodiversity. Some aspects of UNDP country programs have specific relevance to the current project, and these are listed below.

28. In Cameroon a major goal of the UNDP program is to reverse the loss of environmental resources by 2015. The current project, if successfully implemented, would assist substantially in the achievement of this goal. In Congo a major focus of the UNDP program is concerned with the civil war and its consequences. The environment is a high priority for the UNDP program in Congo. It is also concerned with the restoration of the rule of law, the fight against corruption and transparency in public office. In Gabon, UNDP's activities are focusing on three areas, i.e. sustainable management of natural resources, governance, including the environmental sector, and support to poverty reduction, including through support to local communities and non governmental organizations.

Sustainability

29. The following key elements of the project will directly contribute to its sustainability:

- (i) The necessary mechanisms will be put in place to lead to legal endorsement and implementation of each country segment of the land-use plan by the respective Government (decree issued), thereby ensuring long-term and secure recognition of the conservation and development values in the TRIDOM as agreed upon during the land-use planning exercise.
- (ii) TRIDOM will be adopted as a trans-border conservation and sustainable use complex that benefits from official national, regional and international recognition.
- (iii) A master plan will be designed at the TRIDOM level and implemented in at least 50% of the project area, thereby setting a long-term framework for strong governance structures and operational systems. This master plan will integrate an institutional set-up that fulfils the need to have operational field conservation units capable of working over large landscape segments.
- (iv) Adequate regulations will be adopted at TRIDOM level and at national level, thereby ensuring that the required enabling legal framework is in place concerning the control of hunting linked to logging concessions.
- (v) A sufficient number of personnel responsible for law enforcement and park management will be trained and able to effectively operate in at least 50% of the project area (backbone of the conservation services). Based on field experience, the project will gradually define how many law enforcement and park staff are required to achieve long-term effective management.

- (vi) Effective participation by all stakeholders (local communities, local leaders, civil society, political, military and administrative authorities, etc.) will be ensured in at least 50% of the project area, thereby gradually building a long-term and broad-based buy-in for a common vision.
- (vii) In the areas and pilot sites of project's intervention, conservation will bring local benefits via an emerging tourism industry and communities, including indigenous populations, will continue to benefit from the wild game through community hunting zones.
- (viii) Sustainable funding will be gradually mobilized to cover at least 50% of the core management costs in TRIDOM; in particular those linked to law enforcement and protected area management. The level of required funding will be based on a thorough analysis of the short, medium and long-term costs associated to the various conservation and sustainable natural resource management options in TRIDOM. Some projections have been made but are so far only focusing on protected area management costs. For instance, a recent study estimates that the annual recurrent expenditures for minimum park management amount to US\$ 58/km² in Cameroon, US\$ 82/km² in Congo and US\$ 76/km² in Gabon, and that annual recurrent expenditures for effective park management amount to US\$ 212/km² in Cameroon, US\$ 299/km² in Congo and US\$ 277/km² in Gabon. A financial planning methodology adapted to TRIDOM will need to be developed and applied to account for all relevant expenditures and identify sources of funding.

Replicability

30. The following critical expected elements at project completion have replication potential in the Congo Basin:

- (i) The consolidation of a set of isolated protected areas in a broader conservation and multiple-use complex can inspire other sites in the Basin (e.g. Okapi-Maiko-Kahuzi Biega in the Democratic Republic of Congo, Campo Ma'an - Mt Alen – Mt Cristal in Cameroon, Equatorial Guinea, Gabon). It can serve as a basis for managing national protected area and conservation systems ensuring biological connectivity and operational capacity at national and regional levels.
- (ii) National conservation and protected area systems will be strengthened through collaboration across borders. Lessons learned will inspire other sites (COMIFAC listed twelve promising sites for trans-border conservation).
- (iii) The project will put in place the operational units for landscape management. If successful, these have immediate replication potential at the national level to ensure that most of the forest area is covered with a certain level of operational capacity.
- (iv) If the project succeeds in its aim to make logging companies pay for wildlife surveillance costs (because they also benefit from it), then replication of operational units (wildlife squads) will also be financially possible.
- (v) The project will replicate promising agreements already reached on the ground (such as Memorandum of Understanding with gold mining communities, Memorandum of Understanding on community hunting and control of hunting in logging concessions). It will thus further test, promote, improve and strengthen these systems and therefore provide ground for replication at an even larger level (other sites, national, regional).
- (vi) The project will put significant effort in putting in place sustainable funding mechanisms. Lessons learned can be used in all of Central Africa and even beyond.

PART III: Project Management Arrangements

31. Implementation will essentially take place through three strong autonomous but well-coordinated *National Project Teams* (NPT) and a light *Regional Project Management Unit* (RPMU) headed by a *Regional Coordinator* (RC), and located at the COMIFAC Executive Secretariat in Yaoundé (see Section IV, Part II).

32. Given the regional nature of the project, UNOPS will serve as the executing agency for UNDP, the GEF IA. UNOPS will, in consultation with project partners, hire the RC, and take overall responsibility of project execution while sub-contracting locally-based institutions for specific deliverables. The RC will work together with a counterpart from existing staff at COMIFAC.

33. The RC (see Terms of Reference in Section IV, Part III) will be responsible for timely achievement of all project's objectives. His/her duties will include the oversight and coordination with UNDP and other implementers of project activities at the operational level. The RC's responsibilities will also include coordination of the development of work plans and budgets consistent with the project's logical matrix. It will also include providing technical guidance and support to the NPTs of the project to ensure that the implementation of activities in each country segment is coherent with the overall project structure and objectives, and that lessons learnt at each site are shared with others. The RC will also be responsible for periodic reporting to UNDP on lessons learnt and be the key point through whom lessons learned in similar projects in other parts of the world would be channeled to enhance project's operations. The RC's responsibilities will also include periodic evaluation of progress and the preparation of progress reports based on inputs from the NPTs of the project and regular field visits. The end of year project reports will be prepared under his/her responsibility. Part of the RC's monitoring and evaluation functions will also be to ensure the timely measurement of indicators to objectively verify and record progress towards the project objectives and the achievement of targeted impacts. The RPMU will also include an Expert in Finance and Administration (see Terms of Reference in Section IV, Part III) and a Program Assistant (see Terms of Reference in Section IV, Part III).

34. The overall project implementation will be overseen by a *Project Steering Committee* (PSC) (see Terms of Reference in Section IV, Part III) invested with the responsibility of approving the project's annual operational plans, budgets and reports and ensuring that project activities are in line with those outlined in the approved project documentation and with national policy frameworks. The PSC would be composed of:

- the Executive Secretary of COMIFAC as the Chairman,
- the Ministers of Forest, Wildlife and Protected Areas from each of the three countries, or their designated representatives,
- the UNDP/GEF Regional Coordinator for Biodiversity/IW for West/Central Africa,
- the UNDP Resident Representative (or his/her designee) from the three countries,
- the GEF operational focal points from the three countries,
- three representatives from local communities in each country.

35. The PSC will meet at least once a year, and on other occasions as needed, to review progress reports, monitor results, receive other reports that they may request on an *ad hoc* basis and approve annual project's reports and work plans and budgets. The RC and his/her COMIFAC counterpart will act as the Secretary. They will be responsible for setting up meetings, circulating documentation for review, and preparing minutes and reports of the PSC.

36. The following persons will be invited as observer to the PSC's meetings:

- in Cameroon and Gabon, the coordinators of the Sectoral Forest and Environment Program – FESP,
- the Representative in Central Africa of IFIA (Interafrican Forest Industries Association) or another representative of the logging sector,
- representatives from the international conservation NGOs involved in the project area, including WWF, WCS, and ECOFAC-EU.

37. Two advisory committees will provide ad-hoc support to the RPMU and the PSC. First, a Scientific and Technical Committee (see Terms of Reference in Section IV, Part III), composed of representatives

from the private sector, scientific community, and civil society, will provide technical and / or scientific input on specific issues and strategic guidance on work plans. Second, a Sustainable Financing Task Force will act as a platform to catalyze improved coordination of funding sources and actors within the TRIDOM and advise the PSC accordingly (see Output 7 of the Project).

38. The PSC will seek to maximize synergies with the tri-national coordination mechanisms created within the framework of the recently signed Cooperation Agreement, i.e. in particular the *Comité Tri-National de Suivi (CTS)*, meets once a year) and the *Comité Tri-National de Planification et d'Exécution (CTPE)*, meets twice a year). It is important to highlight that coordinated planning will be enhanced by ensuring that the same representatives of these tri-national committees of the Cooperation Agreement are the same as those of the project committees.

39. Execution at the national level will be the responsibility of a national manager designated by the Government, who will enter into a specific agreement with UNOPS. In addition, in each country, UNOPS will sign an agreement with an international NGO to provide technical backstopping to the national manager. UNOPS will also subcontract the UNDP representations in each of the countries to provide specific administrative backstopping. The Ministry in charge of Forests will nominate the national manager. In Cameroon and Gabon, UNOPS will subcontract WWF – which has long proven expertise in working on the ground with government and other partners in these two countries – to provide the technical support. In Congo, UNOPS will work with both WCS and WWF pending negotiations between the NGO's and the Government and related to their mandate within the TRIDOM interzone.

40. Each National Project Teams (NPT) (see Terms of Reference in Section IV, Part III) will be strengthened with a national Database and GIS Expert, a financial and administrative assistant and a driver. Consultants will further strengthen the quality of TRIDOM wide monitoring and GIS. The NPTs will be housed at the Ministry of Forestry, Wildlife and Protected Areas in each of the three countries. The Government via the national manager will be responsible for financial and technical management of the NPT. The NPT will ensure the implementation of project activities on a daily basis at the national level, and prepare country-based budgets and work plans in the agreed formats to enable consolidation at the TRIDOM's level.

41. Maximum synergy will be sought with existing or planned national coordination mechanisms and the NPT will ensure that the project is planned and implemented in close collaboration with the following structures:

- the Technical Operation Unit (*Unité Technique Opérationnelle – UTO*), a coordination management structure grouping together the governmental authorities and their partners in south-east Cameroon,
- the Technical Management Committee, a coordinating body grouping together park and wildlife authorities and their partners in north-east Gabon, and
- the proposed Coordination Committee between the Government of Congo, ECOFAC, WCS and WWF in the Odzala area, the creation of which is currently discussed among those partners.

42. All project activities including all technical, administrative, and financial aspects will be carried out in compliance with rules and regulations of UNOPS/UNDP.

43. UNDP/GEF is responsible before the GEF Council for the whole project implementation. UNDP/GEF, in close consultation with UNDP country offices, will therefore be responsible for overall project supervision. This includes approval (no-objection) of workplans, budgets, progress reports, terms of reference (TOR) for and hiring of high-level project staff and consultants, and the organization and approval of annual audits.

44. The total grant by GEF amounts \$10,117,500. The co-funding comes from the three Governments, WWF, WCS, CI, ECOFAC-EU and ITTO. The tables below illustrate the funding plan and the detailed budget of the GEF funding.

45. In order to accord proper acknowledgement to GEF for providing funding, a GEF logo should appear on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF. The UNDP logo should be more prominent -- and separated from the GEF logo if possible, as UN visibility is important for security purposes.

PART IV: Monitoring and Evaluation

46. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the RC, the NPT and the UNDP Country Offices (UNDP-CO) with support from UNDP/GEF. The Logical Framework Matrix in Section II, part II provides performance and impact indicators for project implementation along with their corresponding means of verification. These will form the basis on which the project's Monitoring and Evaluation system will be built. In particular, Table 4 B (Results Measurement Table for Tranched Approach) in Part II provides a detailed description of the respective targets to be achieved under each of the two tranches of the project.

47. The following sections outline the principle components of the Monitoring and Evaluation Plan and indicative cost estimates related to M&E activities. The project's Monitoring and Evaluation Plan will be presented and finalized at the Project's Inception Report following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities.

MONITORING AND REPORTING

Project Inception Phase

48. A Project Inception Workshop (IW) will be conducted with the full project team, relevant government counterparts, co-financing partners, the UNDP-CO's and representation from the UNDP-GEF Regional Coordinating Unit, as well as UNDP-GEF (HQs) as appropriate.

49. A fundamental objective of this Inception Workshop will be to assist the project team to understand and take ownership of the project's goals and objectives, as well as finalize preparation of the project's first annual work plan on the basis of the project's logframe matrix. This will include reviewing the logframe (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise finalize the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project.

50. Additionally, the purpose and objective of the IW will be to: (i) introduce project staff with the UNDP-GEF expanded team which will support the project during its implementation, namely the CO and responsible Regional Coordinating Unit staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU staff vis à vis the project team; (iii) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Project Report (APR), Tripartite Review Meetings, as well as mid-term and final evaluations. Equally, the IW will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget rephasings.

51. The IW will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff and decision-making

structures will be discussed again, as needed, in order to clarify for all, each party's responsibilities during the project's implementation phase.

Monitoring responsibilities and events

52. A detailed schedule of project review meetings will be developed by the project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Tripartite Reviews, Steering Committee Meetings, (or relevant advisory and/or coordination mechanisms) and (ii) project related Monitoring and Evaluation activities.

53. Day to day monitoring of implementation progress will be the responsibility of the Regional Coordinator (RC), based on the project's Annual Work Plan and its indicators. The Project Team will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

54. The RC and the NPT will fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the IW with support from UNDP-CO's and assisted by the UNDP-GEF Regional Coordinating Unit. Specific targets for the first year implementation progress indicators together with their means of verification will be developed at this Workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. The local implementing agencies will also take part in the Inception Workshop in which a common vision of overall project goals will be established. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the project team.

55. Measurement of impact indicators related to global benefits will occur according to the schedules defined in the IW and tentatively outlined in the indicative Impact Measurement Template at the end of this Annex. The measurement, of these will be undertaken through subcontracts or retainers with relevant institutions (e.g. vegetation cover via analysis of satellite imagery, or populations of key species through inventories) or through specific studies that are to form part of the projects activities or periodic sampling.

56. Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through quarterly meetings with the project proponent, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

57. UNDP Country Offices and UNDP-GEF RCUs as appropriate, will conduct yearly visits to projects that have field sites, or more often based on an agreed upon scheduled to be detailed in the project's Inception Report / Annual Work Plan to assess first hand project progress. Any other member of the PSC can also accompany, as decided by the PSC. A Field Visit Report will be prepared by the CO and circulated no less than one month after the visit to the project team, all SC members, and UNDP-GEF.

58. Annual Monitoring will occur through the Tripartite Review (TPR). This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to Tripartite Review (TPR) at least once every year. The first such meeting will be held within the first twelve months of the start of full implementation. The project proponent will prepare an Annual Project Report (APR) and submit it to UNDP-CO and the UNDP-GEF regional office at least two weeks prior to the TPR for review and comments.

59. The APR will be used as one of the basic documents for discussions in the TPR meeting. The project proponent will present the APR to the TPR, highlighting policy issues and recommendations for the decision of the TPR participants. The project proponent also informs the participants of any agreement

reached by stakeholders during the APR preparation on how to resolve operational issues. Separate reviews of each project component may also be conducted if necessary.

Terminal Tripartite Review (TTR)

60. The terminal tripartite review is held in the last month of project operations. The project proponent is responsible for preparing the Terminal Report and submitting it to UNDP-CO and GEF's Regional Coordinating Unit. It shall be prepared in draft at least two months in advance of the TTR in order to allow review, and will serve as the basis for discussions in the TTR. The terminal tripartite review considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation of formulation.

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

Project Monitoring Reporting

62. The Regional Project Coordinator in conjunction with the UNDP-GEF extended team and the National Manager and NGO counterpart will be responsible for the preparation and submission of the following reports that form part of the monitoring process. Items (a) through (f) are mandatory and strictly related to monitoring, while (g) through (h) have a broader function and the frequency and nature is project specific to be defined throughout implementation.

Inception Report (IR)

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

64. The Inception Report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may effect project implementation.

65. When finalized the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the IR, the UNDP Country Office and UNDP-GEF's Regional Coordinating Unit will review the document.

Annual Project Report (APR)

66. The APR is a UNDP requirement and part of UNDP's Country Office central oversight, monitoring and project management. It is a self -assessment report by project management to the CO and provides input to the country office reporting process and the ROAR, as well as forming a key input to the Tripartite Project Review. An APR will be prepared on an annual basis prior to the Tripartite Project

Review, to reflect progress achieved in meeting the project's Annual Work Plan and assess performance of the project in contributing to intended outcomes through outputs and partnership work.

67. The format of the APR is flexible but should include the following:

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

Project Implementation Review (PIR)

68. The PIR is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from ongoing projects. Once the project has been under implementation for a year, a Project Implementation Report must be completed by the CO together with the project. The PIR can be prepared any time during the year (July-June) and ideally prior to the TPR. The PIR should then be discussed in the TPR so that the result would be a PIR that has been agreed upon by the project, the executing agency, UNDP CO and the concerned RC.

69. The individual PIRs are collected, reviewed and analysed by the RCs prior to sending them to the focal area clusters at the UNDP/GEF headquarters. The focal area clusters supported by the UNDP/GEF M&E Unit analyse the PIRs by focal area, theme and region for common issues/results and lessons. The TAs and PTAs play a key role in this consolidating analysis.

70. The focal area PIRs are then discussed in the GEF Interagency Focal Area Task Forces in or around November each year and consolidated reports by focal area are collated by the GEF Independent M&E Unit based on the Task Force findings.

71. The GEF M&E Unit provides the scope and content of the PIR. In light of the similarities of both APR and PIR, UNDP/GEF has prepared a harmonized format for reference.

Quarterly Progress Reports

72. Short reports outlining main updates in project progress will be provided quarterly to the local UNDP Country Office and the UNDP-GEF regional office by the project team.

Periodic Thematic Reports

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

Project Terminal Report

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

Technical Reports (project specific- optional)

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

Project Publications (project specific- optional)

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

INDEPENDENT EVALUATION

77. The project will be subjected to at least two independent external evaluations as follows:-

Mid-term Evaluation

78. An independent Mid-Term Evaluation will be undertaken towards the end of the fourth year of implementation. The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions, will present initial lessons learned about project design, implementation and management and will assess whether there is satisfactory achievement of the triggers allowing the endorsement of Tranche II of the project: Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

Final Evaluation

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

Audit Clause

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

LEARNING AND KNOWLEDGE SHARING

81. Results from the project will be disseminated within and beyond the project intervention zone through a number of existing information sharing networks and forums. In addition:

- The project will participate, as relevant and appropriate, in UNDP/GEF sponsored networks, organized for Senior Personnel working on projects that share common characteristics. UNDP/GEF shall establish a number of networks, such as Integrated Ecosystem Management, eco-tourism, co-management, etc, that will largely function on the basis of an electronic platform.
- The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned.

82. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identify and analyzing lessons learned is an on- going process, and the need to communicate such lessons as one of the project's central contributions is a requirement to be delivered not less frequently than once every 12 months. UNDP/GEF shall provide a format and assist the project team in categorizing, documenting and reporting on lessons learned. To this end a percentage of project resources will need to be allocated for these activities.

Table 1: Indicative Monitoring and Evaluation Work plan and corresponding Budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team Staff time</i>	Time frame
Inception Workshop	<ul style="list-style-type: none"> ▪ Regional Project Coordinator ▪ UNDP CO ▪ UNDP GEF 		Within first two months of project start up
Inception Report	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP CO 	None	Immediately following IW
Measurement of Means of Verification for Project Purpose Indicators	<ul style="list-style-type: none"> ▪ Regional Project Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members 	To be finalized in Inception Phase and Workshop.	Start, mid and end of project
Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis)	<ul style="list-style-type: none"> ▪ Oversight by Project Coordinator, National Managers and NGO coordinators ▪ Measurements by regional field officers and local IAs 	To be determined as part of the Annual Work Plan's preparation.	Annually prior to APR/PIR and to the definition of annual work plans
APR and PIR	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP-CO ▪ UNDP-GEF 	None	Annually
TPR and TPR report	<ul style="list-style-type: none"> ▪ Government Counterparts ▪ UNDP CO ▪ Project team ▪ UNDP-GEF Regional Coordinating Unit 	None	Every year, upon receipt of APR
Steering Committee Meetings	<ul style="list-style-type: none"> ▪ Project Coordinator ▪ UNDP CO 	None	Following Project IW and subsequently at least once a year
Periodic status reports	<ul style="list-style-type: none"> ▪ Project team 	5,000	To be determined by Project team and UNDP CO
Technical reports	<ul style="list-style-type: none"> ▪ Project team ▪ Hired consultants as needed 	21,000	To be determined by Project Team and UNDP-CO
Mid-term External Evaluation	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP- CO ▪ UNDP-GEF Regional Coordinating Unit ▪ External Consultants (i.e. evaluation team) 	40,000	At the mid-point of project implementation.
Final External Evaluation	<ul style="list-style-type: none"> ▪ Project team, ▪ UNDP-CO ▪ UNDP-GEF Regional Coordinating Unit ▪ External Consultants (i.e. 	40,000	At the end of project implementation

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team Staff time</i>	Time frame
	evaluation team)		
Terminal Report	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP-CO ▪ External Consultant 	None	At least one month before the end of the project
Lessons learned	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP-GEF Regional Coordinating Unit (suggested formats for documenting best practices, etc) 	21,000 (average 3000 per year)	Yearly
Audit	<ul style="list-style-type: none"> ▪ UNDP-CO ▪ Project team 	140,000 (average of 20,000 per year)	Yearly
Visits to field sites (UNDP staff travel costs to be charged to IA fees)	<ul style="list-style-type: none"> ▪ UNDP Country Office ▪ UNDP-GEF Regional Coordinating Unit (as appropriate) ▪ Government representatives 	35,000 (average of one visit per year)	Yearly
TOTAL INDICATIVE COST <i>Excluding project team staff time and UNDP staff and travel expenses</i>		US\$ 302,000 ¹	

IMPACT MEASUREMENT TABLE

83. An Impact Measurement table will be developed and detailed during the Inception Workshop. These indicators will be drawn from the Logframe Matrix and are related to the measurement of global benefits achieved by the project rather than project implementation progress. They will to be fine tuned and detailed in the Inception Workshop). The table below is an example.

Table 2: Impact measurement table

KEY IMPACT INDICATOR	TARGET BY PROJECT COMPLETION	MEANS OF VERIFICATION	Sampling frequency	LOCATION
<p>1. Land use plan % designed</p> <p>2. Habitat integrity and connectivity indicators to be defined</p> <p>3. Management effectiveness score of protected areas</p>	<p>1. An adopted land-use plan designating protected areas, permanent forest and rural development areas, that covers at least 80% of the 40,000 km² interzone area and provides the framework for maintaining ecological functions and connectivity in TRIDOM, is implemented.</p> <p>2. Habitat integrity and connectivity in TRIDOM has not decreased during project period.</p> <p>3. The 35,968 km² covered by the</p>	<p>1. Decrees adopting land-use plan, decrees gazetting protected areas.</p> <p>2. Vegetation maps, field data on settlement and land use</p> <p>3. World Bank/WWF Management</p>	<p>Will be defined during Inception Workshop</p>	<p>1. TRIDOM</p> <p>2. TRIDOM</p> <p>3. Existing PA's in TRIDOM</p> <p>4. TRIDOM wide</p> <p>5. Two pilot river sites to be defined</p> <p>6. TRIDOM wide,</p>

KEY IMPACT INDICATOR	TARGET BY PROJECT COMPLETION	MEANS OF VERIFICATION	Sampling frequency	LOCATION
<p>(WB-WWF tool)</p> <p>4. Trends in elephant and great ape populations</p> <p>5. Trends in aquatic species abundance in targeted sites</p> <p>6. % of TRIDOM area without bushmeat hunting activity</p> <p>7. % of core management costs covered by sustainable financing scheme</p>	<p>existing protected areas in TRIDOM² are under effective management.</p> <p>4. Elephant and great ape populations are stabilized or have increased in TRIDOM compared to levels at Year 1.</p> <p>5. In at least two pilot river sites per country, populations of Nile crocodiles, slender snout crocodiles, giant turtles and Congo clawless otters are stabilized or have increased.</p> <p>6. The overall percentage of TRIDOM without bush meat hunting is stabilized or has increased compared to levels at Year 1 through an effective law enforcement system and collaborative management schemes with the private sector and communities.</p> <p>7. A diversified sustainable financing scheme is functional and covers at least 50% of the core management costs in TRIDOM (in particular law enforcement and protected area management).</p>	<p>Effectiveness Tracking Tool scorecards.</p> <p>4. Large mammal monitoring data and monitoring reports.</p> <p>5. Freshwater monitoring data.</p> <p>6. Interpretation of data on bushmeat hunting</p> <p>7. Financial records.</p>		<p>segmented per country</p> <p>7. TRIDOM wide, segmented per country</p>

PART V: Legal Context

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

85. UNDP acts in this Project as Implementing Agency of the Global Environment Facility (GEF), and all rights and privileges pertaining to UNDP as per the terms of the SBAA shall be extended mutatis mutandis to GEF.

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

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

² Existing protected areas in TRIDOM include the Dja Biodiversity Reserve, Boumba-Bek National Park, Nki National Park and Mengame Wildlife Sanctuary in Cameroon, the Odzala-Kokoua National Park and Lossi Gorilla Sanctuary in Congo-Brazzaville, and the Minkebe, Mwagne and Ivindo National Parks in Gabon.

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

SECTION II: STRATEGIC RESULTS FRAMEWORK AND GEF INCREMENT

PART I: Incremental Cost Analysis

Table 3: Incremental cost analysis

Component	Category	Cost US\$ million	Domestic Benefits	Global Benefits
Outcome 1: The land-use and the governance structures of a trans-border complex for biodiversity conservation and sustainable natural resource use are designed, endorsed and operational (Outputs 1,2)				
Output 1: TRIDOM zoning is effective through legal endorsement of three national land-use plans and their implementation	Baseline	0.118 (COMIFAC-TRIDOM) 0.02 (GoCam 0.01) (GoG 0.01)	An absence of planning capacity in the public sector encourages unsustainable use and compromises the ability to collaborate across borders leading to a loss of national resources.	Lack of national and international coordinated planning leads to degradation of the resource base and compromises the long-term viability and the survival of globally important biodiversity of the Congo Basin Forest
	Alternative	Total: 8.4367		
	Increment	GEF 1.9361 Governments GoCam 0.591 GoCo 0.591 GoG 0.591 Counterpart: GoCam 0.0462 GoCo 0.0462 GoG 0.0462 Bilateral & multi. CBFP 0.4594 UNF 0.2812 EU 2.6456 WWF 0.284	Harmonised planning and management at adjacent sites across boundaries of the three nations would reduce excessive exploitation of forest resources to the national benefit	Systematic planning would permit effective control of resource use and the ability to create and maintain biological linkages increasing the long-term viability of globally significant biodiversity.

		ITTO 0.36 WCS 0.284 CI 0.2748		
<p>Output 2: A trans-boundary status is adopted for the TRIDOM and operational systems are effective at the regional, national And local levels</p>	Baseline	6.234 (Governments) Multilateral: 2.894 (EU: 2.23) (JGI:0.332) (UNF: 0.332)	Lack of a land-use plans in the interzone area are exploited by hunters and smugglers and lead to the loss of national resources.	Forest fragmentation and degradation that result from an absence of land-use plans compromise biological processes and threaten the integrity and long-term survival of biodiversity of global significance.
	Alternative	Total: 7.3297		
	Increment:	GEF 0.8291 Counterpart: GoCam 0.0462 GoCo 0.0462 GoG 0.0462 Bilateral and multi. CBFP 0.4594 UNF 0.2812 EU 2.6456 WWF 0.284 ITTO 0.36 WCS 0.284 CI 0.2748 Governments GoCam 0.591 GoCo 0.591 GoG 0.591	Controlled and planned resource exploitation will ensure the long-term survival of the forest and its resources for future generations	A landscape planned for maximising the biological potential while permitting sustainable development will ensure the long-term survival of species of global biodiversity significance.

Outcome 2: The capacity to monitor trends in biodiversity, resource exploitation and ecological functions and to minimize pressures on natural resources is strengthened in TRIDOM (Outputs 3,4,5)				
Output 3: A pragmatic And cost-efficient system to monitor biodiversity, Resource exploitation and ecological functions is operational	Baseline	0	The inability to detect changes and trends in resource use results in an inability to implement policy and to resource loss.	The absence of reliable data on populations and trends permits unsustainable exploitation of species such as elephants.
	Alternative:	Total: 5.2951		
	Increment	GEF 0.9153 Counterpart: GoCam 0.0462 GoCo 0.0462 GoG 0.0462 Bilateral & multi CBFP 0.3063 UNF 0.1875 EU 1.7637 WWF 0.1893 ITTO 0.2399 WCS 0.1893 CI 0.1832 Governmentts GoCam 0.394 GoCo 0.394 GoG 0.394	The ability to monitor permits resource use to be controlled and finely tuned and reduces loss of natural resources and revenue.	The ability to monitor effectively may lead to a reduction of elephant hunting for ivory and commercial poaching for bushmeat.

<p>Output 4: The legal framework is refined and law enforcement systems are effective</p>	<p>Baseline</p>	<p>0</p>	<p>Weak and ineffective controls encourage illegal activity and result in a loss of revenue to the State and compromise the long-term situation.</p>	<p>The absence of effective controls on resource exploitation encourages unsustainable exploitation of valuable species such as elephants.</p>
	<p>Alternative</p>	<p>Total: 9.4023</p>		
	<p>Increment</p>	<p>GEF 3.4455 Counterpart: GoCam 1.391 GoCo 0.0462 GoG 0.0462 Bilateral and multi. CBFP 0.3063 UNF 0.1875 EU 1.7637 WWF 0.1893 ITTO 0.2399 WCS 0.1893 CI 0.422 Governments GoCam 0.394 GoCo 0.394 GoG 0.394</p>	<p>Effective controls on resource exploitation will reduce illegal exploitation and help to secure the long-term future of the resource.</p>	<p>Effective controls on resource exploitation will reduce poaching and the trade in endangered species and their products.</p>

Output 5: Mechanisms are in place to strengthen effective biodiversity conservation in logging concessions	Baseline	0	The absence of controls in logging and hunting concessions permits excessive and unsustainable exploitation and a loss of resources of benefit to the State and to local communities.	Without effective controls, uncontrolled and excessive resource exploitation leads to species loss and population declines.
	Alternative	Total: 5.8816		
	Increment	GEF: 1.5018 Counterpart: GoCam 0.0462 GoCo 0.0462 GoG 0.0462 Bilateral and multi CBFP 0.3063 UNF 0.1875 EU 1.7637 WWF 0.1893 ITTO 0.2399 WCS 0.1893	With effective controls in place in hunting and logging concessions, unsustainable and excessive exploitation will be reduced and resources conserved.	With effective controls in place in hunting and logging concessions, the impacts of unsustainable resource use on endangered species and spaces will be reduced.

		CI 0.1832 Governments GoCam 0.394 GoCo 0.394 GoG 0.394		
Outcome 3: Benefits from community-based natural resource management contribute to poverty alleviation and reduction in pressures on the natural resource base				
Output 6: Viable community initiatives providing socio-economic incentives for biodiversity conservation are designed and operational.	Baseline	0	Poverty and a lack of economic alternatives encourage the unsustainable use of the resource base.	Poverty and a lack of economic alternatives drive local communities in the interzone to exploit the resource base for short-term gain, to the detriment of globally significant species.
	Alternative	Total: 6.8881		
	Increment	GEF 1.274 Counterpart: GoCam 0.0462 GoCo 0.0462 GoG 0.0462 Bilateral and multi CBFP 0.4594 UNF 0.2812 EU 2.6456	With economic alternatives in place in the interzone, rural exodus will be reduced and a development equilibrium will be achieved.	With a development equilibrium achieved in the interzone pressures for the unsustainable use of significant species and encouraging ecosystem degradation will be reduced.

		WWF 0.284 ITTO 0.36 WCS 0.284 CI 0.2748 Governments GoCam 0.2955 GoCo 0.2955 GoG 0.2955		
Outcome 4: Sustainable funding is mobilized for the conservation and sustainable management of the TRIDOM				
Output 7: A multi-level financing plan is developed, endorsed and implemented	Baseline	0	Without a sustainable financing plan, economic outflows from the interzone will continue and the development agenda will be delegated to commercial interests.	Without a sustainable finance mechanism in place, current trends of resource degradation and fragmentation will continue and significant biodiversity will be lost
	Alternative	Total: 1.2408		
	Increment	GEF 0.2157 Counterpart: GoCam 0.0462 GoCo 0.0462 GoG 0.0462 Governments GoCam 0.2955 GoCo 0.2955 GoG 0.2955	With a sustainable financing mechanism in place, protection of the interzone and ordered, systematic development will be achieved.	With a sustainable financing mechanism in place, ordered development and adequate protection will ensure the long-term survival of the flora, fauna and ecological and evolutionary processes.

Total Cost:	Baseline	9.266		
	Alternative	44.4743		
	Increment	Full Project (without PDF): 53.7403 : PDF-B Co-financing 0.26 GEF Increment: 10.1175 GEF PDF-B: 0.35 Total GEF: 10.4675 Co-financing increment regional govts: 11.18 Co-financing increment bilateral & multilateral agencies and NGOs 23.1777		

Addendum to the incremental cost analysis : Estimation of cash co-financing (parallel funding on project basis) and in-kind financing by Governments.

Four tables are included and provide estimates for:

- 1) Project PA budgets in TRIDOM
- 2) Project non-PA budgets in TRIDOM
- 3) Government PA budgets in TRIDOM
- 4) Government non-PA budgets in TRIDOM

CO-FINANCING

PROJECT PA BUDGETS IN TRIDOM - PRESENT VALUE (\$US million)

Protected Area	2004	2005	2006	2007	2008	2009#	2010#	TOTAL
Dja Wildlife Reserve								
CBFP	0,35	0,31				0,16	0,15	0,97
CAWHF								
I								
UNESCO^ (WWF)	0,434	0,206	0,206	0,25				1,096
EU (ECOFAC)		1,1	0,99	0,89	0,798	0,94	0,85	5,568
D-BB-N WWF match	0,36	0,32						0,68
Minkebe-Mwagne CBFP	0,31	0,28						0,59
Minkebe WWF match	0,39	0,35						0,74
Mengame Gorilla Sanctuary (ITTO)&	0,33	0,3	0,27					0,9
Ivindo National Park CBFP	0,23	0,2						0,43
Ivindo WCS Match!*	0,36	0,32						0,68
Ivindo CI Match!	0,5	0,036	0,324	0,029	0,026	0,024	0,021	0,96
Mwagne WCS match*	0,39	0,35						0,74
ITTO Gabon Project&	0,33	0,3	0,27					0,9
Odzala-Koukoua National Park								

CBFP	0,13	0,12				0,03	0,027		0,307
CI	0,324	0,03	0,03	0,03					0,414
CAWHFI (CI)	0,22	0,03	0,03	0,03					0,31
EU (ECOFAC)		1,73	1,56	1,4		1,56	1,41		7,66
	4,658	5,982	3,68	2,629	0,824	2,714	2,458	22,945	22,945

Where precise data are not available, 30% has been deducted from raw figures for administration, indirect costs etc.

n.b. Figures marked with a * are estimated, extrapolated or adjusted on a pro rata basis.

^ WWF network matching funds omitted (included in CBFP Project) Covers Dja, Odzala, Boumba, Nki

\$ These ITTO funds may be withdrawn if both components are not activated in the near future

ECOFAC FED funds will be spent on regional activities, national activities such as Pas will come from national funds.

YR1 (2004) = capital costs; YRS 2-7 = recurrent costs.

estimated figures for years 6 & 7 based on mean of recurrent costs over previous 4 years. (Programmes with a known end date omitted)

! Proceeds of Trust Fund (\$1m) calculated at 4% interest, p.v. (from 2005)

PROJECT NON-PA BUDGETS IN TRIDOM - PRESENT VALUE (\$US million)

	2004	2005	2006	2007	2008	2009	2010	TOTAL
Social & Support								
EU Makokou Project!	0,56	0,5						1,06
STABEX (EU) Mesures	0,43	0,39	0,35					1,17
d'Accompement** Dja Wildlife Reserve	0,27	0,14	0,16	0,094				0,664
(JGI + UNF)**	1,26	1,03	0,51	0,094	0	0	0	2,894
								2,894

Where precise data are not available, 30% has been deducted from raw figures for administration, indirect costs etc.
! = converted from euros. The Project began on January 1, 2002.

ECOFAC FED funds will be spent on regional activities, national activities such as Pas will come from national funds.

CO-FINANCING

GOVERNMENT PA BUDGETS IN TRIDOM - PRESENT VALUE (\$US million)

	2004	2005*	2006	2007	2008	2009	2010		TOTAL
Protected Areas	0,597	2,664	2,39	2,157	0,39	0,351	0,316		8,865
	0,597	2,664	2,39	2,157	0,39	0,351	0,316	8,865	8,865

* Ecofac states that GoC will budget \$US 0.424 million p.a. for functioning of Dja and that Congo will budget US\$ 1.7 million p.a. running And investment costs Odzala-Koukoua 2005-2007.

GOVERNMENT NON-PA BUDGETS IN TRIDOM - PRESENT VALUE (\$US million)

	2004	2005	2006	2007	2008	2009	2010		TOTAL
Forestry and Wildlife Posts	1,197	1,077	0,97	0,88	0,78	0,7	0,63		6,234
COMIFAC- TRIDOM*	0,029	0,026	0,023	0,021	0,019				0,118
Legislative actions	0,02								0,02
	1,246	1,103	0,993	0,901	0,799	0,7	0,63	6,372	6,372

* GTZ commitment 5 years

PART II: Logical Framework Analysis

Table 4 A: Conservation of Biodiversity in Tridom logical framework matrix

Development Objective:			
To conserve globally significant forest biodiversity in the Congo Basin through catalyzing the integration of conservation objectives into national and regional planning for sustainable development in the Tri-National Dja-Odzala-Minkebe (TRIDOM)			
OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>Project Objective: To maintain the ecological functions and connectivity of TRIDOM and ensure long-term conservation of its protected area system through integrated, sustainable and participatory management in the interzone between the protected areas</p>	<p>By project completion</p> <ol style="list-style-type: none"> 1. An adopted land-use plan designating protected areas, permanent forest and rural development areas, that covers at least 80% of the 40,000 km² interzone area and provides the framework for maintaining ecological functions and connectivity in TRIDOM, is implemented. 2. The 35,968 km² covered by the existing protected areas in TRIDOM³ are under effective management. 3. The three Governments legally recognize TRIDOM as a trans-border conservation and sustainable natural resource use complex. 4. Elephant and great ape populations are stabilized or have increased in TRIDOM compared to levels at Year 1. 5. In at least two pilot river sites per country, populations of Nile crocodiles, slender snout crocodiles, giant turtles and Congo clawless otters are stabilized or have increased. 6. The overall percentage of TRIDOM without bush meat hunting is stabilized or has increased compared to levels at Year 1 through an effective law enforcement system and collaborative management schemes with the private sector and communities. 7. The average distance covered on foot by village hunters is 	<ol style="list-style-type: none"> 1. Decrees adopting land-use plan, decrees gazetting protected areas. 2. World Bank/WWF Management Effectiveness Tracking Tool 3. Government documents. 4. Large mammal monitoring data and monitoring reports. 5. Freshwater monitoring data. 6. Monitoring data and reports. Law enforcement data. Signed agreements. 	<ul style="list-style-type: none"> - There is continued and strong political support to the Yaoundé Declaration by the Central African Governments - There is political buy-in for trans-border conservation and land-use planning in the interzone. - There is continued commitment from all other intervening actors in protected area and sustainable natural resource

³ Existing protected areas in TRIDOM include the Dja Biodiversity Reserve, Boumba-Bek National Park, Nki National Park and Mengame Wildlife Sanctuary in Cameroon, the Odzala-Kokoua National Park and Lossi Gorilla Sanctuary in Congo-Brazzaville, and the Minkebe, Mwagne and Ivindo National Parks in Gabon.

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>stabilized or has decreased compared to levels at Year 1.</p> <p>8. The number of tourist days in TRIDOM has increased by at least 15% per year from Year 4 onwards.</p> <p>9. A pragmatic legal framework for community hunting has been adopted for all of TRIDOM and compliance has increased by 25% from Year 4 onwards.</p> <p>10. Income generated from ecotourism development and community-based forest and wildlife management in the areas targeted by the project have induced local populations to stop unsustainable natural resources harvesting.</p> <p>11. A diversified sustainable financing scheme is functional and covers at least 50% of the core management costs in TRIDOM (in particular law enforcement and protected area management).</p> <p>12. TRIDOM complex is coordinating conservation operations with adjacent Sangha Tri-National Complex and Lopé-Chaillu Complex leading to increased resilience of the Western Congo Basin Forest Ecoregion.</p> <p>13. Lessons learned in TRIDOM in coordinated management, control of hunting and law enforcement, land-use planning, setting up partnerships with the private sector and catalyzing sustainable financing are disseminated and used as a model for replication in at least three other conservation areas in the Congo Basin.</p>	<p>7. Socio-economic data.</p> <p>8. Tourism data.</p> <p>9. Adopted regulations on community hunting in each country. Monitoring and law enforcement data. Collaborative agreements.</p> <p>10. Socio-economic data.</p> <p>11. Financial records.</p> <p>12. Regional land-use planning data and management planning data.</p> <p>13. Documents from other areas referring to TRIDOM management experience; field visits to other conservation areas.</p>	<p>management in the TRIDOM</p> <p>- There is continued commitment from the international community to support global biodiversity conservation</p> <p>- The eco-tourism market is further developing</p> <p>- There is no new ebola related ape die-offs or other natural disaster in TRIDOM.</p> <p>- The political and economic conditions remain stable.</p>

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>Outcome 1: The land-use and the governance structures of a trans-border complex for biodiversity conservation and sustainable natural resource use are designed, endorsed and operational</p> <p><i>To facilitate impact monitoring, specific targets and verifiers for this outcome are detailed in a Results Measurements Table as part B 2 of this annex, along with sampling frequencies and rationale for selection</i></p>			
<p>Output 1. TRIDOM zoning is effective through legal endorsement of three national land-use plans and their implementation</p>	<p>1. By the end of year one</p> <p>(a) Each country has appointed a national multidisciplinary land use planning coordination team, in cooperation with any existing land use teams at the protected area level.</p> <p>(b) Existing land use data on the interzone and in / around protected areas are compiled into databases and made available to all stakeholders.</p> <p>(c) Complementary data collection is initiated (satellite images, field surveys, etc.).</p> <p>(d) Consultations with local stakeholders are initiated in the interzone and in / around protected areas.</p> <p>2. By the end of year two</p> <p>(a) Complementary data collection is continued (satellite images, field checks, etc.).</p> <p>(b) For each country updated thematic land use maps for the interzone and / or existing protected areas are produced to serve as a basis for discussion.</p> <p>(c) Land use scenarios ensuring that key connectivity areas receive conservation attention are proposed.</p> <p>(d) Multi-level stakeholder consultation is conducted on proposed land use scenarios.</p> <p>3. By the end of year three</p> <p>(a) Land use zoning is endorsed in each of the three countries for the interzone and / or existing protected areas.</p> <p>(b) Legal instruments to adopt the land use plans (e.g. decree, regulations) are proposed.</p> <p>4. By the end of year four</p> <p>(a) The Governments have adopted the legal instruments adopting the land use plan and they cover at least 80% of the 40,000 km² interzone.</p>	<p>1. (a) Meeting reports; (b) GIS database; (c) Surveys and database reports; (d) Minutes of stakeholder meetings.</p> <p>2. (a) Surveys and database reports; (b) Thematic maps and GIS database; (c) Report; (d) Minutes of stakeholder meetings.</p> <p>3. (a) Signed approval by stakeholder meetings; (b) Draft land-use planning decree.</p> <p>4. Legal instrument (e.g. decree, regulation); (b) Official publication;</p>	<p>- There is continued willingness of the three countries to engage in land-use planning</p> <p>- The situation of the personnel within the partner ministries remains stable.</p> <p>- Land use data are available and of good quality.</p>

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>(b) The Governments publish the land-use plans in the national press.</p> <p>5. By the end of year five (a) Legal implementation and enforcement of the land use zoning is initiated (e.g. gazettelement process, decrees, etc.).</p> <p>6. By the end of year six (a) At least two measures (e.g. gazettelement decree) to implement the land use plans has been formally endorsed and enforced (e.g. allocation of resources by the Government and other actors).</p> <p>7. By project completion (a) All implementation measures (e.g. gazettelement decrees) of the land use plans are adopted and enforced.</p>	<p>newspapers.</p> <p>5. (a) Draft gazettelement decrees;</p> <p>6. (a) Implementation documents.</p> <p>7. (a) Implementation documents; TRIDOM status report (see Output 3).</p>	
<p>Output 2. A trans-boundary status is adopted for the TRIDOM and operational management systems are effective at the regional, national and local levels.</p>	<p>1. By the end of year one (a) An inventory of trans-boundary status and management models is conducted. (b) The results and recommendations of the inventory are discussed with all key stakeholders. (c) An action plan leading to adoption of an official status and trans-boundary management systems is adopted. (d) From Year 1 onwards, support and capacity building in effective protected area management is provided to strengthen conservation services in existing protected areas and at the national level. (e) The participatory process to draft / update protected area management plans is initiated in Ivindo, Mwagne, Boumba-Bek and Nki National Parks, pursued in Minkebe National Parks, and updated in the Dja Biosphere Reserve and Odzala-Kokoua National Park. (f) From Year 1 onwards, an Internet site for TRIDOM is established and maintained.</p> <p>2. By the end of year two (a) A consensus is reached on proposed trans-boundary status of TRIDOM. (b) The tri-national agreement on TRIDOM status signed.</p>	<p>1. (a) Report; (b) Minutes of stakeholders meeting; (c) Action plan; (d) Reports of conservation services; financial records; (e) Minutes of meetings; draft outline management plans; (f) Internet site and number of visitors on the Internet site.</p> <p>2. (a) Meeting reports; (b) Signed agreement; (c) Draft outline for master</p>	<p>- There is continued willingness of the three governments to engage in a trans-border conservation complex.</p> <p>- There is continued willingness of the three governments to strengthen the protected area systems and operations.</p> <p>- There is active involvement of all stakeholders in the design of collaborative management structures and tools.</p>

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>(c) The main orientations of the TRIDOM master plan (operational rules, management structures, model collaborative management agreements, including with indigenous people, and zoning) are outlined.</p> <p>(d) The TRIDOM management structures are outlined.</p> <p>(e) The participatory process to draft / update protected area management plans is pursued in Ivindo, Mwagne, Boumba-Bek & Nki National Parks, initiated in Mengame, and finalized in Minkebe and Odzala-Kokoua National Parks.</p> <p>(f) From Year 2 onwards, the score in management effectiveness of the existing protected areas increases by at least 15% each year.</p> <p>3. By the end of year three</p> <p>(a) A consultative process is conducted with the stakeholders to define operational rules based on the land-use plan.</p> <p>(b) The management structures are agreed upon and endorsed by the relevant bodies.</p> <p>(c) Model collaborative management agreements defining the roles and responsibilities of stakeholders for each unit type of the interzone (i.e.: protected areas, logging and mining concessions, community management areas, etc.) are drafted and discussed with the stakeholders.</p> <p>(d) The participatory process to draft / update protected area management plan is finalized in Ivindo, Mwagne, Boumba-Bek & Nki National Parks and in Mengame.</p> <p>4. By the end of year four</p> <p>(a) Model collaborative management agreements are agreed upon by key stakeholders for the management or exploitation of each of the units (protected areas, logging concession, mining concession, etc.).</p> <p>(b) A consolidated draft master plan is available and discussed in a participatory manner.</p> <p>(c) Management plans are endorsed and effectively implemented in at least four existing protected areas.</p> <p>5. By the end of year five</p>	<p>plan; (d) Draft document on management structures; (e) Minutes of meetings and draft management plans; (f) World Bank/WWF Management Effectiveness Tracking Tool scorecards</p> <p>3. (a) Minutes of stakeholders meeting; (b) Signed approval of management structures; (c) Draft model collaborative management agreement; (d) Minutes of meetings and draft management plans.</p> <p>4. (a) Model collaborative agreements; (b) Consolidated master plan; (c) Management plans.</p>	

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>(a) Each country endorses its country-specific portion of the master plan, which covers in total at least 147,000 km² of forest.</p> <p>(b) The international status of TRIDOM is endorsed.</p> <p>(c) An additional protected area management plan is endorsed and effectively implemented.</p> <p>(d) Collaborative agreements are drafted and discussed in at least three units of the interzone outside protected areas.</p> <p>6. By the end of year six</p> <p>(a) An additional protected area management plan is endorsed and effectively implemented.</p> <p>(b) Collaborative agreements are implemented in at least three units of the interzone outside protected areas.</p> <p>7. By project completion</p> <p>(a) Management plans are effectively implemented in all existing protected areas.</p> <p>(b) Collaborative agreements are implemented in at least six units of the interzone outside protected areas.</p>	<p>5. (a) Signed copies of master plan adopted by stakeholder meetings; (b) Official document endorsing international status; (c) Management plan; (d) Draft collaborative agreements.</p> <p>6. (a) Management plan; (b) Signed collaborative agreements.</p> <p>7. (a) Management plans; (b) Signed collaborative agreements.</p>	

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<u>Outcome 2: The capacity to monitor trends in biodiversity, resource exploitation and ecological functions and to minimize pressures on natural resources is strengthened in TRIDOM</u>			
<i>To facilitate impact monitoring, specific targets and verifiers for this outcome are detailed in a Results Measurements Table as part B 2 of this annex, along with sampling frequencies and rationale for selection</i>			
<p>Output 3. A pragmatic and cost-efficient system to monitor biodiversity, resource exploitation and ecological functions is operational</p>	<ol style="list-style-type: none"> 1. By the end of year one (a) A draft monitoring strategy and work plan is prepared in cooperation with efforts already undertaken or planned in existing protected areas. 2. By the end of year two (a) The management agencies and partners in the interzone and existing protected areas adopt a monitoring strategy and a work plan defining roles and responsibilities on data collection and analysis. (b) From Year 2 onwards, monitoring data are included in a TRIDOM GIS database in close cooperation with GIS database systems used in existing protected areas and national GIS database systems. (c) At least one partnership is concluded with a national or an international entity (such as the foreseen Ipassa ecological research station, Global Forest Watch, etc.) to develop joint monitoring and training activities. (d) At least 20 conservation and forest professionals in each country are trained in monitoring (data collection protocol and analysis). 3. By end of year three (a) From Year 3 onwards, an annual TRIDOM monitoring report is completed, including a consolidated monitoring work plan for the subsequent year. 4. By end of year four (a) Participatory revision / update of monitoring strategy has taken place on the basis of lessons learned during implementation in Years 1 to 3. 5. By end of year five (a) Final revision of monitoring strategy based on field 	<ol style="list-style-type: none"> 1. (a) Document with monitoring strategy and work plan. 2. (a) Minutes of meetings; (b) Database and database reports; (c) Partnership / cooperation agreement; (d) Training courses and records of training sessions. 3. (a) TRIDOM status report. 4. (a) Document with updated / revised strategy. 5. (a) Document with final monitoring strategy. 6. (a) “State of the TRIDOM. 	<ul style="list-style-type: none"> - The partners – in the three countries and from different agencies – remain committed to data collection and analysis. - The partners involved in designing and implementing the monitoring strategy can agree to adopt a single framework for all of TRIDOM. - Pragmatic monitoring can be done in a cost – effective way and the benefits outweigh the costs over time

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>experience is agreed upon as part of the master plan and published.</p> <p>6. By project completion (a) Final “State of the TRIDOM” report, including recommendations for the future, is published.</p>		
<p>Output 4. The legal framework is refined and law enforcement systems are effective.</p>	<p>1. By end of year one (a) In each country, at least one additional law enforcement team is recruited, equipped, trained and operational in the interzone. (b) As from Year 1 onwards, law enforcement efforts are reinforced in existing protected areas. (c) Missing baseline data on law enforcement have been collected. (d) A draft strategy to monitor law enforcement efforts and results is designed by field partners based on models already in use in parts of the interzone and in existing protected areas. (e) In each country at least two pilot segments of rivers in TRIDOM are identified where conservation of aquatic fauna (Nile crocodile, slender snout crocodile, giant river turtle, Congo clawless otters) will be a priority. (f) In each country, a strategy and an action plan to build awareness of logging companies, magistrates, decision-makers, communities and authorities through workshops and other communications tools.</p> <p>2. By end of year two (a) In each country, at least one other additional law enforcement team has been recruited, trained and equipped and has started operating in the interzone. (b) A report on law enforcement in TRIDOM is published and proposes a pragmatic problem solving law enforcement strategy. (c) From Year 2 onwards, law enforcement data are entered in GIS database and reports on law enforcement are published with an agreed upon periodicity. (d) An inventory of situations where there is a need to refine</p>	<p>1. (a) Letters of appointment of surveillance team leaders and lists of staff; records on training sessions; mission reports; (b) Mission reports; (c) Mission reports and data available in database; (d) Approval of draft strategy to monitor law enforcement efforts and results; (e) Map of river segments with aquatic fauna; (f) Draft strategy.</p> <p>2. (a) Letters of appointment of surveillance team leaders and lists of staff; records on training sessions; mission reports; (b) TRIDOM law enforcement report; draft law enforcement strategy;</p>	<p>- A sufficient and overall level of political support can be generated to achieve effective law enforcement.</p> <p>- The courts are willing to apply strict sentences for heavy poaching.</p> <p>- Most of the stakeholders agree with strict law enforcement against unacceptable poaching..</p> <p>- Corruption can be mitigated so that the law is effectively enforced.</p>

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>the legal framework through collaborative management agreements or other tools is established in each country.</p> <p>(e) In each country, at least one supplementary collaborative management agreement on law enforcement is being actively negotiated with stakeholders (e.g. gold-mining in Megobe camp on the Congo-Gabon border, e.g. definition of “customary” hunting grounds in Ngoïla Mintom Forest or Northern Odzala NP, e.g. use of the Djoua river in Northeastern Gabon etc.).</p> <p>(f) Workshops are organized and communications materials disseminated to build awareness of logging companies, magistrates, decision-makers, communities and authorities with a view to develop and endorse national policies.</p> <p>(g) A trans-border agreement on law enforcement is proposed and discussed with all stakeholders.</p> <p>(h) In each country, an inventory of elephant poaching by the Baka pygmy communities is conducted and meetings held to discuss the issue.</p> <p>(i) Bush meat and ape poaching and/or elephant poaching is reduced by 75% in at least one zone where efforts are focused in each country TRIDOM segment, compared to levels at Year 1.</p> <p>(j) Pressure on aquatic fauna is documented in the pilot sectors and a management strategy is outlined.</p> <p>3. By end of year three</p> <p>(a) A consolidated law enforcement strategy is adopted and implemented in the interzone and at the national levels in cooperation with efforts undertaken in existing protected areas.</p> <p>(b) Lessons learned from law enforcement activities in Year 1 and 2 are shared with logging companies, magistrates, decision-makers, communities and authorities through workshops and other communications tools.</p> <p>(c) From Year 3 onwards, in each country, at least one additional collaborative management agreement is signed.</p>	<p>(c) Data in GIS database; reports on law enforcement; (d) Inventory report; (e) Draft collaborative management agreement; (f) Minutes of workshops; communications materials; (g) Draft trans-border agreement on law enforcement; (h) Inventory;; Minutes of meetings; Monitoring reports; (i) Law enforcement monitoring data; (j) Reports.</p> <p>3. (a) Law enforcement strategy; (b) Workshop reports and communications materials; (c) Signed agreements; (d) Monitoring reports; (e) Signed trans-border agreement; (f) Village hunting monitoring reports and collaborative agreements; (g) Draft co-management agreements; Minutes</p>	

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>(d) Bush meat and ape poaching and/or elephant poaching is reduced by 75% in at least two zones where project efforts are focused in each country segment, compared to levels at Year 1.</p> <p>(e) The three governments adopt a trans-border anti-poaching agreement.</p> <p>(f) For at least four pilot communities, in each of the three countries, a collaborative management agreement is adopted defining rights and obligations in terms of bush meat hunting and trade.</p> <p>(g) A collaborative management agreement is under negotiation for each of the pilot river segments to assure community involvement in protection of aquatic resources..</p> <p>4. By the end of year four</p> <p>(a) Administrative and military authorities as well as decision-makers have formalized their support for control of poaching in TRIDOM.</p> <p>(b) Bush meat and ape poaching and/or elephant poaching is reduced by 75% in at least three zones where project efforts are focused in each country segment of TRIDOM, compared to levels at year one.</p> <p>(c) Aquatic fauna captured in the pilot river segments is reduced by at least 30 % compared to levels in Year 1 and collaborative management agreements are adopted.</p> <p>5. By the end of year five</p> <p>(a) Based on field experience, the law enforcement strategy is revised with all stakeholders in the interzone and existing protected areas and is agreed upon as part of the master plan and published.</p> <p>6. By project completion</p> <p>(a) Elephant and great ape population are stabilized or have increased in TRIDOM, compared to levels at Year 1.</p> <p>(b) The overall percentage of TRIDOM without bush meat hunting is stabilized or has increased, compared to levels at Year 1.</p>	<p>of meetings.</p> <p>4. (a) Signed statements by decision maker and authorities; (b) Law enforcement monitoring reports; (c) Signed co-management agreements; Law enforcement monitoring data.</p> <p>5. (a) Revised law enforcement strategy.</p> <p>6. (a) Monitoring reports (see Output 3); (b) Monitoring reports; (c) Cost/benefit analysis of law enforcement structure; (d) Signed agreements; (e) Monitoring reports; (f) Monitoring reports; (g) Stakeholders survey or official letters.</p>	

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>(c) A cost-effective law enforcement system (surveillance teams and their mode of operation, sanctioning, clear rules and obligations, performance monitoring, incentive system) is operational in the interzone and existing protected areas.</p> <p>(d) At least 6 co-management agreements including two for protection of river fauna and 4 village hunting agreements are signed in each country.</p> <p>(e) The average distance covered on foot by village hunters is stabilized or has decreased compared to levels at Year 1.</p> <p>(f) In at least two pilot river sites per country, populations of Nile crocodiles, slender snout crocodiles, giant turtles and Congo clawless otters are stabilized or have increased.</p> <p>(g) In each country, at least four requests exist for replication of co-management agreements including two for river management.</p>		
<p>Output 5: Mechanisms are in place to strengthen effective biodiversity conservation in logging concessions</p>	<p>1. By the end of year 1</p> <p>(a) Draft “best practices” on poaching control in logging concessions are discussed with all stakeholders in the interzone and in / around protected areas.</p> <p>(b) Baseline data on the extent of poaching in logging concessions are compiled.</p> <p>(c) A draft strategy to promote conservation “set asides” in logging concessions is discussed.</p> <p>(d) Regular law enforcement missions are conducted in at least three logging companies in TRIDOM.</p> <p>2. By the end of year two</p> <p>(a) As a result of a consultative process, the Ministries in charge of Forests issues a code of “best practices” on wildlife management to be applied in logging concessions.</p> <p>(b) Regular law enforcement missions are conducted in at least six logging concessions in TRIDOM.</p> <p>(c) Overall poaching linked to logging infrastructure is reduced by at least 25% in all logging concessions in the interzone as a result of the project efforts.</p> <p>(d) A process to propose a “set aside” is initiated in one pilot</p>	<p>1. (a) “Best practices” draft document available; Minutes of meetings; (b) Survey reports; (c) Draft strategy and minutes of meetings; (d) Missions reports and field visits.</p> <p>2. (a) Code and other relevant official documents; (b) Mission reports and field visits; (c) Monitoring data on law enforcement in logging concessions; (d) Field visits and progress report on “set aside” process.</p>	<p>- The logging companies are interested in cost effective solutions to eliminate poaching in their concessions.</p> <p>- There is sufficient political to forbid use of logging infrastructure for poaching.</p> <p>- The logging companies are willing to pay the cost of surveillance in their concession.</p>

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>logging concession per country and integrates the results of ecological monitoring (e.g. monitoring on large mammals with wide distribution).</p> <p>3. By the end of year three</p> <p>(a) From the end of Year 3 onwards, regular law enforcement missions are conducted in all logging concessions in TRIDOM.</p> <p>(b) In at least 75% of the logging companies, alternatives to bush meat are available to workers at an affordable price.</p> <p>(c) In at least 50% of the logging companies, the code of “best practices” is integrated in their “internal regulations” and approved by the Ministry of Labour.</p> <p>(d) Overall poaching linked to logging infrastructure is reduced by at least 50% in all logging concessions in TRIDOM as a result of the project efforts.</p> <p>4. By the end of year four</p> <p>(a) Efforts are underway at the national level to expand the “best practices” on wildlife conservation in logging concessions as a national policy.</p> <p>(b) At least one pilot logging company in the interzone officially integrates a “set aside” in the management of its concession.</p> <p>(c) Overall poaching linked to logging infrastructure is reduced by at least 75% in all logging concessions in TRIDOM as a result of the project efforts.</p> <p>5. By the end of year five</p> <p>(a) “Best practices” are adopted in 75% of the logging concessions within TRIDOM.</p> <p>(b) In at least one country a policy is adopted at the national level on wildlife conservation in logging concessions.</p> <p>6. By the end of year six</p> <p>(a) In all three countries a policy is adopted at the national level on wildlife conservation in logging concessions.</p> <p>(b) At least two additional logging companies in the interzone officially integrate a “set aside” in the management</p>	<p>3. (a) Mission reports and field visits. (b) Field enquiry. Reports; (c) Copies of internal regulations of the logging companies. (d) Monitoring data on law enforcement in logging concessions.</p> <p>4. (a) Draft policy; (b) Official announcement by logging company; (c) Monitoring data on law enforcement in concessions.</p> <p>5. (a) Data on law enforcement monitoring; (b) Official documents adopting policy on wildlife conservation.; (c) Data on law enforcement monitoring.</p>	

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>of its concession.</p> <p>7. At project completion</p> <p>(a) “Best practices” are adopted in all logging concessions within TRIDOM.</p> <p>(b) In logging concessions representing 80% of the total surface area under logging in TRIDOM, infractions related to hunting (e.g. transport of bush meat in vehicles) have decreased by 75% in concessions having critical hunting rates at the project outset and remains at or under baseline level in concessions already implementing an effective control system at project outset.</p>	<p>6. (a) Policy document; (b) Official announcement by logging companies.</p> <p>7. (a) Data on law enforcement monitoring; (b) Data on law enforcement monitoring.</p>	
<p>Outcome 3. Benefits from community-based natural resource management contribute to poverty alleviation</p> <p><i>To facilitate impact monitoring, specific targets and verifiers for this outcome are detailed in a Results Measurements Table as part B 2 of this annex, along with sampling frequencies and rationale for selection</i></p>			
<p>Output 6: Viable community initiatives providing socio-economic incentives for biodiversity conservation are designed and operational</p>	<p>1. By the end of year one</p> <p>(a) The socio-economic assessment on sustainable development options contributing to biodiversity conservation already initiated during the preparation phase of the project is expanded and completed.</p> <p>(b) A market analysis for ecotourism development in the interzone is conducted in cooperation with the initiatives already undertaken in existing protected areas and, in each country, a pilot site is identified to promote private sector investment in the interzone.</p> <p>(c) From Year 1 onwards, support to develop ecotourism in protected areas is strengthened in Odzala Kokoua, Boumba-Bek & Nki, Ivindo and Minkebe National Parks.</p> <p>(d) A marketing strategy targeting private entrepreneurs at the national and international level is developed and implemented to attract investment in pilot sites and existing protected areas.</p> <p>(e) In each country, the process leading to one additional community forest or community hunting zone is initiated in the interzone and around protected areas.</p>	<p>1. (a) Terms of reference, designations of assessment team and report on socio-economic assessment; (b) Market analysis document; (c) Financial records; technical reports; promotion documents; Mission reports, field visits and records of meetings with local communities; (d) Marketing strategy document and marketing tools; (e)</p>	<p>- There is political support for decentralized development activities.</p> <p>- There is political willingness to implement the institutional and legal enabling conditions for community-based forest / wildlife resources management.</p> <p>- The market for ecotourism in the rainforest is growing.</p> <p>- There is good understanding by all</p>

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>(f) As from Year 1, a pragmatic legal framework for community-based forest / wildlife resources management, that takes into account the rights of indigenous people, is adopted or drafted / discussed in each country.</p> <p>2. By the end of year two</p> <p>(a) Findings, recommendations and proposals based on the socio-economic assessment are presented to donors and other development actors.</p> <p>(b) In each country, negotiations are concluded with a private investor to build and operate model ecotourism facilities in the pilot sites and partnerships on ecotourism management in protected areas are established in at least Odzala-Kokoua National Park.</p> <p>(c) From Year 2 onwards, in each country, one additional community forest or community hunting zone is established.</p> <p>(d) A draft program to set up a microfinance facility and training in business planning and financing targeting community-based biodiversity enterprises is designed and discussed in each country.</p> <p>(e) At least two projects enabling local communities to access HIPC funds to implement sustainable natural resources management activities are established in Cameroon.</p> <p>(f) The conservation and sustainable management of natural resources is fully taken into consideration in the development of the PRSP (Congo) and in the strategy on poverty alleviation in Gabon.</p> <p>3. By the end of year three</p> <p>(a) Ecotourism infrastructures are finalized at the three pilot sites in the interzone, at least fifteen local community members are trained in tourism-related activities and ecotourism activities are initiated.</p> <p>(b) A pragmatic legal framework for community-based forest / wildlife resources management is adopted in each country.</p> <p>(c) As from Year 3 onwards, a microfinance facility and</p>	<p>Minutes of meetings; draft legal documents; (f) Draft legal framework.</p> <p>2. (a) Project proposals; minutes of roundtable with donors and development actors; (b) Contract between Government and private investor; partnership agreements; (c) Legal documents endorsing the rights and obligations of the communities; (d) Draft program on microfinance facility and related training; (e) Project documents and approval documents; field visits; (f) Draft PRSP document and poverty alleviation document.</p> <p>3. (a) Records of training sessions; field visits; records on tourism activities; (b) Legal documents; (c) Financial records; reports on training</p>	<p>actors of the potential for economic development linked to biodiversity conservation.</p>

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>training in business planning and financing targeting community-based biodiversity enterprises is implemented in each country.</p> <p>4. By the end of year four</p> <p>(a) In each pilot site and protected area, at least 15 community members have stable direct employment as a result of the success of ecotourism development.</p> <p>(b) As from Year 4, ecotourism activities have an estimated Internal Rate of Return of at least 12% and the number of tourist days increases by 15% per year.</p> <p>(c) As from Year 4 onwards, at least two additional projects enabling local communities to access HIPC funds to implement sustainable natural resources management activities are established each year.</p> <p>5. By the end of year five</p> <p>(a) In each pilot site and protected areas, at least 25 community members have stable direct employment as a result of ecotourism development (see also Output 7 in terms of return for conservation management).</p> <p>(b) In each country segment, as a result of the project efforts, at least five community-based forest and / or wildlife management are providing steady legal revenues to local actors as a result of the project efforts.</p> <p>6. By end of year six</p> <p>(a) In each country segment, at least 50% of communities are requesting establishment of a community forest and / or hunting zone.</p> <p>7. At project completion</p> <p>(a) In the areas targeted by the project in the interzone and around protected areas, revenues generated from ecotourism and legal community-based forest and wildlife management have induced local populations to stop unsustainable resource harvesting.</p>	<p>sessions.</p> <p>4. (a) Socio-economic and financial data; data on ecotourism activities; (b) Financial data from entrepreneur; (c) Project documents and approval documents; field visits.</p> <p>5. (a) Socio-economic and financial data; data on ecotourism activities; (b) Socio-economic and financial data.</p> <p>6. (a) Official requests by communities.</p> <p>7. (a) Socio-economic data.</p>	

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>Outcome 4. Sustainable funding is mobilized for the conservation and sustainable management of the TRIDOM</p>			
<p><i>To facilitate impact monitoring, specific targets and verifiers for this outcome are detailed in a Results Measurements Table as part B 2 of this annex, along with sampling frequencies and rationale for selection</i></p>			
<p>Output 7: A multi-level financing plan is developed, endorsed and implemented</p>	<p>1. By the end of year one</p> <p>(a) A multi-stakeholder public / private tri-national sustainable financing committee is operational to improve funding coordination, and develop and implement a strategy of diversified financing mechanisms to support biodiversity conservation and sustainable natural resource management in the TRIDOM.</p> <p>(b) Short, medium and long-term investment and recurrent costs of biodiversity conservation and sustainable natural resources management are assessed.</p> <p>(c) An analysis of the costs and benefits associated with the various land use options identified, is carried out, including a review on how to account for opportunity costs associated with setting aside proposed logging areas for conservation purposes and an economic analysis of the benefits generated by ecological functions.</p> <p>(d) The constraints and opportunities of a range of different financing mechanisms are assessed, including the feasibility of capitalizing a trust fund structure at site-specific and / or TRIDOM level through government and other contributions.</p> <p>(e) A training program on financial planning and conservation finance that is adapted to the needs of the interzone and the existing protected areas in TRIDOM is developed.</p> <p>(f) The awareness of decision-makers and leaders in the society on the value of biodiversity conservation for the development of the region is enhanced.</p> <p>2. By the end of year two</p> <p>(a) The sustainable financing committee catalyzes a broad and participatory discussion on the cost assessment and on the feasibility of financing mechanisms.</p> <p>(b) Fundraising strategies are developed and discussed.</p>	<p>1. (a) Minutes of the committee's meetings; (b) and(c) Cost assessment documents; (d) Feasibility documents for different financing mechanisms, including trust fund; (e) Training materials and records of training sessions; (f) Minutes of meetings and workshops/</p> <p>2. (a) Minutes of meetings. (b) Draft fundraising strategies; minutes of stakeholders' meeting; (c) Draft regulations; minutes of meetings with Governments and other stakeholders concerned; (d) Draft legal and financial</p>	<p>- There is strong political will to allocate budgetary resources to biodiversity conservation and sustainable natural resources management</p> <p>- The international community and private investors confirm and strengthen their interest to provide financial resources for rainforest biodiversity conservation</p> <p>- The political situation remains stable in the region</p> <p>- There is no recession at the international level.</p> <p>- Corruption can be mitigated so that investors estimate that their money will be well used.</p>

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>(c) At least three proposals to “green“ tax regulations on forestry, mining, wildlife and tourism activities are formulated and discussed.</p> <p>(d) If the feasibility of a trust fund structure is confirmed, draft legal and financial instruments to create a trust fund are developed and discussed.</p> <p>(e) At least one additional partnership established with the private sector (in particular with logging companies) in each country to secure funding of conservation activities at site level.</p> <p>(f) At least 10 conservation professionals and protected area managers in each country are trained in financial planning and conservation finance mechanisms each year as from Year 2.</p> <p>3. By the end of year three</p> <p>(a) Costs and selected financing mechanisms are agreed upon and a first draft five-year multi-level (regional, national and local) financing plan (including an investment plan) is developed and discussed.</p> <p>(b) Key stakeholders adopt the fundraising strategies.</p> <p>(c) At least one proposal to “green“ tax regulations on forestry, mining, wildlife and tourism activities are legally adopted and mechanisms are in place to ensure effective return of tax resources to conservation activities.</p> <p>(d) A trust fund structure is operational and funding sources are identified and secured (depending on feasibility study above).</p> <p>(e) From Year 3 onwards, at least one additional partnership established each year with the private sector in each country to secure funding of conservation activities at site level.</p> <p>(f) From Year 3 onwards, at least one innovative financing scheme (e.g. conservation concession, market-based instrument, direct payment, etc.) is developed, tested and marketed based on the findings of the financing planning and fundraising exercises.</p>	<p>instruments; minutes of meetings; (e) Partnership agreement and / or financial records; (f) Records of training sessions.</p> <p>3. (a) Draft multi-level financing plan; minutes of stakeholders’ meeting; (b) Minutes of stakeholders’ meeting; (c) Tax regulations; (d) Trust fund creation documents; financial records; (e) Partnership agreement and / or financial records; (f) Proposal and marketing tools on innovative financing scheme.</p> <p>4. (a) Minutes of stakeholders’ meeting; multi-level financial plan; (b) Tax regulations.</p>	

OBJECTIVES	TARGETS AND INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>4. By the end of year four (a) The draft five-year multi-level financing plan is fine tuned and endorsed in each country. (b) At least two additional proposal to “green“ tax regulations on forestry, mining, wildlife and tourism activities are legally adopted and mechanisms are in place to ensure effective return of tax resources to conservation activities.</p> <p>5. By end of year five (a) Resources from tax revenues on forestry, mining, wildlife and tourism activities that are effectively earmarked for conservation activities are covering 50% of core management costs in the interzone and protected areas in TRIDOM.</p> <p>6. By project completion (a) Long-term financial resources are available to cover the core management costs in TRIDOM (in particular law enforcement and protected area management).</p>	<p>5. (a) National budgets; financial records.</p> <p>6. (a) Financial records.</p>	

Table 4 B: Results Measurement Table for Tranched Approach

Project Strategy	Objectively verifiable indicators				
Goal	To conserve globally significant forest biodiversity in the Congo Basin through catalyzing the integration of conservation objectives into national and regional planning for sustainable development in the Tri-National Dja-Odzala-Minkebe (TRIDOM)				
Objectives	Indicator	Baseline	Targets (Tranche I – Years 1 to 4)	Targets (Tranche II – Year 5 to 7)	Additional Information

Objectives	Indicator	Baseline	Targets (Tranche I – Years 1 to 4)	Targets (Tranche II – Year 5 to 7)	Additional Information
<p>GEF Project Objective: To maintain the ecological functions and connectivity of TRIDOM and ensure long-term conservation of its protected area system through integrated, sustainable and participatory management in the interzone between the protected areas</p>	<p>Population of key species, selected as indicators of improved protection from threats in TRIDOM.</p>	<p>Baseline for Elephant and Great apes populations TBD after Year 1& 2 of project implementation</p> <p>Baseline for populations of Nile crocodile, slender snout crocodiles, giant turtles and Congo Clawless TBD after Year 1 of project implementation</p>	<p>Elephant and great ape populations are stabilized or have increased in at least four key areas (e.g. Dja, Boumba Bek, Minkebe) selected during Year 1 and covering at least 50% of TRIDOM.</p> <p>In at least one pilot river sector per country, populations of Nile crocodiles, slender snout crocodiles, giant turtles and Congo clawless otters are stabilized or have increased.</p>	<p>Elephant and great ape populations are stabilized or have increased in TRIDOM compared to levels at Year 1.</p> <p>In at least two pilot river sectors per country, populations of Nile crocodiles, slender snout crocodiles, giant turtles and Congo clawless otters are stabilized or have increased.</p>	<p>Given the large area of TRIDOM this will need the use of all available baseline data as well as adoption of a sampling mechanism so as to be able to measure these trends in TRIDOM. Quite some data is already available from inside the existing protected areas, but little from outside. Eventual ape die-off due to Ebola should be filtered out when assessing response of ape numbers related to hunting threat reduction as Ebola so far is an essentially uncontrollable threat. Though TRIDOM is mostly about conservation of forest ecosystems, we should not forget that river linked fauna is the most vulnerable. Therefore we introduce a special target so as to direct a specific protection effort to selected rivers or river segments. Fauna in river habitat is especially vulnerable in TRIDOM. The indicator species will depend on which species are living in a river sector (e.g. Nile crocodile are naturally absent in many rivers in TRIDOM).</p>

Objectives	Indicator	Baseline	Targets (Tranche I – Years 1 to 4)	Targets (Tranche II – Year 5 to 7)	Additional Information
	Percentage of TRIDOM with no hunting	Baseline for level of hunting TBD after Year 1 of project implementation Baseline TBD after Year 1 of project implementation	The percentage of surface area without bush meat hunting is stabilized or has increased compared to levels at Year 1 in 50% of TRIDOM through an effective law enforcement system and collaborative management schemes with the private sector and communities	The overall percentage of TRIDOM without bush meat hunting has increased compared to levels at Year 1 through an effective law enforcement system and collaborative management schemes with the private sector and communities The average distance covered on foot by village hunters is stabilized or has decreased compared to levels at Year 1. A second estimate is made of the area of TRIDOM without hunting and trend is assessed, reflecting conservation success or failure.	This indicator measures the amount of forest with relatively intact vertebrate assemblages. This indicator measures spatial impact related to the control of hunting.
	Funding levels	Baseline will be established in Year 1 (through analysis of costs and funding sources)	A diversified sustainable financing scheme is functional and covers 20% of core management costs in the TRIDOM (in particular law enforcement and protected area management)	A diversified sustainable financing scheme is functional and covers 50% the core management costs in the TRIDOM (in particular law enforcement and protected area management)	This indicator measures long-term financing sustainability resulting from project efforts
Outcome 1: (Outputs 1 and 2) The land-use and the governance structures of a trans-border complex for biodiversity conservation and sustainable natural	Land-use plan with legal endorsement.	Land use plan and governance structure non existent; only 9 protected areas gazetted	Land-use plans covering at least 80% of the interzone are endorsed by Governments.	The Governments publish the land-use plans in the national press and all implementation measures (e.g. gazettment process, etc.) of the land-uses plans are adopted and enforced.	It is expected that the land-use plans will be subject to a Government decree in Year 4. Note that Cameroon has already a land-use plan for its country segment, so in Cameroon it is a refined land-use plan that is at stake to take into account the needs of the TRIDOM complex.

Objectives	Indicator	Baseline	Targets (Tranche I – Years 1 to 4)	Targets (Tranche II – Year 5 to 7)	Additional Information
resource use are designed, endorsed and operational	Official international status for TRIDOM Complex	Status not yet defined	Consensus reached on proposed transboundary status of TRIDOM.	The international status of TRIDOM is endorsed	It is expected that TRIDOM can benefit from an international status that will enhance its profile and marketing attraction. Examples in Africa include the Peace Parks in Southern Africa.
	Master plans official endorsement	Master plan not yet available	TRIDOM masterplan is designed and implemented in at least 20% of the project area.	Each country endorses its country-specific portion of the master plan, which covers in total at least 147,000 km ² of forest.	Master plans contain the whole set of management orientations and tools: land-use plan, surveillance system, monitoring system, infrastructure needs, ecotourism plans, regulation, fees and financial mechanisms.
	Score in management effectiveness	Tracking tool for management effectiveness not yet applied	At least 25% of existing protected areas in TRIDOM under effective management.	All existing protected areas in TRIDOM under effective management.	This will be assessed through use of the WB/WWF Management Effectiveness Tracking Tool scorecards
<u>Outcome 2:</u> (Outputs 3, 4 and 5) The capacity to monitor trends in biodiversity, resource exploitation and ecological functions and to minimize pressures on natural resources is strengthened in TRIDOM	Endorsement of operational procedures for monitoring	MIKE (Monitoring of illegal killing of elephant) project only effective in Minkebe NP; need for monitoring strategy for the whole landscape	Interim monitoring strategy implemented in entire TRIDOM.	Final revision of monitoring strategy based upon field experience is agreed upon as part of the master plan and published.	Monitoring must be carefully planned and costs and benefits of proposed monitoring actions must be taken into account.
	“State of the TRIDOM” monitoring reports		TRIDOM annual monitoring reports completed and findings used to inform decision-making.	Final annual “State of the TRIDOM”, including recommendations for the future, is published.	Annual State of the TRIDOM report provides data on the quality of monitoring and trends in biodiversity levels and natural resource exploitation in TRIDOM.

Objectives	Indicator	Baseline	Targets (Tranche I – Years 1 to 4)	Targets (Tranche II – Year 5 to 7)	Additional Information
	Signed collaborative management agreements or otherwise adopted regulation.	Only one collaborative management currently exist between gold miners and Minkebe National Park	From year 3 onwards and each year at least one collaborative management agreement is signed by stakeholders in every country of TRIDOM.	At least 6 co-management agreements including two for protection of river fauna and 4 village hunting agreements signed in each country.	Collaborative management agreements are instruments to refine rules for specific situations in the field (for example access and hunting related to remote gold mining camps). If successful they often have great replication potential.
	Number of requests for replication of collaborative management agreements	No request documented		In each country at least four requests exist for replication of co-management agreements including two for river management.	This is an indicator that shows to which extent adopted co-management schemes fit with stakeholder concerns. Successful examples can be replicated or adopted as a national policy.
	Best practices adopted regarding control of hunting in logging concessions	The Bordamur model, between Minkebe project and Bordamur logging company regarding control of hunting Policy on wildlife conservation in logging conservation not yet available at national level	In at least 50% of the logging concession in the interzone best practices are adopted and integrated in their internal regulations.	In all logging concessions within TRIDOM, “best practices” are applied . In at least one country a policy is adopted at the national level on wildlife conservation in logging concessions.	These best practices prohibit in particular the use of logging infrastructure for hunting purposes & encourage logging companies to contribute to the cost of regular hunting surveillance in their concessions. This kind of regulation provides the basis from which surveillance systems can operate and is essential for building the capacity of logging companies to control access and workers’ poaching;

Objectives	Indicator	Baseline	Targets (Tranche I – Years 1 to 4)	Targets (Tranche II – Year 5 to 7)	Additional Information
	Percentage of infractions related to hunting in logging concessions	Baseline TBD after Year 1 of project implementation	In logging concessions representing at least 50% of the surface area under logging in the interzone infractions related to hunting have decreased by 75%.	In logging concessions representing 80% of the total surface area under logging in TRIDOM, infractions related to hunting (e.g. transport of bush meat in vehicles) have decreased by 75% in concessions having critical hunting rates at the project outset and remains at or under baseline level in concessions already implementing an effective control system at project outset.	These indicators result from law enforcement monitoring data and intelligence data on illegal entry gathered in logging concessions.
Outcome 3: (Output 6) Benefits from community-based natural resource management contribute to poverty alleviation	Number of local jobs in ecotourism enterprises	Baseline TBD after Year 1 of project implementation	In each pilot site at least 15 community members have stable direct employment as a result of ecotourism development	In each pilot site at least 25 community members have stable direct employment as a result of ecotourism development.	The project targets an economically viable ecotourism industry in TRIDOM based on eco-lodges, trekking and canoeing. Ecotourism would improve local support for wildlife conservation.

Objectives	Indicator	Baseline	Targets (Tranche I – Years 1 to 4)	Targets (Tranche II – Year 5 to 7)	Additional Information
	Village income in areas targeted by the project	Baseline TBD in Year 1 during socio-eco assessment		In each country segment of the interzone at least five community-based forest and / or wildlife management zones are providing steady legal revenues to local actors as a result of the project efforts.	There is a need to put village hunting on a legal framework, coherent with long term wildlife conservation objectives. Bush meat is a varied protein source as well as an important source of financial revenue. As returns come in almost immediate and as almost no capital investment is needed it can safely be said that sustainable bush meat hunting is an essential ingredient of a poverty alleviation strategy in the remote forests. By strictly controlling access into logging concessions the wildlife in the core of the forest can be left largely untouched and migration of game from that core towards the village territories enriches the sustainability of this type of hunting. This model - combining hunting and wildlife conservation in neighboring zones – can only work if village hunting grounds remain limited in size and do not expand.

Objectives	Indicator	Baseline	Targets (Tranche I – Years 1 to 4)	Targets (Tranche II – Year 5 to 7)	Additional Information
	Number of requests for community hunting zones or forest management zones	Baseline TBD after Year 1 & 2 of project implementation	In each country segment of TRIDOM at least 25% of communities are requesting establishment of a community forest and / or hunting zone.	In each country segment of TRIDOM at least 50% of communities are requesting establishment of a community forest and / or hunting zone.	If demand is high, it shows that community hunting zones and community forests become the management tool at the periphery of the permanent forest – as defined in the land-use plan – and in the periphery of the “non-hunted core”.
	Number of people who abandoned illegal hunting	Baseline will be defined during Year 1, through socio-economic assessment		Income generated from ecotourism development and community-based forest and wildlife management in the areas targeted by the project have induced local populations to stop unsustainable natural resources harvesting	This will show how stable income-generating activities catalyzed by the project have an impact on the change of behavior of local populations.
Outcome 4. (Output 7) Sustainable funding is mobilized for the conservation and sustainable management of the TRIDOM	% of management and protection costs covered by long-term financial resources	Baseline will be defined during Year 1 through analysis of costs and funding sources	Long-term financial resources are available to cover 20% of the core management costs in TRIDOM (in particular law enforcement and protected area management).	Long-term financial resources are available to cover 50% of the core management costs in TRIDOM (in particular law enforcement and protected area management).	Building a varied sustainable financing mechanism is key to the success of the TRIDOM initiative.

SECTION III: TOTAL BUDGET AND WORK PLAN

A detailed total budget for the project is presented below and the GEF contribution is equal to US\$ 10,117,498. Tranche I (Years 1 to 4) of the GEF contribution amounts to US\$ 6,985,200 and Tranche II (Years 5 to 7) of GEF contribution amounts to US\$ 3,132,297.

Award												
Award Title: PIMS 1583 - BD - FSP - Minkebe Odzala Dja												
Project ID												
Project Title: - CONSERVATION OF TRANS-BOUNDARY BIODIVERSITY IN THE MINKEBE – ODZALA - DJA INTERZONE IN GABON, CONGO AND CAMEROON												
Executing Agency: UNOPS												
GEF Outcome / Atlas Activity	Responsible Party / Implementing Agent	Source of funds	ERP/ATLAS Budget Description		Tranche I				Tranche II			Total (USD)
					Amount 2006 (USD)	Amount 2007 (USD)	Amount 2008 (USD)	Amount 2009 (USD)	Amount 2010 (USD)	Amount 2011 (USD)	Amount 2012 (USD)	
Outcome 1: The land-use and the governance structures of a trans-border complex for biodiversity conservation and sustainable natural resource use are designed, endorsed and operational	UNOPS	GEF	71100	Employees Costs	185,909	185,909	185,909	185,909	132,258	132,258	132,258	1,140,410
			71200	International Consultants	10,695	10,695	0	0	0	0	0	21,389
			71300	Local Consultants	4,456	4,456	0	0	0	0	0	8,912
			71600	Travel - Field trips	113,186	113,186	113,186	113,186	113,186	113,186	113,186	792,300
			72200	Equipment and Furniture	97,440	0	0	11,883	0	0	0	109,323
			72400	Communications and Audio Visual Equipment	25,192	12,834	15,686	15,686	15,686	15,686	15,686	116,453
			72500	Supplies	9,269	9,269	9,269	9,269	9,269	9,269	9,269	64,881
			72600	Grants	0	2,852	0	0	0	0	0	2,852
			72800	Information Technology Equipment	62,143	0	0	4,753	0	0	0	66,896
			73100	Rental and Maintenance Premises	9,269	9,269	9,269	9,269	9,269	9,269	9,269	64,881
			73400	Rental and Maintenance of Other Equipment	9,982	9,982	9,982	9,982	9,982	9,982	9,982	69,872
			74100	Professional Services	5,941	5,941	5,941	5,941	5,941	5,941	5,941	41,590
			74200	Audio Visual and Printing Production Costs	58,871	58,871	26,263	26,263	26,263	26,263	26,263	249,056
74500	Miscellaneous Expenses	16,386	0	0	0	0	0	0	16,386			

				Sub-total GEF	608,739	423,263	375,504	392,140	321,852	321,852	321,852	2,765,203	
				Sub-total co-financing Government								3,823,200	
				Sub-total other co-financing								9,178,000	
Outcome 2: The capacity to monitor trends in biodiversity, resource exploitation and ecological functions and to minimize pressures on natural resources is strengthened in TRIDOM	UNOPS	GEF	71100	Employees Costs	538,936	538,936	538,936	538,936	346,926	346,926	346,926	3,196,520	
			71200	International Consultants	87,892	87,892	65,217	0	0	0	0	0	241,001
			71300	Local Consultants	9,448	9,448	0	0	0	0	0	0	18,895
			71600	Travel - Field trips	171,943	171,943	131,183	131,183	92,052	92,052	92,052	92,052	882,409
			72200	Equipment and Furniture	470,881	17,120	17,120	42,313	0	0	0	0	547,433
			72400	Communications and Audio Visual Equipment	53,410	33,255	33,255	33,255	33,255	33,255	33,255	33,255	252,943
			72500	Supplies	19,651	19,651	19,651	19,651	19,651	19,651	19,651	19,651	137,557
			72600	Grants	0	0	0	0	0	0	0	0	0
			72800	Information Technology Equipment	55,426	0	0	10,077	0	0	0	0	65,503
			73100	Rental and Maintenance Premises	19,651	19,651	19,651	19,651	19,651	19,651	19,651	19,651	137,557
			73400	Rental and Maintenance of Other Equipment	28,363	28,363	28,363	28,363	28,363	28,363	28,363	28,363	198,538
			74100	Professional Services	12,597	12,597	12,597	12,597	12,597	12,597	12,597	12,597	88,177
			74200	Audio Visual and Printing Production Costs	6,298	6,298	6,298	6,298	6,298	6,298	6,298	6,298	44,089
			74500	Miscellaneous Expenses	51,978	0	0	0	0	0	0	0	51,978
						Sub-total	1,526,472	945,153	872,270	842,324	558,793	558,793	558,793
				Sub-total co-financing Government								5,306,600	
				Sub-total other co-financing								9,409,100	
Outcome 3. Benefits from community-based natural resource management contribute to poverty alleviation	UNOPS	GEF	71100	Employees Costs	120,871	120,871	120,871	120,871	96,152	96,152	96,152	771,938	
			71200	International Consultants	4,927	4,927	0	0	0	0	0	0	9,855
			71300	Local Consultants	2,053	2,053	0	0	0	0	0	0	4,106
			71600	Travel - Field trips	25,426	25,426	25,426	25,426	25,426	25,426	25,426	25,426	177,983
			72200	Equipment and Furniture	52,719	0	0	5,475	0	0	0	0	58,194
			72400	Communications and Audio Visual Equipment	11,607	7,227	7,227	7,227	7,227	7,227	7,227	7,227	54,967
			72500	Supplies	4,270	4,270	4,270	4,270	4,270	4,270	4,270	4,270	29,892
			72600	Grants	19,565	19,565	0	0	0	0	0	0	39,130
			72800	Information Technology Equipment	25,088	0	0	2,190	0	0	0	0	27,278
			73100	Rental and Maintenance Premises	4,270	4,270	4,270	4,270	4,270	4,270	4,270	4,270	29,892

			73400	Rental and Maintenance of Other Equipment	4,599	4,599	4,599	4,599	4,599	4,599	4,599	4,599	4,599	4,599	4,599	4,599	4,599	4,599	4,599	32,192			
			74100	Professional Services	2,737	2,737	2,737	2,737	2,737	2,737	2,737	2,737	2,737	2,737	2,737	2,737	2,737	2,737	2,737	19,162			
			74200	Audio Visual and Printing Production Costs	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	9,581			
			74500	Miscellaneous Expenses	9,828	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9,828			
				Sub-total	289,330	197,315	170,769	178,434	146,050	146,050	146,050	146,050	146,050	146,050	146,050	146,050	146,050	146,050	146,050	1,273,999			
				Sub-total co-financing Government																1,025,100			
				Sub-total other co-financing																4,589,000			
Outcome 4. Sustainable funding is mobilized for the conservation and sustainable management of the TRIDOM	UNOPS	GEF	71100	Employees Costs	14,502	14,502	14,502	14,502	10,317	10,317	10,317	10,317	10,317	10,317	10,317	10,317	10,317	10,317	10,317	88,958			
			71200	International Consultants	47,791	834	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	48,625	
			71300	Local Consultants	348	348	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	695	
			71600	Travel - Field trips	15,361	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	29,265	
			72200	Equipment and Furniture	7,601	0	0	927	0	0	0	0	0	0	0	0	0	0	0	0	0	8,528	
			72400	Communications and Audio Visual Equipment	1,965	1,224	1,224	1,224	1,224	1,224	1,224	1,224	1,224	1,224	1,224	1,224	1,224	1,224	1,224	1,224	1,224	9,306	
			72500	Supplies	723	723	723	723	723	723	723	723	723	723	723	723	723	723	723	723	723	5,061	
			72600	Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
			72800	Information Technology Equipment	2,039	0	0	371	0	0	0	0	0	0	0	0	0	0	0	0	0	2,410	
			73100	Rental and Maintenance Premises	723	723	723	723	723	723	723	723	723	723	723	723	723	723	723	723	723	5,061	
			73400	Rental and Maintenance of Other Equipment	779	779	779	779	779	779	779	779	779	779	779	779	779	779	779	779	779	5,450	
			74100	Professional Services	463	463	463	463	463	463	463	463	463	463	463	463	463	463	463	463	463	3,244	
			74200	Audio Visual and Printing Production Costs	232	232	232	232	232	232	232	232	232	232	232	232	232	232	232	232	232	1,622	
			74500	Miscellaneous Expenses	7,473	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7,473	
							Sub-total	99,999	22,144	20,963	22,260	16,778	16,778	16,778	16,778	16,778	16,778	16,778	16,778	16,778	16,778	16,778	215,699
							Sub-total co-financing Government																1,025,100

SUMMARY OF FUNDS

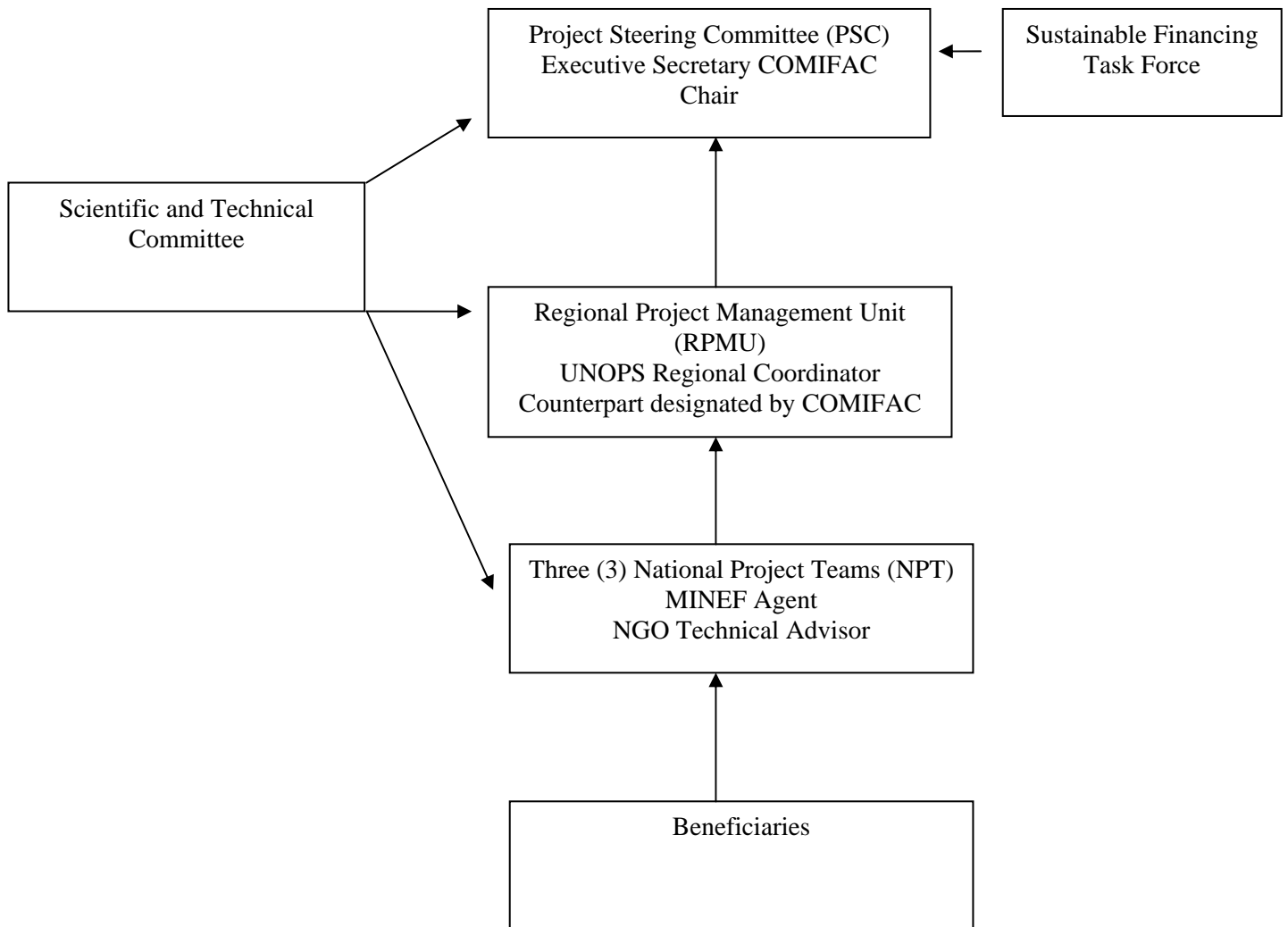
GEF Tranche I								6,985,200
GEF Tranche II								3,132,297
Co-financing Government								11,180,000
Other co-financing								23,176,100
TOTAL								44,473,597

SECTION IV: ADDITIONAL INFORMATION

PART I: Other agreements

See attached endorsement letters

PART II: Organigram of Project



PART III: Terms of Reference for key project staff

- 1) Staff List
- 2) Terms of Reference of the Regional Coordinator
- 3) Terms of Reference of the Finance and Administration Expert (regional)
- 4) Terms of Reference of the Program Assistant (regional)
- 5) Terms of Reference of Project Steering Committee (PSC)
- 6) Terms of Reference of the Scientific and Technical Committee (STC)
- 7) Terms of Reference of the National Project Team (NPT)
- 8) Terms of Reference of the National Managers
- 9) Terms of Reference of the NGO technical advisors

1) Staff List

LEVEL		STAFF	MEMBERS
REGIONAL LEVEL			
Project Steering Committee (PSC)			<p>Full members</p> <ul style="list-style-type: none"> • Executive Secretary of COMIFAC as the Chairman, • Ministers of Forest, Wildlife and Protected Areas from each of the three countries, or their designated representatives, • UNDP/GEF Regional Coordinator for Biodiversity/IW for West/Central Africa, • UNDP Resident Representative (or his/her designee) from the three countries, • GEF operational focal points from the three countries, • Three representatives from local communities in each country. <p>Observers</p> <ul style="list-style-type: none"> • in Cameroon and Gabon, coordinators of the Sectoral Forest and Environment Program - FESP; • Representative in Central Africa of IFIA (Interafrican Forest Industries Association) or another representative of the logging sector; • representatives from the international conservation NGOs involved in the project area, including WWF, WCS, and ECOFAC-EU.
Scientific and Technical Committee (STC)			<ul style="list-style-type: none"> • Representative of COMIFAC • Representatives of each government • Representative of WWF • Representative of WCS <p>The STCS may call on anyone for his/her expertise, in the limit of 3 people.</p>
Sustainable Financing Task Force			<ul style="list-style-type: none"> • COMIFAC representative • Representatives of each Government • FESP coordinators of the three countries • Donor representatives (EU, UNDP, World Bank, USAID, France, Germany, etc.) • Representative of WWF • Representative of WCS • Private sector representatives • Local communities representatives • Civil Society representatives

Regional Project Management Unit (RPMU)	UNOPS	COMIFAC	
	<ul style="list-style-type: none"> • Regional Coordinator • Finance & Administration Expert • Program Assistant • Driver 	COMIFAC Counterpart	
	<ul style="list-style-type: none"> • OTHER: International consultants will provide advise in monitoring (biological, socio-economic, law enforcement) and sustainable financing 		
NATIONAL LEVEL			
National Project Team (NPT) (3 countries)	<ul style="list-style-type: none"> • NGO technical advisor (Gabon WWF, Cameroon WWF, Congo WWF and / or WCS) • Database and GIS Expert • Accountant • Driver 	Government National Project Manager	
LOCAL LEVEL		COMIFAC <i>focal point</i>	
	The National Project Team will participate in site based management committee's as they exist or are proposed for different sites (example: Odzala Unit management committee in Congo, Technical Management Committee in Makokou (Gabon), etc.		

2) Terms of Reference of Regional Coordinator

Context

The TRIDOM Conservation Project, in Cameroon, Congo and Gabon, aims at maintaining ecological functions and connectivity in TRIDOM and ensuring long-term conservation of its protected area system. It is supported by a seven-year \$10m GEF Grant via UNDP. It will be managed by a Regional Project Management Unit (RPMU) providing technical support to three National Project Teams (NPT). The RPMU is made up of staff of UNOPS, with a COMIFAC counterpart, while the NPT are executed by the Government agencies responsible for forests, wildlife and protected area management with support from international NGOs, under contract with UNOPS.

Job Description

The Regional Coordinator is recruited by UNOPS to which he will report directly. He/she shall be responsible for the overall implementation of the Project as defined by the project documents and in conformity with the guidelines and procedures established by UNDP. The Regional Coordinator, who will shall in particular be responsible for: managing the GEF Project Team within the RPMU; supervision of consultants recruited by the RPMU; providing support to the NPT and monitoring implementation of all project activities at both the regional and national levels. He/she shall be responsible for the financial, administrative and technical management of the Project, shall maintain links with all the Project partners and stakeholders (donors, different conservation projects, NGO's, Project Steering Committee - PSC, etc.) and coordinate the actions of the GEF Project with the other related projects in the TRIDOM zone (co-financing projects) and other regional or national projects impacting TRIDOM.

Missions, Responsibilities and Tasks

Missions

- Coordination and management of all Project components at the regional level. A critical phase that will require particular attention is the launching phase of the Project.
- Implementation of PSC's recommendations.
- Management of Project staff, activities and consultants to be recruited.
- Preparation of technical and financial Project implementation documents including annual workplan, budget, and progress reports.
- Ensuring that capacity building is well integrated into all Project activities.

Responsibilities

- Effectively liaise with PSC, Ministries in charge of forests, wildlife and protected areas, Ministries of Mining, GEF focal points, UNDP/GEF Regional coordinator for biodiversity for central Africa, UNDP offices, and NGO implementing agencies.
- Ensure that deadlines are respected, work plans (procurements, disbursement, staff and consultants recruitment, monitoring, training etc.) qualitatively prepared and implemented in conformity with the appropriate UNDP procedures.
- Ensure that annual activity programs are implemented in conformity with the set procedures.
- Serve as secretary to PSC.

Operational Tasks

- Give instructions and guidelines relating to the administrative, technical and financial orientation with the view of achieving the objectives of the Project and set result (technical, quality, deadlines) indicators.
- Lead the Project Team within the RPMU through the organization of regular meetings.
- Establish an information dissemination and management system to ensure a permanent monitoring of Project implementation and maintain the archives of the Project.
- In collaboration with the NPTs, design and implement a monitoring – evaluation plan.
- Draft any document that falls into the framework of his/her responsibility as Secretary to PSC.

- Carry out missions in the TRIDOM project area and the concerned countries to supervise, monitor and counsel the national components;
- As the head of the Project Team, technically assist each member of the team and guarantee its smooth running.
- Manage the Project staff and (financial and material) resources, in conformity with rules and regulations of UNDP/UNOPS.

Appointment and Assessment

Vacancy announcement for the position and applicant selection shall be the responsibility of UNOPS. The Regional Coordinator shall be recruited by UNOPS subject to UNDP/GEF non-objection and in consultation with COMIFAC. His/her performances shall be assessed by UNOPS in consultation with COMIFAC, UNDP/GEF, and the UNDP country offices and government representatives in the three countries involved in the project.

Duration and Nature of the Contract

The contract shall cover an initial two-year period, with a probation period of six months. The contract shall cover initially two years with a six-month probation period. Contract extension will be subject to a satisfactory performance and availability of financial resources required for the position.

Profile

- The Regional Coordinator shall be recruited on a competitive basis through vacancy announcements published in the national and international media.
- Candidates to the position of Regional Coordinator shall apply by depositing a complete file in conformity with the vacancy announcement.
- The Regional Coordinator shall have a sound understanding of GEF and UNDP procedures and have the following qualifications:

Basic	Desired
Field of competence: Environment or natural resources Degree: MBA, Engineer MSC or Ph.D. Computer knowledge: Word, Excel, Power Point, email / internet. Languages: Excellent control of (oral, written) French and English. Experience: Acknowledged capacity in the management of complex and large projects at national or regional levels. Sound understanding of biodiversity conservation issues in the Congo Basin. Excellent analysis, drafting and report presentation capacities. Experience with the work of international and/or regional organizations Understanding of UNDP financed project management procedures Experience with GEF funded projects Years of experience: 10 years	Origin from the Central Africa Region or Sub-Saharan Africa In-depth understanding of conservation and sustainable development in Cameroon, Congo and Gabon. Acknowledged capacity in staff management Good interpersonal relationships and negotiation qualities Proved capacity in computerized project management Management of conservation projects in the Congo Basin. Age conditions: 35-50 years of age

3) Terms of Reference of Finance and Administration Expert

Context

The TRIDOM Conservation Project, in Cameroon, Congo and Gabon, aims at maintaining ecological functions and connectivity in TRIDOM and ensuring long-term conservation of its protected area system. It is supported by a seven-year \$10m GEF Grant via UNDP. It will be managed by a Regional Project Management Unit (RPMU) providing technical support to three National Project Teams (NPT). The RPMU is made up of staff of UNOPS, with a COMIFAC counterpart, while the NPT are executed by the Government agencies responsible for forests, wildlife and protected area management with support from international NGOs, under contract with UNOPS.

Job Description

The Finance and Administration Expert shall be responsible for the financial management of the Project and shall work under the supervision of the Regional Coordinator.

Responsibilities and Tasks

The main responsibilities of the Finance and Administration Expert are as follows:

- Conduct and supervise the computerized management of funds and the accountancy of the Project according to the UNDP/UNOPS procedures.
- Provide technical capacity building and support to the accountants of the NPTs and assist them in the preparation of financial and accounting documents.

Accounting Tasks

- Monitor and supervise accounting activities.
- Prepare the establishment of financial statements.
- Establish the estimated funding plans.
- Verify the application of negotiated terms with banks and prepare possible reclamation letters.
- Establish the monthly situation of actual and estimated cash flow of the Project.
- Prepare the half-yearly report on financial information.
- Prepare the closure proceedings
- Collaborate with external auditors and implement their recommendations.

Financial Tasks – Budget

- Establish a timeframe for budget preparation.
- Establish the following consolidated budgets: Functioning, Investment, General.
- Analyze the gaps between realizations and estimates, find out their cause, inform managers, and propose appropriate corrective measures.
- Draft Quarterly Management Monitoring Reports.
- Define and follow up on financial indicators.

Financial Tasks – Cash flow

- Develop Cash flow estimates from the budget.
- Update the estimates from real information and data.
- Monitor the balance of bank accounts.
- Monitor incurring and disbursements.
- Follow up and monitor fund disbursement and supply requests.
- Develop cash flow financial report.

Appointment and Assessment

The Vacancy Announcement for the position and the selection of applicants are the responsibility of the Regional Project Coordinator in close collaboration with UNOPS and based on UNDP/GEF non-objection. The Finance and Administration Expert's performances will be assessed by the Regional Coordinator. His/her possible replacement will be decided by UNOPS in consultation with UNDP/GEF.

Duration and Nature of the Contract

The contract shall cover initially two years with a six-month probation period. Contract extension will be subject to a satisfactory performance and availability of financial resources required for the position.

Profile

The financial expert shall be recruited on a competitive basis by Vacancy Announcement published in the national / african media and via UNOPS website.

The applicant to the position of financial expert shall apply by submitting a complete file in conformity with the vacancy announcement.

The financial expert shall be preferably a national of one of the TRIDOM countries, or African and shall have the following qualifications.

Basic	Desired
<p>Qualification:</p> <p>Competence area: Finance and Management</p> <p>Degree: MBA or graduate degree in Accounting and Financial management or graduate degree in accounting/financial management plus at least 10 years experience with excellent track record.</p> <p>Computer skills: Word, Excel, Power point, financial and accounting management software's.</p> <p>Language: excellent control of(spoken, written) French and (spoken, written) English</p> <p>Experience:</p> <p>Experience in computer finance and accounting management</p> <p>Experience in environmental or development project management</p> <p>Excellent analytical, editorial and report presentation abilities.</p> <p>Knowledge of management procedures of UNOPS, UNDP or any other major donor.</p> <p>Years of experience: minimum 5 years if holding a graduate degree and 10 years if holding an undergraduate degree</p>	<p>Experience in a GEF project</p> <p>Sound management qualities, and in particular, ability to give strategic directives and a technical supervision.</p> <p>Excellent qualities in communication and team leadership</p> <p>Ability to work in multicultural places</p> <p>Interpersonal relationships capacity.</p>

4) Terms of Reference of Program Assistant (Regional)

Context

The TRIDOM Conservation Project, in Cameroon, Congo and Gabon, aims at maintaining ecological functions and connectivity in TRIDOM and ensuring long-term conservation of its protected area system. It is supported by a seven-year \$10m GEF Grant via UNDP. It will be managed by a Regional Project Management Unit (RPMU) providing technical support to three National Project Teams (NPT). The RPMU is made up of staff of UNOPS, with a COMIFAC counterpart, while the NPT are executed by the Government agencies responsible for forests, wildlife and protected area management with support from international NGOs, under contract with UNOPS.

Job Description

The Program Assistant provides administrative and organizational support to the RPMU. He/she reports to the Regional Coordinator.

Major Duties and Responsibilities:

- Receives, opens, date stamps and reviews all incoming mail and faxes. Distributes to the appropriate staff members. Registers incoming and outgoing correspondence in appropriate logbooks.
- Answers telephone inquiries based on familiarity with subject matter and refers others to appropriate staff member or department. Takes messages as directed.
- May greet office visitors, determine their business and refer them to appropriate party.
- According to instructions and using word processing equipment, produces business correspondence, reports, forms, and other related materials. Proofreads for accuracy, correcting errors. Proofreads materials prepared by others, noting required corrections.
- Performs such tasks as reproducing/copying materials, sending fax correspondence, arranging for courier/shipping service, and ordering office supplies.
- As instructed, establishes and maintains supervisor's and office files. Maintains, files and retrieves materials.
- Makes travel arrangements, procures visas and obtains other necessary documents for the RPMU staff and all project committees.
- Assists with maintaining adequate inventory of office supplies and stores. Maintains the inventory of office equipment and furniture.
- Assists the supervisor with special projects, including preparing reports, editing speeches, preparing invitations, preparing meetings, collating meeting materials and creating presentations for lectures and special events.
- Provides support for meetings and conferences, including collecting and assembling meeting materials, reserving meeting space and arranging for supplies.
- Coordinates staff meetings and project review, including routing proposals, preparing meeting agendas and writing minutes.
- Assists the Finance and Administration Expert in bookkeeping duties including data entry into a ledger or the automated accounting system as necessary.
- Establishes and maintains petty cash.
- Performs other duties as assigned.

Minimum Work Requirements

- **Knowledge:** A Bachelor's degree, local equivalent education/certification or at least five years of equivalent, relevant work experience is required.
- **Experience:** The ideal candidate for this position will have five to ten years of administrative experience, including familiarity with word processing and spreadsheet software required.
- **Skills and Abilities:** The position requires fluency in English and French. Ideally, the individual will have a well-developed attention to details. Excellent writing skills, the ability to take the initiative, and work effectively as a member of a team are required.

Appointment and Assessment

The Vacancy Announcement for the position and the selection of applicants are the responsibility of the Regional Project Coordinator in close collaboration with UNOPS and based on UNDP/GEF non-objection. The Program Assistant. His/her possible replacement will be decided by UNOPS in consultation with UNDP/GEF.

Duration and Nature of the Contract

The contract shall cover initially two years with a three-month probation period. Contract extension will be subject to a satisfactory performance and availability of financial resources required for the position.

5) Terms of Reference of Project Steering Committee

Context

The TRIDOM Conservation Project, in Cameroon, Congo and Gabon, aims at maintaining ecological functions and connectivity in TRIDOM and ensuring long-term conservation of its protected area system. It is supported by a seven-year \$10m GEF Grant via UNDP. It will be managed by a Regional Project Management Unit (RPMU) providing technical support to three National Project Teams (NPT). The RPMU is made up of staff of UNOPS, with a COMIFAC counterpart, while the NPT are executed by the Government agencies responsible for forests, wildlife and protected area management with support from international NGOs, under contract with UNOPS.

Role and Responsibilities of the Project Steering Committee

The major goal of the Project Steering Committee (PSC) of the GEF Project is to see that the Project is well implemented, ensure a transparent decision-making process and represent the interests of all stakeholders in the Project implementation.

Being a control and supervision advisory body, the Project Steering Committee (PSC) shall be responsible for reviewing Project reports as well as approving , orientations, work plans and budgets developed by the RPMU. It shall be assisted by a Scientific and Technical Committee. The PSC shall in particular be responsible for:

- assessing project progress and making relevant recommendations and taking relevant steps to overcome implementation constraints.
- making recommendations as needed to the relevant authorities to strengthen project output and success.
- ensure that recommendations of audit reports are implemented.
- facilitate resource mobilization and political support needed for effective and efficient project implementation and the continuation of activities above and beyond GEF funding.

Organization and Functioning

- The PSC shall be chaired by the Executive Secretary of COMIFAC or his designee.

- The PSC shall meet at least once a year in one of the three capitals and may decide to increase the frequency of its meetings.
- PSC shall consider and approve the general annual report on the project activity progress and the annual work plan and budget prepared and transmitted to the members by the Regional Coordinator at least one (1) month before the meeting is held.
- The conclusions of PSC shall be made by consensus.
- The COMIFAC Executive Secretary shall transmit the conclusions of PSC meetings to the Ministers in charge of forests and protected areas of the three countries and the chairman (president) of COMIFAC.
- The PSC shall be free to ask the RPMU any report deemed necessary for achieving its objectives.
- Rules of procedure established by the members shall fix the practical modalities of PSC running (operation).
- The Regional Coordinator shall serve as Secretary.

Reporting

PSC shall write a report on its proceedings and conclusions for distribution to the Ministries in charge of forests, wildlife and protected areas, donors, RPMU and any other institution selected by the Committee in case of need.

Composition

PSC's members shall be appointed by their institutions and shall include:

- the Executive Secretary of COMIFAC as the Chairman,
- the Ministers of Forest, Wildlife and Protected Areas from each of the three countries, or their designated representatives,
- the UNDP/GEF Regional Coordinator for Biodiversity/IW for West/Central Africa,
- the UNDP Resident Representative (or his/her designee) from the three countries,
- the GEF operational focal points from the three countries,
- three representatives from local communities in each country.

The RC and his/her COMIFAC counterpart will act as the Secretary. They will be responsible for setting up meetings, circulating documentation for review, and preparing minutes and reports of the PSC.

The following persons will be invited as observer to the PSC's meetings:

- in Cameroon and Gabon, the coordinators of the Sectoral Forest and Environment Program - FESP;
- the Representative in Central Africa of IFIA (Interafrican Forest Industries Association) or another representative of the logging sector;
- representatives from the international conservation NGOs involved in the project area, including WWF, WCS, and ECOFAC-EU.

The PSC may call on any other person because of his/her expertise.

The PSC will seek to maximize synergies with the coordination mechanisms set up within the framework of the recently signed Cooperation Agreement, i.e. in particular the *Comité Tri-National de Suivi (CTS)*, meets once a year) and the *Comité Tri-National de Planification et d'Exécution (CTPE)*, meets twice a year). It important to highlight that coordinated planning will be enhanced by ensuring that the same representatives of these tri-national committees of the Cooperation Agreement are the same as those of the project committees.

6) Terms of Reference of Scientific and Technical Committee (STC)

Context

The TRIDOM Conservation Project, in Cameroon, Congo and Gabon, aims at maintaining ecological functions and connectivity in TRIDOM and ensuring long-term conservation of its protected area system. It is supported by a seven-year \$10m GEF Grant via UNDP. It will be managed by a Regional Project Management Unit (RPMU) providing technical support to three National Project Teams (NPT). The RPMU is made up of staff of UNOPS, with a COMIFAC counterpart, while the NPT are executed by the Government agencies responsible for forests, wildlife and protected area management with support from international NGOs, under contract with UNOPS.

Role and Responsibilities of the Scientific and Technical Committee

The Scientific and Technical Committee (STC) is the scientific and technical advisory and support body of the Project Steering Committee (PSC). Its role consists in assisting the PSC in its supervision mission of Project activities by providing it with the necessary scientific and technical backing. STC will also play an advisory scientific and technical role for the RPMU and the national components on major issues relating to the implementation of the Project or as requested by the regional project manager, but shall not substitute for either RPMU or the technical staff of the Project. The STC shall in particular be responsible for:

- Providing input on the scientific and technical aspects of the Project implementation, including all reports and the annual work plans prepared by the PCU.
- Providing technical notes at the request of PSC and PCU.

Organization and Functioning

- The STC shall meet prior to each PSC meeting and also at the request of either the Chairperson of PSC or the Regional Coordinator.
- The Chairperson of STC shall be a person who has been elected by the members of the Committee.
- The STC shall internally decide on its organization and internal functioning.
- The views of STC shall be transmitted to the PSC in the form of technical notes.
- The STC shall write an annual report at the end of each activity year.

Composition

The members of the STC shall be senior scientists and technicians, including:

- One Representative of COMIFAC,
- One Representatives of each government,
- One Representative of each of the major conservation NGOs active in the TRIDOM,
- One Representative of one major research or academic institutions in each of the three countries of the TRIDOM.

The STC may also call on other resource persons to consider issues for which STC estimates it does not have the necessary skills.

7) Terms of Reference of National Project Team (NPT)

Context

The TRIDOM Conservation Project, in Cameroon, Congo and Gabon, aims at maintaining ecological functions and connectivity in TRIDOM and ensuring long-term conservation of its protected area system. It is supported by a seven-year \$10m GEF Grant via UNDP. It will be managed by a Regional Project Management Unit (RPMU) providing technical support to three National Project Teams (NPT). The RPMU is made up of staff of UNOPS, with a COMIFAC counterpart, while the NPT are executed by the Government agencies responsible for forests, wildlife and protected area management with support from international NGOs, under contract with UNOPS.

Role and Responsibilities of the NPT

The NPT is responsible for the implementation of the Project at national level, and works under the administrative supervision of the RPMU. The NPT works closely together with the RPMU in order to coordinate and harmonize the Project activities with other projects implemented in the TRIDOM at national level.

The specific responsibilities of the NPT are the following:

- Designing a work plan in coordination with the RPMU and ensuring its implementation.
- Managing, coordinating and supervising the implementation of the Project's activities at national and local levels and ensuring the link with the RPMU.
- Ensuring the quality and the effectiveness of activity monitoring and assessment by the existing beneficiary groups.
- Ensuring proper implementation of studies, work and supply contracts signed in the framework of the different components of the Project.
- Certifying work and services achieved by goods and services suppliers.
- Drafting reports and transmitting to the RPMU all information related to the implementation of the national component of the Project.

Organization and Functioning

- The NPT is based at the supervising Ministry.
- The NPT is managed by the National Manager designated by the supervising Ministry and benefits from the technical backstopping of an international NGO.
- The NPT is responsible before the RPMU for the implementation of the Project.

Reports

The NPT drafts the following reports:

- A short fortnightly electronic letter (every two months) sent to the RPMU and presenting the most recent developments in the Project implementation.
- A half-yearly report on the Project implementation, the achievement of the work plan objectives and costs, with a special section on supplying and disbursement indicating the progress of the activities with regard to procurement plans. The report is sent to the RPMU and the supervising Ministry.
- A general annual report on the progress, according to a format designed by the RPMU on UNDP procedures basis. The report is sent to the RPMU and the supervising Ministry.
- An annual work plan and budget, attached to the general annual report on the progress of the Project.
- Ad Hoc Reports at the request of the RPMU.

Staff

- National Manager
- NGO Technical Advisor

- National Database and GIS Expert,
- Administrative assistant
- Driver.

The National Manager is selected by the supervising Ministry following approval of the RPMU which assesses the technical qualifications of candidate(s).

The National Manager and the NGO Technical Advisor are in charge of carrying out staff recruitment operations (vacancy, selection and employment) and consultants.

National, regional and international consultants shall be hired according to needs. Priority is given to the nationals of the Congo Basin countries.

8) Terms of reference of national manager

Context

The TRIDOM Conservation Project, in Cameroon, Congo and Gabon, aims at maintaining ecological functions and connectivity in TRIDOM and ensuring long-term conservation of its protected area system. It is supported by a seven-year \$10m GEF Grant via UNDP. It will be managed by a Regional Project Management Unit (RPMU) providing technical support to three National Project Teams (NPT). The RPMU is made up of staff of UNOPS, with a COMIFAC counterpart, while the NPT are executed by the Government agencies responsible for forests, wildlife and protected area management with support from one international NGOs per country, under contract with UNOPS.

Job Description

The National Manager is responsible for the implementation of the Project at national level according to general procedures and directives set up by the RPMU. The National Manager is in charge of managing the National Project Team, and is responsible for the financial, administrative and technical management of the Project at national level, guarantees the relationships among all Project partners and actors at national level (supervising Ministry, Parks Agency, NGO's, donors, etc), and coordinates the Project activities with other national or local projects relating to the TRIDOM zone.

Missions, Responsibilities and Operational Tasks

Missions

- Coordination and management of all Project components at national and local levels.
- Implementation of PSC recommendations and policies.

Responsibilities

- Administrative and financial management of the project with the approval of the RPMU.
- Assuring the effective connection with the RPMU and other relevant local and national Project structures.
- Ensuring the respect of deadline and work plan implementation in conformity with appropriate UNDP procedures.
- Ensuring implementation of Annual Work Plans in accordance with specified procedures.
- Preparing the different technical and financial reports as requested by the RPMU.
- Coordinating and supervising the achievement of the various studies carried out in the framework of the Project.
- Assuring the monitoring of workplan implementation.

Operational Tasks

- Guiding and facilitating the work program implementation at national level.
- Managing NPT staff and resources (financial and material) in conformity with defined procedures.

Appointment and Assessment

The vacancy announcement for the position and the selection of applicants are the responsibility of the supervising Ministry of National Project Team; the selected applicant shall be approved by the Regional Coordinator on the basis of technical qualification criteria. The National Manager's performance is assessed by the Regional Coordinator and the supervising Ministry. The possible replacement of the National Coordinator shall be decided by the Regional Coordinator subject to non-objection of the Project Steering Committee.

Duration and Nature of the Contract

The contract shall cover a two year duration with an initial six- month probation period. The contract should be renewable subject to good performance.

Profile

The National Manager shall be recruited on a competitive basis following a vacancy announcement published in the national press.

Applicants to the position of National Manager shall apply by submitting a complete file in conformity with the recruitment announcement.

The National Manager shall be a national of the concerned country. He/She shall have a good knowledge of GEF or other international donors' procedures, and shall have the following qualifications.

Basic	Desired
Qualifications: Competence area: Environment or Natural Resources Degree: MBA or Engineering degree or Msc. Knowledge of computer skills: Word, Excel, Power Point. Languages: Excellent control of (spoken, written) French. Experience: Forest and wildlife management. National project management and particularly development or environment protection projects. Good editorial, analytical and reports presentation abilities Years of experience: 10 years minimum Age conditions: 35 – 50 years	Good knowledge of the humid forest zone. Interpersonal relationship skills. Experience in the function of strategic management and technical supervision. Excellent negotiation skills. Ability in project computer management Work experience in TRIDOM countries in the framework of international or national organizations involved in the development. Knowledge of UNDP and GEF project management procedures.

9) Terms of reference of the NGO technical advisors

Context

The TRIDOM Conservation Project, in Cameroon, Congo and Gabon, aims at maintaining ecological functions and connectivity in TRIDOM and ensuring long-term conservation of its protected area system. It is supported by a seven-year \$10m GEF Grant via UNDP. It will be managed by a Regional Project Management Unit (RPMU) providing technical support to three National Project Teams (NPT). The RPMU is made up of staff of UNOPS, with a COMIFAC counterpart, while the NPT are executed by the Government agencies responsible for forests, wildlife and protected area management with support from one international NGO per country, under contract with UNOPS.

Job Description

The NGO Technical Advisors will provide daily scientific and technical advise to the National Manager in his/her management and coordination role of Project implementation, and to the National Project Team.

Major tasks include:

- Developing, presenting and implementing technical notes in order to guide the implementation of all Project's components, including land use planning, development of management plans and master plans, socio-economic and biological monitoring, law enforcement monitoring, co-management, development of socio-economic incentives to biodiversity conservation, and sustainable financing;
- Providing technical input in the development and implementation of national work plans and conducting regular field visits to this end.
- Assisting in the identification of training needs and ensuring that appropriate hands-on training is provided to Project staff and partners.

Appointment and Assessment

Vacancy announcement for the position and applicant selection shall be the responsibility of the relevant NGO, with the RPMU non-objection.

Duration and Nature of the Contract

The contract shall cover an initial two-year period, with a probation period of six months. This contract may be extended, subject to good performance and provided financial resources are available for the position.

Profile

- Field of competence: Environment or natural resources
- Degree: MBA, Engineer SMC or Ph.D.
- In-depth understanding of biodiversity conservation issues in the Congo Basin.
- Excellent analysis, drafting and report presentation capacities.
- Proven training skills.
- Experience with the work of international and/or regional organizations
- Languages: Excellent control of (oral, written) French and English.
- Computer knowledge: Word, Excel, Power Point.
- Ten years in natural resources management.

PART IV: Stakeholder Involvement Plan

87. Stakeholder participation has been a key and successful ingredient of the work undertaken during PDF-B activities (national stakeholder consultation workshops held, two regional workshop held). GEF support will continue and expand upon this involvement, with stakeholders at all levels: local communities, local and district officials, central government, NGOs, private sector and donors. The land-use plans will be developed via a highly participative process under the leadership of the respective Ministries in charge of forests and COMIFAC. At higher levels, government representatives will meet at least yearly to discuss collaboration, progress, monitoring results, options and coordination and assess implementation.

88. The project will be implemented with full participation of the authorities in charge of forests and protected areas who will be the leaders of most activities. The regional land-use plans will be developed via a highly participative process under the leadership of the respective Ministries in charge of forests and COMIFAC. At higher levels, government representatives will meet at least yearly to discuss collaboration, progress, monitoring results, options and coordination and assess implementation.

89. A number of important stakeholders have been identified in the project area, as outlined in Stakeholder mapping table below. Note that most of these stakeholders have complementary powers, skills, strengths and weaknesses and only through a combined effort can conservation and sustainable resource management be a successful option for the future.

Table 5: Stakeholder mapping

Stakeholder	Interest in or relationship to project	Resources available	Potential role or involvement
Governments of Gabon, Congo, Cameroon.	TRIDOM forms a part of the follow up to the 1999 Yaoundé Forest Summit (Presidential Summit). This large conservation zone benefits from a green image from the three governments.	Government can raise taxes to pay for natural resource management.	Directly involved through Ministry of Water and Forest. Broad-scale Government support will be sought (such as involvement of different ministries).
Ministry of Forest and Protected Areas (Cameroon, Congo, Gabon)	Primary beneficiary, co-implementing the project. Responsible and primary decision maker for land-use and forest management. Strong will to engage in trans-border conservation after the Yaoundé Summit. Increased capacity building.	Human resources at national and local level. Some logistical resources. Law enforcement and state authority	Project will be implemented in close collaboration with the different services of the Ministry of Forest and Protected Areas. Policy development. Crucial partner for field implementation (development of rules, law enforcement).
International community.	Conservation of a large and intact tropical rainforest ecosystem (biodiversity, evolutionary processes). Carbon sequestration benefits. Ecotourism.	Financial resources and influence on Government policy.	Lobbying of national governments. Provision of essential financial resources. Communication of local efforts to international audience. International press.
COMIFAC	TRIDOM is identified as a priority transborder conservation zone in the Plan de Convergence.	Political power, convening power, and lobbying in Forest Ministries.	Catalyzing coordination in the development of TRIDOM as a recognized trans-border area.
Local Authorities	Project will be implemented in their	Authority and power	Partner at the local scale.

Stakeholder	Interest in or relationship to project	Resources available	Potential role or involvement
	zone of authority; much collaboration with their services is essential.	in intervention zone.	
Mining Ministry	Some mining potential in the project zone.	Expertise on planning and data on mineral resources in the project zone.	Will be consulted and take part in the land-use planning process.
Local populations (Bantu)	Directly concerned by land-use decision-making and development of natural resource governance systems.	Expertise, local knowledge and know how. Pool of recruits.	Will be consulted on a regular basis and involved in land-use planning. Project will provide job-opportunities.
Local populations (Baka pygmy)	Use part of the forest in the project zone for subsistence and elephant hunting. Participate in development of rules regarding use and access to resources.	Expertise on the forest.	Will be consulted and involved in the land-use planning process. WWF is involved in the empowerment process of marginalized Baka pygmies.
Elites (people from project zone resident in nation's capital)	Have vested interests in their region of origin (including political).	Power-base related to the project zone, based in capital. Influence on local resident population.	Will be consulted and involved in the land-use planning process.
Logging companies operating (or willing to operate) in the project zone.	Logging companies are more and more interested in a green image and under pressure to work towards "good forest management".	Financial resources, logistics, expertise on their area of intervention, influence in land-use planning process.	Logging companies have important resources and presence on the field. All of them are to be partners in a landscape wide strategy to avoid the use of logging infrastructure for hunting/poaching.
European Union (EU)	Important donor in TRIDOM (Dja and Odzala-Kokoua, Minkebe, CIFOR research station)	Financial resources and lobbying power.	WWF will administer EU resources in Minkebe. WWF works with EU on natural resource policy.
USAID/CARPE	Engaged in supporting TRIDOM management	Financial support and technical assistance. Lobbying capacity.	WWF and WCS are executants for USAID/CARPE in close cooperation with government authorities. US government agencies and NGO's based in the US are motivated to provide technical guidance.
UNDP & GEF	Engaged in the process to provide increased GEF support for TRIDOM.	Financial resources and lobbying capacity.	Work with WWF, ECOFAC and WCS on supporting policy development.
ECOFAC	Providing support to Dja and Odzala-Kokoua. Long-standing partner of WWF and WCS.	Human and financial resources are available. Specific expertise and contacts available.	ECOFAC, WWF and WCS assist the Government in making TRIDOM an operational conservation area based on effective protected area management and well-managed logging

Stakeholder	Interest in or relationship to project	Resources available	Potential role or involvement
			concessions.
WWF	WWF is the NGO providing support to Minkébé, Nki and Boumba-Bek National Parks. WWF has activities in the north-western periphery of Odzala (Souanké-Garabinzam)	Technical and financial support. Longtime experience in the area.	Support to the implementation of the project.
WCS	WCS is the NGO providing support to Ivindo National Park and has started activities in the north-eastern periphery of Odzala	Technical and financial support. Longtime experience in the area.	Support to the implementation of the project.

PART V: Detailed Response to Council Comments

Council Member	Text of Comment	Response
France	<p>The project lies within Congo Basin Forest Partnership supported by France. It aims at strengthening protection and sustainable management of transboundary forest ecosystems between Cameroon, Congo and Gabon by planning of uses of landscapes, reduction of threats on natural resources, promotion of actions to local populations and identification of sustainable financial mechanisms.</p> <p>It could be noted that the French Global Environment Facility (FFEM) currently identifies a project with these same partners (States, NGOs) aiming at reducing the pressure on faunistic resources.</p> <p>Contact FFEM: ducastelc@afd.fr</p> <p>* Opinion: very positive</p>	No response requested.
Germany	<p>The project is supported. It is well conceived and builds well on existing initiatives for biodiversity conservation in the Congo basin.</p> <p>A few points might be considered during further planning and implementation of the project.</p> <p>The capacities and the performance of governmental land and forest managing structures in Cameroon, Gabon and Congo have not been sufficiently analysed. According to experiences of other conservation projects in the area, they are rather weak, especially at the implementing regional and local level. This fact should be taken into a more detailed consideration and provisions for a deeper analysis in the beginning of the project should be made. According to the results, the governmental structures should be specifically and continuously strengthened to take over project activities after its ending. During the planning and execution of the project these structures should play a key role to ensure their ownership.</p> <p>Although the national structures are rather weak, it is important for the sake of sustainability to involve as much as possible existing governmental and non-governmental organisations to carry out project activities. It should be avoided to create parallel project structures especially when it concerns law enforcement measurements.</p> <p>As there are quite a number of logging concessions in the area, the project should also propose in collaboration with the concessionaires the development and promotion of sustainable logging technologies to reduce the pressure on forest resources.</p> <p>A better integration of the private sector and organisations of the civil society in the management and the steering of the project is recommended.</p>	<p>During the preparation of the PRODOC, it was decided to strengthen Government's involvement. The project's current implementation scheme therefore provides for direct execution of many activities by governmental forest managing structures, via a national manager "detached" from the Government to UNOPS. International conservation NGOs will provide technical support but the implementation's responsibility will rest with the Government's unit (detached to UNOPS) so as to maximize ownership by the Government. All law enforcement activities will be carried out by legally mandated Government agencies (Ministry of Water and Forest field units; National Park Agency).</p> <p>The project proponents (and in particular WWF) have an active policy of pressuring logging companies to adhere to the FSC certification process. In the project area, DeColvenaere, Pallisco and SEFAC logging companies in Cameroon have shown their</p>

Council Member	Text of Comment	Response
	<p>The potential of socio-economic development in the area has not been very well elaborated, in the proposal activities with local communities concentrating only on hunting and community forests. Sustainable harvesting, transformation and marketing of non-timber products could be for example another income generating activity.</p> <p>The economic potential of tourism in the area should not be over estimated. As up to now access to the project area is very difficult and even basic touristical infrastructure is almost completely lacking, it would require high investments before tourism becomes economically relevant. If income is generated from tourism provisions should be made to share the benefits with local communities.</p> <p>Concerning the development of a Monitoring and Evaluation System it is recommended to keep the system as simple as possible to enable the area managers after the end of financing through the Project to continue monitoring activities.</p> <p>A handing over or exit strategy should be developed well before the projects ends.</p> <p><u>Recommendation:</u></p> <p>The comments made above are important for an efficient and consistent project implementation. Therefore changes should be made during further planning steps and during project implementation.</p>	<p>interest in FSC certification (the highest standard). Other companies in the project area (like Rougier Gabon) have obtained Keurhout certification and have a good record on the environmental aspects of sustainable forest management. Others have not shown real goodwill towards Sustainable Forest Management (like Rimbunan Hijau) and should indeed be pressured for engaging in SFM practices. The project proponents and the Governments will continue pressuring all major companies towards sustainable forest management plans and correct environmental practice in their concessions. The logging sector is represented in the Project Steering Committee. Also the logging sector and civil society representatives will be much involved in the actual project work on the ground (land use planning, development of collaborative management agreements) as is already standard practice on the ground by the project proponents.</p> <p>It is not expected that tourism will bring in huge revenues. Nonetheless, it is expected that in each country a pilot initiative should become commercially viable and will serve as a model to be replicated and provide local employment and benefits. This initial development of tourism will be done based on private sector engagement (tourism operators have already shown interest in the Makokou area (Gabon) and Odzala NP (Congo).</p> <p>We totally agree that the Monitoring and Evaluation system should be as simple and pragmatic as possible. This will be further discussed during the Inception workshop at the start of the project. Exit strategy and sustainability will also be discussed during the inception workshop.</p>
Sweden	<p>This three-country project has a conservation focus of a very key hot-spot biodiversity area in the Congo basin rainforest area.</p> <p>Regional cooperation is important to support, and thus important to promote.</p> <p>Attention about the involvement of the local communities around these areas should be drawn, although mentioned there are no real evidence how much influence they have in these processes. Normally they are neglected and thrown out from the NP-areas, and thus problems of poaching, illegal settlements within</p>	<p>The project proponents (Ministries in charge of forests/NGOs) have evidenced that they involve local communities in forest management in the project's area. Examples include the community forest hunting zones in Southeast Cameroon, or the collaborative management agreements with gold miners and river users in Minkebe-Gabon. In fact, the participatory development of regulation related to use and access of natural</p>

Council Member	Text of Comment	Response
	<p>the park are common, and conservation does not become successful and poor people are even worse off. By a more active involvement of the local population/participatory and co-management agreements and true benefit-sharing with them both people and the nature benefits.</p> <p>It is important to have independent monitoring systems - maybe FSC - para 2e, page 9 - as many independent monitoring systems as possible. The follow-up of 2b (page 7) paragraph (vi) is crucial. According to 2d (page 8) stakeholder involvement has been done. But having one national workshop/country may not be enough. It is positive that the project (at least on the paper) aims to involve pygmies in the decision-making processes.</p> <p>Secondly, the forest is managed on short based concessions which rarely give any true incentives for sustainable use. Logging companies, often foreign, just take the best out of the forest and have no real management like: replanting of trees, leaving big "mother" trees of important species etc. So forestry is almost always unsustainable. Smaller areas for concessions + long-term (40-80yrs) is better, because that forces the companies to have a multicycle logging scheme, which forces them to make a better management, since they have to come back to the same area after 30-50yrs. They must then leave a well stocked growing forest, so that the second harvest also gives revenues. It is crucial to press logging companies, they HAVE to take a much larger role in sustainable management and other related costs.</p>	<p>resources is one of the key components of the project.</p> <p>As indicated above, WWF devotes strong efforts in advocating for FSC certification.</p> <p>Project proponents already involve actively pygmies in forest management in Minvoul (Gabon) and Southeast Cameroon.</p> <p>Current concession management plans are made up for rotations of 25 or 30 years. It should be noted that small concessions have been criticized from a sustainability point of view, as timber harvest volume per hectare is low (few species can be logged from an economic point of view given also high transportation cost to port of shipment), so companies need a sufficiently large concession to be able to engage in long term management and make the necessary economies of scale. We totally agree that companies have to engage seriously in sustainable forest management and other related costs (like the costs of law enforcement and awareness raising to deter poaching in the concession). This will be addressed continuously during project implementation.</p>
Switzerland	<p><i>General Commentaries</i></p> <p>This regional project, focusing on an ecologically most important area of the world's second largest contiguous tropical rainforest, is obviously of very high importance. The project builds on the new favourable political climate created by the 1999 Yaoundé Declaration, that addressed transboundary forest conservation and sustainable management and established specific institutional mechanisms for this purpose. The considerable financial commitment of the countries, especially that of Cameroon, is also an appreciable indicator of governmental resolve that the project achieve success.</p> <p>The tri-national target area of the project, or "TRIDOM", has been selected as one</p>	

Council Member	Text of Comment	Response
	<p>of the priority areas of the Congo Basin Partnership. The project appears thus well embedded in a number of international agreements. It is also based on a considerable local experience of international NGOs such as the WWF and makes good use of lessons learned from other regionally or thematically related projects. The proposal is scientifically and technically sound, and well-designed and structured. Good background information is provided in the documents, and both the executive summaries and the brief are clear and well presented. We appreciate the solid logical framework with clear annual targets complemented by a table of results measurements.</p> <p>The project is ambitious and possibly overoptimistic regarding some of its expected results and according indicators, even if it addresses quite comprehensively the root causes of the threats to biodiversity and is adequately designed to have a seven-year duration. During this period, the GEF commitment is planned to be delivered in 2-3 phases. Financial mechanisms that would be built are also ambitious and partly innovative, and the partnerships that would be developed with logging companies to get their support for biodiversity conservation are of high importance regarding possible future applications. These aspects would make of the project a very interesting one in terms of its possible replicability in other areas of Central Africa or even other tropical forest regions of the world.</p> <p>The STAP review is of high relevance and has been generally well responded and taken into account, as it is shown by the second STAP review.</p> <p><i>Main Concerns</i></p> <p>As mentioned above, a partly innovative financing plan is to be developed that would include a large number of partnerships and aim at developing several financial mechanisms and tools based on different experiences assessed by the Conservation Finance Alliance; although it would have been unrealistic to preview a general and simple solution to ensure the sustainability of the project's efforts, the information that a "multi-level financing plan consisting of different mechanisms and fundraising strategies tailored to the needs of each of TRIDOM segments will be gradually designed and implemented" (para 99 of the brief), is not enough to avoid concern for the future. The sustainability of the project will in fact entirely depend on the success of the different approaches to be developed.</p> <p>Also related to finance, the remark by the first STAP reviewer about the difficulty of coordination of so many different financial sources for the project implementation appears to be insufficiently responded to.</p> <p>Another relatively underdeveloped part of project design is the key issue of alternative livelihoods to mitigate the pressure of hunting. We agree with the</p>	

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	<p>STAP review that expectations put on ecotourism, starting from nothing in a relatively unstable and unhealthy area (even if the adventurous character of the region may be appealing for some target groups) may be excessive. We also feel that other alternatives, linked to forms of cultivation that constitute corridors between protected sites (for instance development of shade grown cash crops within complex agroforestry systems) have not received enough attention.</p> <p>We consider as positive, however, the balance that is made between the development of both positive and negative (development of strict law enforcement) incentives in order to reduce economic attractiveness of bush meat hunting.</p> <p><i>Conclusions and Recommendations</i></p> <p>We recommend that particular attention be paid to the development of a convincing financial plan to ensure its sustainability, for instance while establishing benchmarks to determine the phases of GEF financial commitment.</p>	<p>The project proponents are aware of the huge and complex challenge related to the development and success of sustainable funding mechanisms. They are therefore already preparing the development of a comprehensive financial plan (including adequate financial controls). This will be done in collaboration with WWF US that has successful experience with the development of financial plans in the Brazilian Amazon and in the Meso-American Reef through a methodology called “Large Conservation Program Management”. By addressing the sustainable funding challenge from the start, tangible results will be achieved by the end of the project. The phasing of the GEF project will be detailed during the Inception Workshop and will be a key tool for achieving critical benchmarks (like land use plan).</p>
United States	<p><u>Summary:</u> The project is aimed at putting 36,000 km² in the tri-national Dja-Odzala-Minkebe (TRIDOM) area of the Western Congo Basin moist forest Ecoregion under improved management. The project area is one of the 11 priority areas that form the Basin of the Congo Basin Forest partnership, launched by the US, South Africa and 27 public and private partners at the World Summit on Sustainable Development in Johannesburg. The project will: develop and implement three land-use plan at the national level and the signing of an internationally recognized status by the three governments; strengthen capacity to monitor trends in biodiversity, regional exploitation and ecological functions and minimize pressure on natural resources; promote the development of alternative economic activities, including tourism and community forest tree/wildlife management initiatives in targeted sites; and mobilize the sustainable funding for conservation and sustainable management.</p> <p>The project has a well-developed set of performance indicators and a monitoring and evaluation plan. It identifies risks and indicates attempts to minimize them,</p>	<p>No response needed.</p>

Council Member	Text of Comment	Response
	<p>although some of the risks might be higher than noted in the documentation. The program will work extensively in logging concessions and support the adoption of strict regulations on hunting and concessions. Law enforcement authority and capability will be essential, and no GEF funds will go directly to supporting logging companies or any of their operations or staff.</p> <p><u>U.S. Position:</u> Support.</p>	
Canada	<p>- The proposal seems well justified and inclusive (involves NGOs: WWF, WCS, etc.).</p> <p>- Monitoring and evaluation: A seven-year project may not be sufficient to measure an improvement in animal populations (elephants, for example).</p> <p>- There may be a security issues with effective law enforcement (against illegal bush meat, ivory and gorillas trade) which needs to be carefully addressed.</p> <p><i>Recommendation:</i> Assuming the above-mentioned questions and concerns are adequately addressed, the proposed project should be endorsed.</p>	<ol style="list-style-type: none"> 1) Concerning the 7 year period to monitor trends in elephant populations: It is true that it will be hard during that period to measure the trend in population at the TRIDOM wide level given the cost of measurement over that very large area. Nonetheless, during the project it should at least be possible to correctly establish the baseline TRIDOM wide (meaning 140,000 km²) concerning large mammals (apes, elephants in particular). This will be very valuable for the future. At a smaller scale trend information will be available as quite some sub areas have already base lines established (Minkebe NP, Odzala NP, Nki Boumba Bek NP and some other areas). 2) The project will provide support to law enforcement via the specific government agencies (Ministry of Water and Forest, National Park Agency) which are entirely responsible and mandated for this activity and have the necessary experience and mandate.

SIGNATURE PAGE

Country: Regional (Cameroon, Congo, Gabon)
Lead Country: Gabon

UNDAF Outcome(s)/Indicator(s): Conservation and sustainable management of biodiversity at the regional level
(Link to UNDAF outcome. If no UNDAF, leave blank)

Expected Outcome(s)/Indicator (s): - Management and sustainable development of forest resources
(CP outcomes linked to the -Poverty alleviation
SRF/MYFF goal and service line) -Participatory management of biodiversity in the transboundary zone
-capacity building

Expected Output(s)/Indicator(s): - Legal endorsement of the three national land use plans
(CP outcomes linked to the Mechanisms in place to strengthen biodiversity conservation
SRF/MYFF goal and service line)- -Viable community initiatives providing socio-economic
incentives for biodiversity conservation
- Multi level financing plan is developed, endorsed and implemented

Implementing partner: UNOPS
(designated institution/Executing agency)

Other Partners: COMIFAC, WWF, WCS, ECOFAC-EU

<p>Programme Period: __2002-2006 Programme Component: Environment protection and management Project Title: Conservation of Transboundary Biodiversity in the Minkebe-Odzala-Dja Interzone in Gabon, Congo and Cameroon Project ID: PIMS 1583 Project Duration: 7 years Management Arrangement: Agency execution</p>

Total budget:	US\$ 44,475,597
Allocated resources:	US\$ 44,475,597
• Governments	US\$ 11,180,400
• Regular	
	Tranche I: US\$ 6,985,200
	Tranche II: US\$ 3,132,297
• Other:	
Multilateral/Bilateral	
Donors	US\$ 23,177,700

Agreed by **Government of Cameroon** _____

Agreed by **Government of Gabon** _____

Agreed by **Government of Congo** _____

Agreed by **(UNOPS)**: _____

Agreed by **(UNDP)**: _____