

## CAPACITY BUILDING AS A KEY CONSERVATION STRATEGY AND INVESTMENT

### IGCP LESSONS LEARNED

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## EXECUTIVE SUMMARY

The International Gorilla Conservation Programme (IGCP) was established in 1991 by a coalition of three international conservation NGOs: the African Wildlife Foundation (AWF), Fauna & Flora International (FFI) and the World Wide Fund for Nature (WWF), with the mission “to empower people to jointly manage a network of transboundary protected areas that contributes significantly to sustainable development and protects the endangered mountain gorillas and their habitat”.

The empowerment focus in IGCP’S mission is centered on two main stakeholders: the three Protected Areas Authorities in Rwanda (Office Rwandais du Tourisme et des Parcs Nationaux (ORTPN), in Uganda (Uganda Wildlife Authority) and in DRC (Institut Congolais pour la Conservation de la Nature) and local communities around the four national parks of the transboundary ecosystem of the Virunga-Bwindi region.

Given the importance accorded to capacity building in its activities, IGCP commissioned the study aimed at the identification and analysis of lessons learned during its 17 years of existence with special attention to the following three objectives:

1. Raising awareness of IGCP’s work and impact, to enhance credibility of the coalition members and raise funds;
2. Develop a tool for the training of conservation practitioners and to share experiences to improve conservation effectiveness; and
3. Articulate the experiences, successes and weaknesses of a long-term conservation programme, to establish scientific credibility and assist in conservation learning.

This report highlights the results of a consultation process that involved IGCP stakeholders, notably the three protected area authorities, the coalition members, communities and IGCP staff. The collection of data was done through a combination of desk research, face-to-face and semi-structured interviews, questionnaire and telephone conversation. We have considered capacity building activities at three different levels: individual, institutional and system levels.

Our analysis shows that IGCP’s capacity building interventions spread at different levels and particularly at institutional and system level, for example in terms of establishing mechanisms for exchange between key partners, regional monitoring and transboundary collaboration.

*The following lessons were identified during this study:*

1. Capacity building is a complex domain. Do not lose focus, always focus on organization vision and mandate
2. Work at different levels as they are all linked and complementary.
3. Bottom-up approach rather than top-down
4. Recognize that you cannot do it alone – partnership and linkages with other players is important
5. Learn to listen to stakeholders and encourage mutual transparency
6. Soft training can be easy but change of values takes time
7. Ensure communication, feedback and follow-up activities
8. Institutional capacity is not only providing skills. Ownership is important for sustainability
9. Develop a stable funding base and contingency plan for fragile situations
10. Invest in internal capacity



*Fig. 1 Mountain Gorilla*

A list of recommendations is provided below as well at the end of the document.

### **Box 1: Summary of Recommendations**

#### **6.2.1. Overall coordination of capacity building programme**

- Rec. 1. Develop a regional capacity building strategy in order to have a more structured approach to capacity building.
- Rec. 2. Capacity building being a cross-cutting programme and the core of all activities, IGCP should recruit or designate within existing staff one person in charge of capacity building activities.
- Rec.3. IGCP should improve external communication and outreach, it is important to recruit or designate a Communication Officer.
- Rec. 4. Funding for capacity building should be increased and better mainstreamed in relation to other activities.

#### **6.2.2. Capacity building at individual level**

- Rec. 5. There is a need to develop a long-term career development linked to partner institutional development.
- Rec. 6. Need better coordination and consistency with the Human Resources Departments of partner institutions.
- Rec.7. Given the turnover of staff, IGCP and PAAs should explore a joint induction for new staff.
- Rec. 8. To avoid misunderstanding IGCP should clarify and communicate its capacity building vision to partners.

#### **6.2.3. Capacity building at institutional level**

- Rec. 9. A joint analysis between IGCP and individual PAA should be conducted to look at the whole institution and undertake a bold step of restructuring process.
- Rec. 10. Develop a strategy to communicate IGCP strategy to partner institutions.

#### **6.2.4. Capacity building at system level**

- Rec. 11. IGCP should explore more partnership with other organizations in the field (example with PEVI in the Virungas Southern Sector and ARCOS in NGO capacity building).
- Rec. 12. Develop a strategy to communicate IGCP strategy to partner institutions.
- Rec. 13. A regional Monitoring and Evaluation System for capacity building should be set up by IGCP and linked to the existing Ranger Based-Monitoring as much as possible.
- Rec. 14. IGCP Coalition Members should assist IGCP in the establishment and maintenance of a regional sustainable financing mechanism for capacity building.

## ABBREVIATIONS

ANICO	Animateurs de la Conservation (Rwanda)
APPRONA	
AWF	African Wildlife Foundation
CBO	Community Based Organisation
DFGF	Dian Fossey Gorilla Fund
DRC	Democratic Republic of Congo
EAC	East Africa Community
FDLR	Forces Democratiques de Liberation du Rwanda
FFI	Fauna and Flora International
GPS	Global Positioning System
GTZ	German Technical Agency for Development
ICCN	Institut Congolais pour la Conservation de la Nature
IDCM	Internal Displacement Monitoring Centre
IGCP	International Gorilla Conservation Programme
IUCN	The World Conservation Union
MGNP	Mgahinga Gorilla National Park
MGVP	Mountain Gorilla Veterinary Project, Inc
NCDF	Nkuringo Community Development Foundation
NEMA	National Environment Authority - Uganda
NEPAD	New Partnership for Africa's Development
NGO	Non Governmental Organisation
NRM	Natural Resources Management
ORTPN	Office Rwandais du Tourisme et Parcs Nationaux
PAA	Protected Area Authority
PTA	Preferential Trade Area
RBM	Ranger-Based-Monitoring
REMA	Rwanda Environment Authority
SACOLA	Sabyinyo Community Lodge Association
SO	Strategic Objective
TBPA	Trans-Border Protected Area
UNESCO	<a href="#">United Nations Educational, Scientific and Cultural Organization</a>
UTB	Uganda Tourism Board
UWA	Uganda Wildlife Authority
WWF-PEVI	World Wide Fund for Nature – Programme Environmental Virunga
ZEP	Zone d'Echanges Préférentiels

# I. INTRODUCTION

## I.1. BACKGROUND

The International Gorilla Conservation Programme (IGCP) was established in 1991 with the mission *“to empower people to jointly manage a network of transboundary protected areas that contributes significantly to sustainable development and protects the endangered mountain gorillas and their habitat”*. IGCP is a unique coalition of three international conservation NGOs: the African Wildlife Foundation (AWF), Fauna & Flora International (FFI) and the World Wide Fund for Nature (WWF). IGCP works in partnership with the governments of Rwanda, Uganda and the Democratic Republic of Congo (DRC) through the collaboration with the respective Protected Areas Authorities: the Office Rwandais du Tourisme et des Parcs Nationaux (ORTPN) in Rwanda, Uganda Wildlife Authority (UWA) in Uganda, and the Institut Congolais pour la Conservation de la Nature (ICCN) in DRC. IGCP also gives importance on partnerships with local communities for to enhance their livelihoods and the security of protected areas, based on the high population pressure on protected areas in the region (Weber, 1987).

IGCP has identified four strategic objectives in support of its mission and Strategy Framework for 2006-2010 (IGCP 2008). Each strategic objective (SO) is attained through the implementation of specific activities, and achievement of intermediate results or outputs.

- SO1: Effective and financially sustainable management of regional afro-montane forests assured;
- SO2: Collaborative regional conservation of mountain gorillas and afro-montane forests in operation;
- SO3: Widespread support for conservation of mountain gorillas and regional afro-montane forests maintained among interest groups and the general public;
- SO4: Compatible policy and legislation supportive of conservation of mountain gorillas and regional afro-montane forests in force in each country.

IGCP does not have a separate Capacity Building Programme as such or Capacity Building Strategy. However, capacity building is well integrated in IGCP Strategy as cross-cutting activity. The mission of IGCP itself gives emphasis on the empowerment of people and the interlinked four Strategic Objectives articulate around the development of individual and organizational capacity, the joint management and protection of biodiversity, the development of community enterprises and establishment of management systems as well as influencing policy change.

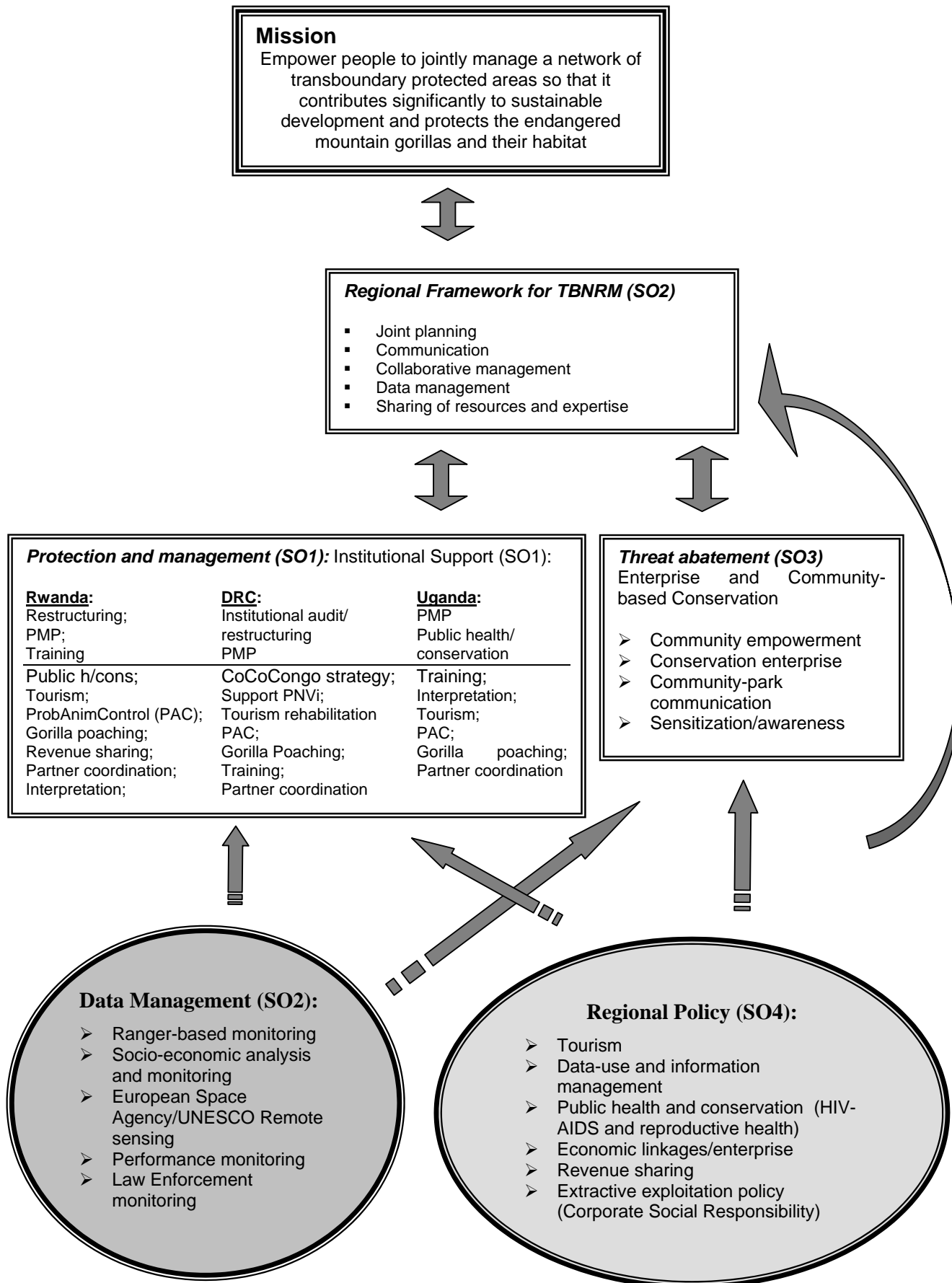
## I.2. OBJECTIVES OF THE EVALUATION

IGCP commissioned the identification and analysis of lessons learned for the following three objectives:

1. Raising awareness of IGCP’s work and impact, to enhance credibility of the coalition members and raise funds;
2. Develop a tool for the training of conservation practitioners and to share experiences to improve conservation effectiveness; and
3. Articulate the experiences, successes and weaknesses of a long-term conservation programme, to establish scientific credibility and assist in conservation learning.

The lessons learned target but are not limited to conservation practitioners (park authorities and conservation organisations including IGCP staff and coalition members), government ministries, research institutions, schools, eco-tours and eco-lodges and donors, etc.

IGCP Strategy: 2003-2007 (Fig. 2) – From IGCP Strategy



### **I.3. METHODOLOGY AND APPROACH**

The focus of our analysis was related to IGCP programme both in terms of vision and geographical focus, particularly the conservation of mountain gorillas and their habitats, the empowerment of protected area authorities and local communities.

In the identification and analysis of IGCP lessons learned on capacity building, we have put emphasis on aspects of training strategy and approach, the factors and mechanisms that have contributed to the success or failure, the importance attached to the needs assessment and how stakeholders, particularly the protected area authorities and communities have responded and how limited resources have been used and sustainability. Another important aspect is the link between lessons learned and identification of common problems and finally linking these aspects to opportunities and constraints for future actions and recommendations.

We have considered capacity building activities at three different levels: individual, institutional and system levels.

- At individual level - a major dimension of capacity is at the individual level both within organizations involved in the management and delivery of an initiative, as well as those who are beneficiaries or are otherwise impacted by the initiative.
- At organization level- the development does not focus only on human resources, but also processes and organizational structuring matters as well as its interactions within the system of other organizations, "stakeholders," or clients.
- At systems level- or enabling environment level involves different dimensions: policies, legal/regulatory, management or accountability, including coordination, monitoring and evaluating, resources (human, financial, information) that may be available within the system. This includes the inter-relationships among organizations in terms of the flow of resources and information, formal and informal networks of people, and even supporting communications infrastructures.

A variety of methods were used to collect data during the consultations:

- Desk study based on materials available from IGCP to understand IGCP's work and the external environment and background materials related to the theme in order to have a broad overview of other experiences;
- 1-2-1 (Semi-structured) interviews through face-to-face meetings and telephone calls;
- A questionnaire for semi-structured interviews;
- Group working sessions during the field visits in Virunga-Bwindi region and interaction with different stakeholders;
- Identification and analysis of lessons learned.

In terms of period covered, there is generally little agreement on time period within which to assess progress and lessons learned on capacity building issues and particularly the connections between capacity building and subsequent effects and outcomes such as conservation achievements. In addition, the context varies from one country to another and from one recipient of training (individual or organization) due to staff change and other factors. However, this study covered 17 years starting from the creation of IGCP in 1991 to March 2008.

After a general chapter looking at the general environmental, historical and political context in the Virunga-Bwindi region, the report comprises four core chapters: The third chapter provides a general analysis of IGCP's capacity building strategy and the mechanisms established, the fourth chapter looks at the strengths and weakness as well as the opportunities and lessons learned, the fifth chapter highlights key challenges and proposes some steps to be considered in moving the IGCP's capacity building programme forward while the sixth chapter gives some conclusions and recommendations.

## 2. GENERAL CONTEXT

### 2.1. GEOGRAPHY AND BIODIVERSITY VALUE

The International Gorilla Conservation Programme (IGCP) operates in the Virunga-Bwindi region ecosystem between the border of the Democratic Republic of Congo (DRC), Rwanda and Uganda. This region includes two separate forest blocks or ecological units but have one common link: the mountain gorilla, the basis for IGCP's work. This transboundary ecosystem includes a network of four national parks: 3 national parks within the Virunga chain of volcanoes (Volcanoes National Park in Rwanda, Mgahinga National Park in Uganda and Virunga National Park in DRC), and a separate forest block within Uganda (Bwindi Impenetrable Forest, situated only 30 km to the north).

The afro-montane and medium altitude forests of the Virunga-Bwindi region are part of the Albertine Rift ecoregion, extending from north of Lake Albert to Lake Tanganyika and crossing five countries: western Uganda, Rwanda, Burundi, eastern DRC and south-west Tanzania. This region is recognised for its conservation importance both in Africa and globally, due to the high species richness and diversity, including a number of endemic and threatened species. The oldest National Park in Africa "Virunga National Park" is found in the region.

However, the montane areas of this part of Africa are among the most heavily populated parts of the continent. The rich volcanic soil and high rainfall make the region ideal for agriculture, the primary livelihood strategy of the local populations. The region has also experienced long period of civil conflicts and political unrest. Consequently, the remaining forests and biodiversity in this region are under extreme pressure.

Conservation programmes such as the IGCP need to take an integrated approach. This is why IGCP is involved in a variety of activities such as:

- Ecotourism conservation
- Transboundary collaboration
- Capacity Building
- Community-based Ventures
- Buffer zone and wildlife conflict management
- Regional monitoring system
- Partnerships building for conservation
- Economic Valuation
- Financing conservation
- Benefit sharing



Fig. 3 Virunga-Bwindi Conservation Area – From IGCP Programme Profile, Oct 2007

## 2.2. HISTORICAL AND POLITICAL CONTEXT

The Virunga-Bwindi region has been characterised by cross-border movements either as a result of colonial power that created artificial boundaries or people who were forced to move from one country to another for labour. The rich soil and rainfall have been favourable to agriculture and different activities including cultivators and pastoralists as well as hunter-gatherer groups (or Batwa).

The first country to gain independence was DRC (June 1960 from the Belgians) followed by Rwanda and Uganda in 1962 (respectively from the Belgians and the British). However, the region has been marked by civil wars and instability since the independence. The most tragic period was during the 1990s during the Rwandan genocide when over 1 million innocent people were killed, followed by various conflicts and mass killing in DRC between 1996 and 2003. Between 1998 and 2003, DRC suffered wars involving various armed groups operating mainly in the eastern DRC and the governmental army. There were also times of tensions between countries in the region, affecting movements across the borders.

In the second half of 2006, elections were held in DRC and promised a definitive end to the unrest. However, the unsuccessful operation of Disarmament, Demobilisation and Reintegration (DDR) aimed at the reintegration of the rebels in the governmental army led to clashes that broke out in the eastern part of the DRC between soldiers close to dissident General Laurent Nkunda and the governmental army. Battles, that are still lasting in the area involve also a number of armed groups such as Mai Mai and FDLR and are leading to a massive displacement of population. According to the Internal Displacement Monitoring Centre (IDMC), more than 500.000 persons are reported to have fled their homes in eastern DRC as November 2007 and most of them are staying in camps close to the Virunga National Park (<http://www.internal-displacement.org>).

Despite this long period of war and conflicts, there are efforts for peace in the region. IGCP has been working under this unstable condition for several years. Strategy to deal with emergency situations has been developed. Strong operational relationships have been engaged with conservation and humanitarian organisations and government authorities. In terms of capacity building, there is hope that new human and institutional capacity can be developed and countries can work together as reflected in the recent transboundary collaborative agreement signed by the Ministers of the three countries (IGCP –MOU).

## 2.3. STAKEHOLDERS

The conservation and management of protected areas in the Virunga-Bwindi region depends on the involvement of a number of stakeholders. IGCP works with protected areas authorities, communities surrounding these protected areas, military and local authorities, the private sector and other conservation organisations. Among these, IGCP put special accent to the PAAs, communities surrounding protected areas and government authorities as described below.

### 1. Protected area and wildlife authorities

In its work, the IGCP collaborates with various stakeholders including the protected areas authorities in the three concerned countries. In Rwanda, activities of conservation in the Volcanoes National Parks are conducted in partnership with the Rwandan Office of Tourism and National Park (ORTPN) while in the Democratic Republic of Congo activities are run with the partnership of the "Institut Congolais pour la Conservation de la Nature "(ICCN). In Uganda, Uganda Wildlife Authority (UWA) is the national institution in charge of national parks and wildlife reserves.

## 2. Communities surrounding protected areas

Over 90 percent of the populations surrounding the region's protected areas practice subsistence level agriculture, and many access the protected areas to for water and food and for their livelihood production strategies (IGCP 1996). The development of the relationship between park management and the communities is crucial. Except in Nkuringo in Uganda, the national parks do not have buffer zones between the local communities and the parks' resource base. Conflicts between wildlife and local communities are therefore inevitable, either linked to access to natural resources in the park, problem animals damaging crops in fields near the edge of the park, and other conflicts with local populations.

## 3. Government authorities

While the three countries have a different historical protected area system, the three PAAs have similar mandate in terms of overall protected area management. The main difference is in terms of institutional framework: in Rwanda, OTPN is under the jurisdiction of Rwanda's Ministry of Commerce, Industry, investment and Tourism and the environment sector is in a different ministry (Ministry of Land, Environment, Forest, Water and Mines and Rwandan) where is located also the Environment Management Authority (REMA). In DRC, ICCN is under the Ministry of Environment, Nature conservation, water and Forestry (Ministère de l' Environnement, Conservation de la Nature, Pêche et Forêts) while in Uganda, UWA and Uganda Tourism Board (UTB) responsible for the regulation of tourism activities are both under the Ministry of Tourism, Trade and Industry while National Environment Management Authority (NEMA) is under the Ministry of Water, Land and Environment (<http://www.nemaug.org/>). With the decentralisation process going on in different countries, the involvement of local governments has been one of the focal areas of IGCP.

## **2.4. ECONOMIC CONTEXT**

The three countries of the region are among the Medium to Least Developed Countries in the world (UNDP 2006). Subsistence agriculture is the primary livelihood strategy of the population living around the Virunga-Bwindi region (IGCP 1996). In much of the region, the population is classified as living in extreme poverty, with more than 50 percent without sufficient land to meet basic needs. The four national parks in the Virunga-Bwindi region were created at different periods but all are characterised by imposing a limit on the land available to the communities and creating a negative perception with respect to both the parks and authorities managing them (Lanjouw and al.2001).

The industrial and business sectors are poorly developed in this area, offering few alternatives to the local populations, and the war, insecurity and political chaos the region are among the major factors having inhibited business or industrial development in the region. Fortunately, tourism (primarily gorilla tourism) is one of the largest sources of foreign revenue for countries in the region. Tourism is scored second provider of foreign currencies for Rwanda after tea. In Uganda, direct funds generated from the sale of gorilla-permits covered approximately half the self-generated management budget of the Uganda Wildlife Authority in 1999. In DRC, gorilla tourism allowed ICCN to operate during the times of war and political crisis.



*Fig.4. IDPs in DRC*

## 2.5. POLICIES AND LEGISLATION

In terms of national policy framework, the three countries have different policy in terms of protected area legislation and management systems. The participation of local population and district authorities in the management of protected areas is for example well advanced in Uganda compared to Rwanda and DRC where the formalization and institutionalization of participatory management is still under development. The use of specific natural resources from multiple-use zones within the protected areas in Uganda, a practice that is not catered for in the legislation in Rwanda and DR Congo is one example of such differences. These differences can have potentially negative repercussions on efforts to harmonise management approaches in the three protected areas. This is why one of the key activities of IGCP is to bring together both the legal and policy approaches in the three countries through Transboundary Programme.

In addition to several international conventions and treaties that are relevant to regional conservation of the afro-montane forest and in which the Governments of Rwanda, Uganda and DRC are party, countries themselves have made efforts to participate in regional policy framework, such as:

- Preferential Trade Area (PTA) or Zone d'Echanges Préférentiels (ZEP), including Burundi, Kenya, Rwanda, Tanzania and DR Congo,
- The New Partnership for African Development (NEPAD) and
- The East African Community (EAC). Both Rwanda and Burundi have officially joined recently.

## 2.6. TRANSBOUNDARY APPROACH

Transboundary collaboration has been taken by IGCP as best option to address common issues by PA authorities as the threats to the ecosystems come from all three sides of the border and therefore any management approach cannot be effective without cooperation within the 3 countries protected areas management institutions. In addition, there are strong historical links within the Virunga-Bwindi region, which used to be part of one country. The similar ethnic and cultural background of the people, their shared languages and livelihood strategies also support regional approaches to the management of their shared natural resources.

One of IGCP's objectives is to bring together the three of protected areas authorities, who have been operating as separate parastatal organizations with relative financial and administrative autonomy and management structures but who need mechanisms to harmonise conservation approaches between countries and establish an overall regional framework for effective management by the development of non-conflicting approaches in management, and cooperation in transfrontier issues.

## **3. THE PROCESS OF THE THEME**

### **3.1. RATIONALE**

Capacity building is important in this region marked by poverty and poor management of natural resources. Each of the three countries is struggling with poverty and lack of alternative sources of livelihood for a large proportion of the rural population. Pressures on natural resources and the environment are enormous. Building capacity to promote sustainable use and benefit sharing is critical to the sustainability of ecological functions and the conservation assets in the region.

The focus of IGCP in the Virunga-Bwindi region transboundary ecosystem has been primarily on strengthening the capacity of each of the three authorities to effectively manage the forested parks as a regional ecosystem. Facilitating the harmonisation of approaches and promoting collaborative mechanisms for management enhance the potential for each PAA performance and effective natural resource management and therefore better protection of the mountain gorillas and its habitats. At the same, working with local communities in participatory management and to promote benefit sharing is an important part in ensuring ownership of key resource users in long-term management of the parks.

### **3.2. HISTORY**

IGCP's capacity building has evolved from individual training to institutional development and regional system of transboundary collaboration. Increasingly, IGCP has focused its capacity building activities giving priority to the empowerment of protected area authorities, IGCP staff and communities around the parks and during the last few years to regional transboundary collaboration. IGCP has developed sustained partnerships with PAA and benefited continuous support from its Coalition Members.

#### **Individual Training**

Individual training has embraced a range of topics, mostly based on practical needs of the protected areas authorities, varying from monitoring, patrol, community skills, language, time management, communications, computer skills, tourism, GIS, administration and finance management, etc. All rangers have been trained in ecological monitoring, gorilla identification, the use of GPS, etc. Training has also involved exchange of experiences and study visits to neighbouring countries.

Due to the problems of insecurity, one of the aspects of training has involved rangers and military. The rangers have received military training from the military while the military receive training from the park authorities on the ecological role of the forest, the health, behaviour and social structure of gorillas and park rules and regulations.

Other type of training has focused on academic training for university degrees and diploma while short-term professional training activities and on-the job training has targeted groups such as community associations (beekeepers, mushrooms, etc.), in areas of marketing, finance management, etc.

Finally, IGCP has also paid special attention to internal training of its own staff and individual development. As a result, IGCP Directorate and core programmes are today managed by a team of African professionals. For example, the IGCP Director and the Transboundary Programme Manager among others have received high level academic training while working for IGCP.

## Institutional level

IGCP's efforts in institutional capacity building are observed in ways: the protected area authorities, the local community associations and internal IGCP capacity. The first regular mechanism contributing to the capacity building of protected area authorities is the exchange through quarterly meetings bringing the 3 parks together. IGCP also supports PAAs in terms of infrastructure development such as road maintenance and the construction of outposts and office and field equipment ranging from radio-communication material, GPS, altimeter, vehicles, tents, rain coats etc. IGCP also supports PAAs in the strategic and business planning. The most significant case study is with ORTPN (see Box 1). More recently, IGCP has facilitated the establishment of two regional initiatives: the Regional Training Centre in Kitabi (Rwanda) with funding from MacArthur Foundation and the Regional Secretariat for the Virunga-Bwindi region funded by the Dutch Government and support provided to the National University of Rwanda for streamlining the curriculum of the BSC and the setting of a MSC in Biology Conservation, thanks to funds secured from MacArthur Foundation. These initiatives are among the significant pillars for sustainable actions in the region.

At community level, community conservation has evolved from narrow interventions and awareness raising to well structured and effective Regional Enterprise Programme. IGCP has facilitated the establishment of community enterprises ranging from small income generation activities to Community Eco-lodges (see Box 3).

Finally, another aspect of institutional capacity is the internal IGCP capacity. Not only IGCP is committed to the continuing empowerment of staff over the years but also IGCP put special attention to the establishment of effective internal systems such as financial management.

## System level

IGCP has scaled up over time through a gradual process from field level to establish a regional transboundary mechanism bringing together three protected area authorities and the 4 national parks of the Virunga-Bwindi region. A number of initiatives, such as the Ranger Based Monitoring, have been facilitated by IGCP, aimed at improving regional collaboration, building on collaborative structures and mechanisms with government institutions responsible for protected area management. The signing of a transboundary collaboration agreement by the Ministers of Environment of the three countries constitutes the highest achievement attained so far by this process and there is room for further developments. The next step aimed by IGCP is for example the establishment of a transborder protected area (TBPA).

## 3.3. IGCP STRATEGY, PHASES AND EMPHASIS

### 3.3.1. IGCP Strategy for Capacity Building

While there is no defined capacity building strategy for IGCP, there are a number of activities conducted by IGCP and linked to capacity building that can be simplified in a diagram below (Fig. 5).

These are characterized by the following:

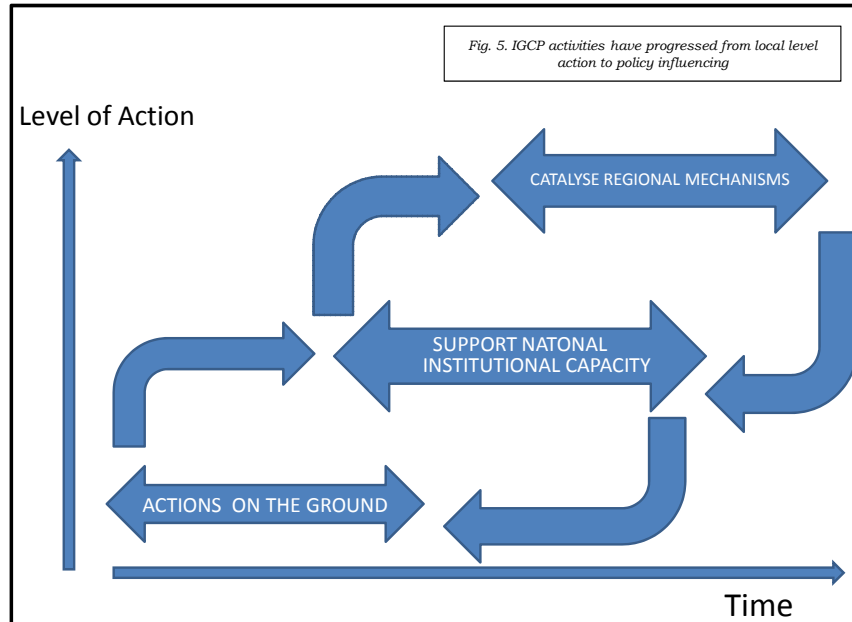
- Multi-level interventions (local and individual level to the promotion of regional mechanisms and policy influencing.
- While acting at different levels, special focus on institutional capacity (Box 1)
- Regional dimension in order to maximize on timing and staff availability and limited
- Trainers-training: training people who can serve as trainers in each country. The trainees have also helped provide training in neighbouring countries, to strengthen the regional links. Examples of regional or joint training have included training in community-based conservation, monitoring, gorilla tourism, protection/anti-poaching, foreign languages and management.

### 3.3.2. IGCP phased approach to capacity building

IGCP's capacity building activities are marked by three phases:

- Identification of needs and resource mobilization;
- Capacity empowerment;
- Follow up support and monitoring.

IGCP's capacity building activities start with a long and participatory process of identification of needs, matched as much as possible with the resources available. IGCP put always the consultation with stakeholders, make it bottom-up approach. After the identification of needs, the implementation is characterized by the involvement of IGCP staff, the coalition partners and resource persons. IGCP recognizes that capacity building is a long-term process. The follow-up activities are integral part of IGCP's capacity building activities. Overall, the phased approach is characterized by three stages – from the action on the ground to institutional capacity building and regional collaboration mechanisms.



**Box 1: Case Study 1: Institutional Development – ORTPN****Rationale/objectives**

IGCP has provided technical and financial support to the restructuring of ORTPN. The process was undertaken in 2002 with the following objectives

- To clarify ORTPN mission and role
- To identify priority areas
- To propose a new organization structure and key positions
- To define an action plan with details of objectives and strategies for the ORTPN.

**Activities/operations**

IGCP has been at the forefront of the restructuring process of ORTPN. IGCP provided a Technical Advisor to work closely with ORTPN management in the restructuring process and straight after the ORTPN restructuring process, IGCP helped to strengthen the capacity of the institution by providing the one-year services of a Technical Adviser. Also several short courses as well as study tours were organised with the IGCP support.

**Major achievements**

Since this restructuring, ORTPN has been steadily performing to achieve its mission of both conservation of national parks and tourism promotion. It has helped particularly to bring about the change in conservation business with more professionalism. This is in many ways a tangible example of the IGCP success in capacity building both at individual, institutional and systems levels.

ORTPN is now operating under a strategic plan developed with support of IGCP. With support of IGCP, ORTPN has secured funding from the Mac Arthur Foundation to set up the Kitabi Conservation Training Center which will be soon fully involved in individuals' capacity building targeting primarily people working in conservation, as well as those in the environment in general within the Albertine Rift Region.

**Key lessons learned**

- Effective organisation development and structuring must involve all levels of the organization. ORTPN structuring involved not only Senior ORTPN Management team but also technical staff at the headquarters as well as field staff (wardens and rangers).
- Organisation restructuring is not one of activity but a long process. One of the success factors in ORTPN restructuring has been IGCP commitment to provide follow-up support to ORTPN.

**3.3.3. Emphasis of IGCP's strategy for capacity building**

The IGCP strategy is based on two major factors resulting from the scope and conditions of its work: 1) the regional and transboundary activities scale of interventions and 2) the volatility and unstable environment.

The regional and transboundary dimension involving three countries and four national parks lead to differences in needs and priorities. IGCP has optimised on opportunities presented in each of the three countries, as well as targeted specific regional activities. The conservation actions developed to respond to these needs were then utilized to forge regional links, to ensure that all three countries benefited from the actions.

In terms of volatile and unstable environment, IGCP has been working with calculated plans and being opportunistic focusing on where it can deliver best but at the same time, ensuring continuous presence in areas affected by insecurity.

### **3.4. MECHANISMS ESTABLISHED**

IGCP is a well established organization with over 17 years experience in the Virunga-Bwindi region. Despite the very challenging working environment, a number of mechanisms have been established such as setting regional standards for gorilla tourism, revenue sharing, community participation and regional collaboration. There are a number of other mechanisms which don't have a regional dimension but still very important. We will look at few of these mechanisms at institutional level as well as economic, legal and political, social and financial level and provide separate case study analysis for the Regional Enterprise Programme and the Ranger Based Monitoring Initiatives.

#### **3.4.1. Institutional**

##### *a) Regional experience and skills exchange*

In the past, the three protected area authorities sharing the management responsibility of the Virungas managed the parks in their respective country separately. No mechanisms existed for regional communication and collaboration between the park authorities at each level. The regional meetings have been identified by the staff of the protected area authorities as the cornerstone of the transboundary collaboration between the three countries, and have contributed to the development of a team spirit between them. Other regional meetings involved partner organisations and other non-governmental organisations, from a number of different sectors such as development and humanitarian organisations, and constitute primary mechanism for the organisation of joint activities, and updating colleagues on the situation, both political/security and environmental issues in all four parks.

##### *b) Cooperation mechanisms: Regional Ranger-Based Monitoring*

The regional-level ecological monitoring system, also known as Ranger Based Monitoring (RBM) is a regular monitoring of the forest, by park rangers, for human use of the habitat (poaching, woodcutting, etc), ecological processes in the forest and for specific key species (including the mountain gorilla (see Box 2). The monitoring feeds directly into the day-to-day management of the park and enables surveillance and specific interventions to be based on solid data. The monitoring programme was developed first in DRC, then in Rwanda and finally in Uganda. Several meetings bringing together protected areas authorities, NGOs were held and lots of training conducted to ensure quality control, etc. At present, the data is being analysed in each park, as well as at the headquarters of the protected area authorities. As a result, the census of the gorillas is today harmonized across the 4 parks, involving staff from the UWA in Uganda, ORTPN in Rwanda and the ICCN in DRC.

## **Box 2. Case Study 2: Regional Ranger Based Monitoring**

### ***Rationale/objectives***

The Ranger Based Monitoring (RBM) Programme is a basic management tool that provides a standard for data collection and ecosystem surveillance developed and implemented at the regional level in the Virungas and Bwindi Impenetrable National Park. The monitoring programme intends strengthening capacity of PAAs and adjacent communities in a participative approach through training, and field equipment support for collaborative and efficient PA management.

### ***Activities/operations***

The RBM started with simple, regional model adapted to rangers patrolling activities. Training modules are designed according to both perceived and identified needs, and integrated training involving many topics and both PAAs and adjacent communities are encouraged. The intention here is to have a common understanding of the RBM programme and to ensure all the involved partners have the appropriate capacity to execute their duties as required in the process. Additionally, technical and conceptual workshops for building monitoring capacity are conducted. These workshops are intended to strengthen the overall scientific and technical capacities of IGCP and PAA staff, and provide an opportunity to engage in constructive high level discussions on matters such as remote sensing, detection of change in habitat cover, and land conversion, involving qualified scientists from different fields.

### ***Major achievements***

At Regional level, the RBM programme has established a standardized system for data collection and analysis across the three countries, providing reliable information on events happening inside the protected areas that is crucial for making management decisions and is an essential instrument for transboundary natural resource management in the Virunga-Bwindi region. The RBM provides results that help PAs to take prompt and important decisions about where to intervene, what to do and how to proceed to reach targeted conservation outcomes.

Specific achievements include the following:

1. Ability to precisely locate illegal activities and plan adequate strategies to address them
2. Precisely locate tourist gorilla groups for visitor satisfactions.
3. Effective park zonation during planning process, e.g. areas where formally for resource access in Nkuringo that has been turned into tourism zone after noticing that it constitutes the gorilla home range
4. Joint management of the PA resource with local community (e.g. Nkuringo).
5. MOU signed to collaboratively manage the transboundary gorilla tourist groups.
6. Gorilla population has been increased

### ***Lessons learned***

- Make sure to involve people from the beginning and avoid top-down
  - Make sure that everyone understands
  - Get basic funding – While the RBM is cost-effective (IGCP was using existing software- Access, Excel, ArcView, etc.), it is important to ensure minimum funding to sustain basic costs such as computers and field equipment and human capacity (IGCP had a full time RBM Officer).
  - It is important to ensure feedback and follow-up training, coaching and mentoring.
  - Be patient, it takes time.

### 3.4.2. Economic

IGCP support to economic activities has focused on the promotion of effective eco-tourism by promoting sustainable mechanisms at national and regional level working with the protected areas authorities and at local level working with local communities in promoting enterprises (see Box 3).

#### *a) Promoting ecotourism*

IGCP has worked with the ORTPN, UWA and ICCN staff to establish common rules, applied in all three countries, to manage and control tourism. These rules focus on reducing the risks of disease transmission, over-exploitation of the gorillas for tourism and reducing the stress to the gorillas (minimum 7 metres distance between the gorillas and the tourists; 1 hour with the gorillas only; maximum of 8 visitors per group; maximum of 1 group per day). At the same time, having the same rules in each tourism site strengthens collaboration and reduces competition between the countries. The three countries jointly developed the harmonized tourism rules and regulations. Common approaches are also being applied with respect to interpretation and development of joint messages for conservation, handling procedures, and training for tourism staff. The opportunity to strengthen regional collaboration through harmonized tourism approaches, and to develop the effectiveness of nature-based tourism in and around the afro-montane forests as a funding mechanism and economic option for the three countries, is nonetheless a focus of IGCP.

#### *b) Promoting community enterprises*

In the past, tourism has been benefiting mostly tour operators, local people being only involved as porters or selling crafts. To spread the economic benefits of tourism to the local communities around the parks, IGCP has worked towards developing tourism-linked enterprises for the local communities to ensure economic benefits flow to the communities and to strengthen the links between the local people and the parks in the three countries. The initiatives are well advanced in Uganda where IGCP started, and a recent community lodge was inaugurated in Rwanda but not yet in DRC due to the security issues. IGCP is promoting various forms of community enterprises based on the specific principles such as focus on mountain gorillas, private sector involvement, community ownership, cooperation with protected area and government authorities among others.

The implementation of community enterprises is based on a system of community associations. IGCP facilitates the creation of the associations and provides necessary skills for financial and administrative management and build linkages between the groups.

### **Box 3. Case Study 3: Sustainable Community Enterprises**

#### ***Rationale/objectives***

The overall vision of the IGCP Enterprise Programme is “To empower people to jointly manage a network of transboundary protected areas that contribute significantly to sustainable development and protects the endangered mountain gorillas and their habitat”. Capacity building and empowerment is central to the enterprise programme as reflected in the following specific objectives

1. Establish sustainable financing mechanisms for conservation enterprises
2. Build the capacity of communities to initiate and manage conservation enterprises
3. Facilitate market linkages for conservation enterprises at local and international levels.
4. Translate equitable benefits management to conservation friendly practices with in target communities
5. Develop IGCP’s internal capacity to support conservation enterprises

In addition to conservation logic and livelihoods, one of the pillars of the enterprise programme is business viability through a business plan demonstrating viability, diversified spin-off potential, high visibility value, must produce immediate benefits to target beneficiaries

#### ***Activities/operations***

The programme has focused on the development of sustainable financing for conservation enterprises, the development of community capacity to initiate and manage conservation enterprises through the securing of property rights and development of training manuals and business development, the development of market linkages locally and internationally development of IGCP internal capacity for conservation enterprises and the development of community benefits management plan to ensure that substantial, diverse, equitable and frequent benefits are generated by conservation enterprises.

#### ***Major achievements***

- Have built two community lodges (one in Rwanda completed and another in Uganda to be completed by end of July 2008).
- Making bee keeping a business through improving the traditional methods and bi-products now honey is refined and sold in packed branded bottles, propolis is now being made locally, candles and honey wine with wax as the other bi-products.
- Mushroom growing as a micro-enterprise for local people in DRC and Rwanda
- Cultural tourism especially the community walks in Rwanda and Uganda in the design stage but with the goal of diversifying tourism products and increasing revenue from tourism to local people.
- Capacity building and institutional establishment for community management through legal frameworks and skills training.

#### ***Key lessons learned***

- The Enterprise programme requires a lot of capacity building because the partners who are the local communities are still lacking skills, management capacity, accountability and transparency, institutional structures and business mentality.
- The enterprises to be successful require private sector partnerships and these are not forthcoming as the private sector in the three countries is not developed and the people from outside require critical mass which is not there. The only area that attracts external players is tourism and even this is limited as gorilla tourism is limited in numbers.
- To succeed in community enterprises, one requires support of the local government to give the legal framework for implementation.
- Insecurity dis-empowers people and they now no longer think about development but survival in this case the enterprise to be developed require to be addressing survival needs where there is insecurity.

### **3.4.3. Social**

Three main approaches have marked the development of social mechanisms by IGCP aimed at enhancing the linkages between the protected areas and surrounding local communities. These include: the involvement of women in sustainable income generation activities, the promotion of community associations, and language training.

IGCP has worked on strategies to mitigate the conflict between humans and gorillas by the creation of HUGO groups in Uganda and the Para-ORTPN and ANICO groups (Animateurs de la Conservation) in Rwanda. These community groups operate in respective administrative units around the parks and help protected area authorities to liaise with local communities. Another social issue in the region is related to language barrier. IGCP has facilitated language training in the three countries in order to promote language skills and to facilitate communication. However, when park staff cannot communicate with each other in French or English, a common local language can always be found. Most of the people along the borders are motivated to work together, due to shared background and culture. This has been strength in the regional program.

### **3.4.4. Legal/political**

Despite the importance of natural resources for community livelihoods and national economy for countries in the region, influencing legal change and political commitment is a big challenge in the region. Environmental mainstreaming in national development agenda is not reflected in budget allocation to the environment and national investment policy in general particularly in a context of political and civil unrest.

IGCP's work has focused on the formalisation of regional mechanisms for collaboration across international borders. This has involved a number of high-level political consultations and has also involved other partners such as IUCN and UNESCO to continue the political discussions for the institutionalisation of regional collaborative approaches. In 1995, IGCP has been also involved in the development of a Strategic Action Plan for the Great Lakes region. The Strategic Action Plan for the Environment provided a series of policy and legal recommendations for the resolution of a range of environmental problems, including those that resulted from the war, as well as those that were not a consequence of the war.

IGCP has catalyzed Enabling Environment and Frameworks in many aspects such as the Development of General Management Plan for PAs, Gorilla Tourism policies in Rwanda and Uganda, Review of NRM policies in the region and each country, The Revenue Sharing Policy in Rwanda and contribution to one in Uganda, work started on the one for DRC; the Land Acquisition policy for UWA, etc.)

### **3.4.5. Financial**

As seen earlier, capacity building requires a combination of interventions at different levels and over a long time. In addition, capacity building is a dynamic intervention, particularly in environmental conservation as the needs and concepts keep changing. Having a solid and sustainable financial base is therefore important for any effective capacity building programme.

One of the strengths of IGCP is that capacity building is the core of IGCP mission. Capacity building is incorporated in all programme activities and budgeting. IGCP's capacity building budget as it is the same for other activities, has changed over the years but specific capacity building components have always covered approximately ¼ of IGCP overall budget.

### **3.5. IMPLEMENTATION PARTNERS**

Firstly, the original idea of IGCP itself from conception was a joint venture through which a coalition of three respected international organizations (AWF, FFI and WWF) came together to create the transboundary programme. The spirit of partnership has characterized IGCP Coalition members all along. They have provided not only significant and regular amount of funding but also technical inputs into the programme to complement the skills available in the IGCP team. For example, AWF has provided input in enterprise development, FFI in communications and website design, while WWF has provided input in financial management.

Secondly, the ultimate goal of IGCP is to strengthen the capacity of the three protected area authorities in Rwanda, DRC and in Uganda. These organizations were chosen strategically given their mandate and responsibility to protect and manage the natural resources within the protected area system in their countries. In addition, IGCP has consistently ensured the enhancement of relationships between PAAs and surrounding communities. As such, the key strategic partners for protected area management have been identified.

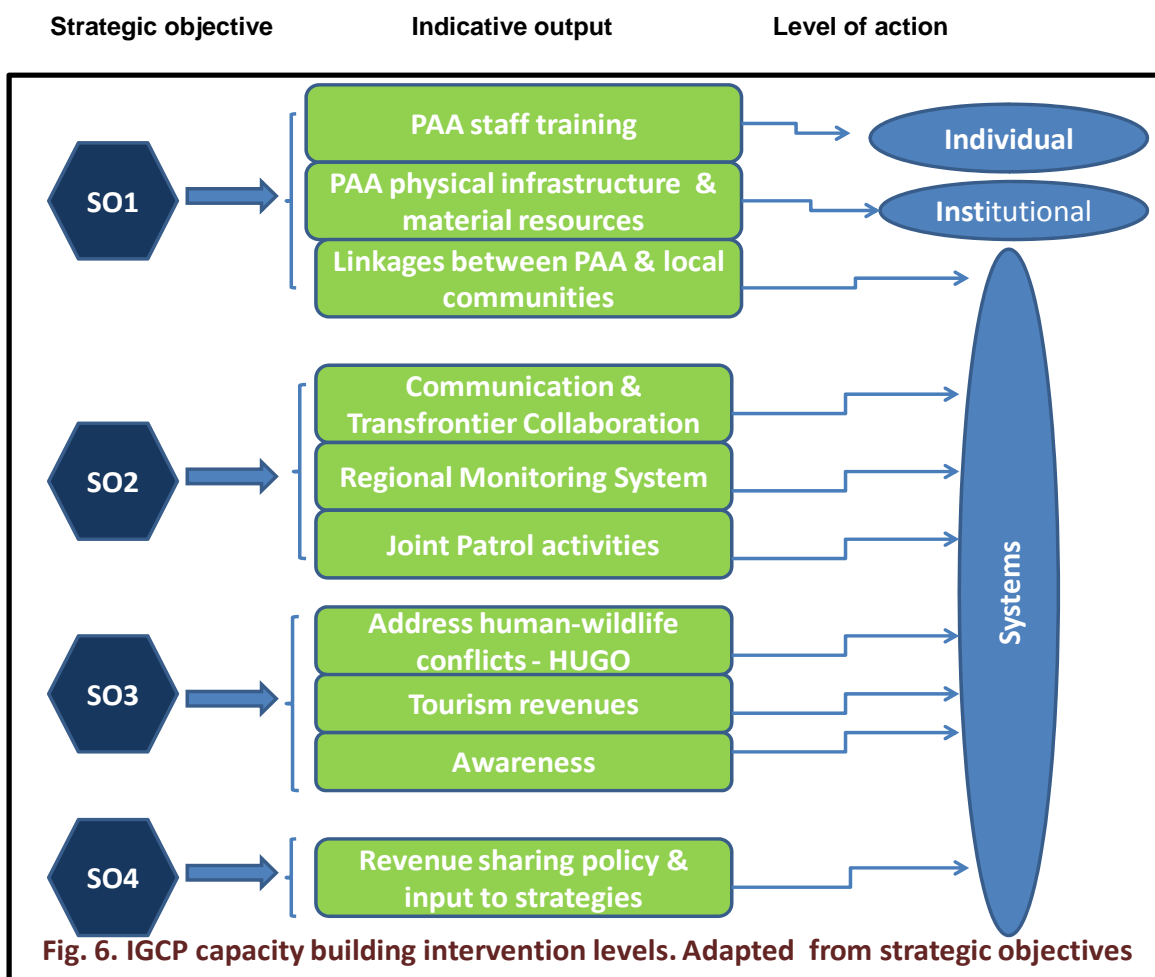
Finally, IGCP has developed close relationships with a number of conservation and development agencies on the ground, to rationalize inputs and enhance the impact of activities. These organisations provide important input to IGCP activities for example or participate in experience exchange (specific input of MGVP on gorilla health, exchange of research results for Karisoke Research Centre and CARE on community livelihoods). Other organizations collaborate with IGCP in various forms. These partners include the Wildlife Conservation Society, Mgahinga and Bwindi Impenetrable Forest Conservation Trust, Institute of Tropical Forest Conservation, Dian Fossey Gorilla Fund, Mountain Gorilla Veterinary Centre, German Technical Agency for Development (GTZ), United Nations High Commissioner for Refugees, United Nations World Food Program, Médecins Sans Frontières, European Union, United Nations Office for the Coordination of Humanitarian Affairs, United Nations International Children's Education Fund, etc.

## 4. ANALYSIS OF THE THEME

### 4.1. INTRODUCTION

Secondly, before the identification of IGCP's lessons learned in capacity building, it is important to examine what has worked well or not, in other words what are the strengths and weaknesses of the programme.

Our analysis of IGCP's capacity building has approached first of all looked at IGCP's strategic interventions which show that the majority of IGCP's activities and indicative outputs put special emphasize on changing the systems (Fig. 6). While objective 1 is more related to individual training and institutional capacity development, the activities under objectives 2, 3 and 4 aim at establishing the mechanisms for exchange between key partners, for regional monitoring and transboundary collaboration, etc.



Secondly, in order to have a clear picture of the situation, we have conducted interviews and questionnaire focusing on the following indicators:

- Capacity building strategy and design;
- Effectiveness and impact of the capacity building programme;
- Efficiency;
- Sustainability of actions;
- Monitoring and evaluation and adaptive management.

Overall, responding stakeholders judge that the IGCP’s approach to capacity building is good and key issues are addressed, particularly in terms of handling the working environment of conflicts and instability in the region and dealing with the transboundary nature of the programme. However, most respondents are not aware of IGCP’s capacity building strategy and this is an issue to be addressed in the future. Concerning the impact and effectiveness, most of the respondents recognize the efforts done by IGCP and the mechanisms established leading to long-term impact and sustainability.

Another message coming out strongly from stakeholders is related to the working environment under which IGCP operates. Overall, IGCP’s capacity building programme is well received by the partners despite the political, social, economic and institutional context of operation. However, most respondents judge that the impact is not felt as it should due to the conditions of conflicts and limited resources as the needs are very high. Others see this as an achievement for being able to show some results despite these challenging conditions. However, there are no clear mechanisms for monitoring the impact of IGCP capacity building activities.

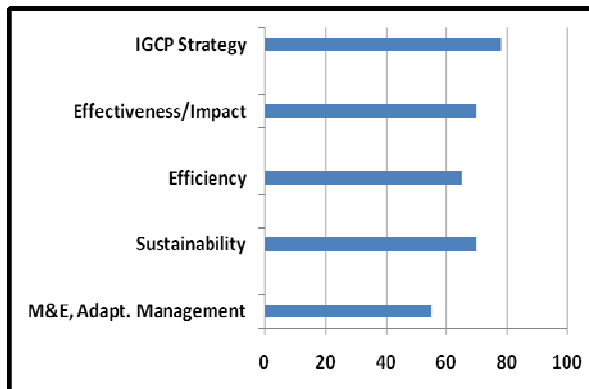


Fig. 7. Percentage level of stakeholder satisfaction for different IGCP capacity building evaluation criteria

## 4.2. SUMMARY OF STRENGTHS AND WEAKNESSES

### 4.2.1. Capacity building strategy and design

#### Strengths

- IGCP has kept focus, using as flagship the gorillas, its habitats and the transboundary approach.
- Regional programmes have marked the regional mandate of IGCP and at the same time responded to the regional priorities (e.g. socio-economic needs through the Regional Enterprise Programme)
- Focus on PAAs has built long-term capacity and sustainability, using limited resources;
- IGCP strategy has been the continuity and persistence but with flexibility during the times of political instability;
- While the training needs assessment has not been conducted systematically, IGCP strategy

is based on the needs of partners and takes into account the big picture.

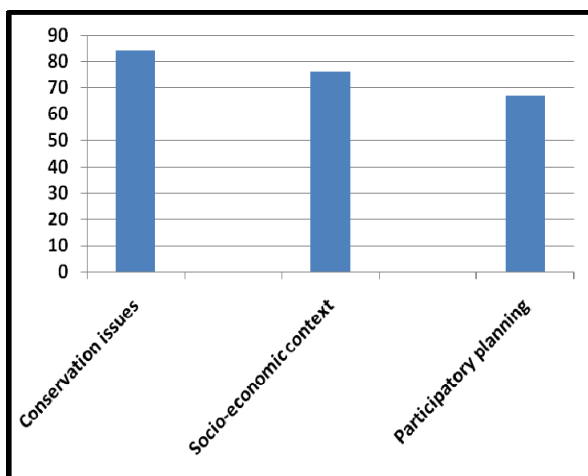


Fig. 8 Percentage level of stakeholders in relation to IGCP’s programme in considering major issues in the region

Weaknesses

- IGCP strategy is not well known by stakeholders and staff.
- The lack of strategy and clarity leads to confusion. Some partners for example raise the issue that there is too much focus on institutional capacity and IGCP’s interventions are seen as ad-hoc by some stakeholders.
- The needs assessment is done when there is a funding opportunity. This is good but it does not take a holistic picture and long-term dimension. Given the scope of IGCP programme, the capacity building needs assessment should be conducted at all levels.

**4.2.2. Effectiveness and impact of the capacity building programme**

Strengths

- The most significant achievement is that IGCP is on track towards its conservation goal “the population of mountain gorillas has been increasing over the years and the habitat integrity has been more or less stable”
- The success of regional programmes: the transboundary conservation programme which has led to the signing of a regional MoU, the Ranger-Based Monitoring Programme and facilitating leading examples of community enterprises in the region.
- Catalyzing and supporting solid initiatives in the region such as the Regional Training Centre in Kitabi.
- In terms of internal capacity, IGCP has changed from a small team of expatriates to a diverse, skilled and committed team of local professionals and IGCP has developed effective internal systems.

Weaknesses

- IGCP’s capacity building programme looks more activity based without a clear strategy
- Poor advocacy skills
- Training activities are often short-term period and not frequent
- Lack of resources
- Limited capacity of partners to assimilate.

**4.2.3. Efficiency**

Strengths

- IGCP has been able to mobilize necessary skills from outside to support capacity building programme
- IGCP has and has been neutral by working with all the partners
- IGCP has focused its actions towards communities, local governments and park staff.
- IGCP put emphasis on bottom-up approach.

Weaknesses

- Limited resources
- Lack of relevant local institutions to partner with (e.g. on enterprise development)
- Staff turnover

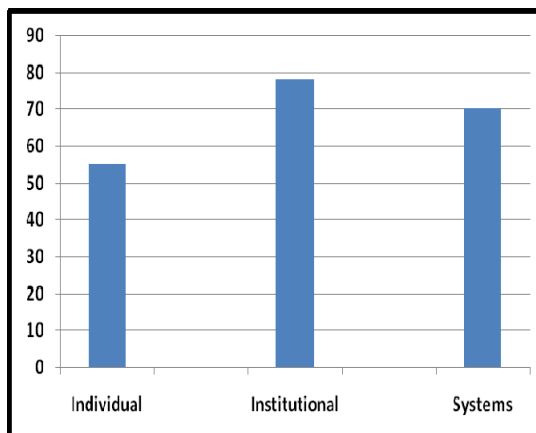


Fig. 9. Percentage level of stakeholders in relation to the level of intervention

#### **4.2.4. Sustainability of actions**

##### Strengths

- IGCP focus on institutional mission and institutional needs
- There is a good level of trust with partners and between partners even in times of conflicts.
- The regional transboundary mechanisms in place are crucial for sustaining conservation activities during conflicts.
- The new Regional Permanent Secretariat is a significant pillar for long-term action in the region.

##### Weaknesses

- Limited room for creativity due to unstable environment leading to long-term dependence on outside input
- Little funding as most resources are focused on emergency needs and short-term outputs
- Sustaining strong institutions is always a challenge due to staff turnover.

#### **4.2.5. Monitoring and Evaluation and adaptive management**

##### Strengths

- Despite working under a volatile environment, IGCP has been flexible and able to adapt to the situation without losing focus
- The support from coalition members both in terms of funding and technical has allowed IGCP to maintain its capacity building activities

##### Weaknesses

- Undertaking too many activities
- Time and busy schedule
- No long-term capacity building indicators set up due to short-term interventions
- External communication and information sharing has been poor, leading to misunderstanding with partners and other organizations.
- Turnover of Board members and lack of system for induction of new Board members leads to weak advice to the IGCP Director on strategic directions.

### **4.3. SUMMARY OF OPPORTUNITIES AND CONSTRAINTS**

The Virunga-Bwindi region is the centre of great conservation asset and enormous constraints. The need for conservation is unique due to the presence of endangered species and enormous population pressure in a context of poverty and political instability. Because of this situation, we don't pretend to provide an exhaustive list of constraints and opportunities in the region but we will focus on the most important ones identified by stakeholders.

#### **4.3.1. Opportunities**

We have identified four major opportunities for capacity building activities in the Virunga-Bwindi region. These are the existence of a strong institutional framework of Protected Areas Authorities, an established regional transboundary system, political support to conservation and development in general and particularly capacity building and donors interest.

##### **a) Institutional framework**

IGCP has established a long working relationship with the three protected areas authorities in the Virunga-Bwindi region. All of them are supportive of IGCP actions and still value IGCP support in the future as instrumental. Despite the institutional weaknesses, there is a basis of motivated and experienced staff on the ground, and a long history of protected area management in the region. The presence of conservation and development organizations in the region constitutes also a great opportunity. In the past, IGCP has been a neutral and effective partner. Working closely with the three governments and park authorities has promoted linkages and trust.

##### **b) Regional Transboundary coordination dynamics**

In the past, IGCP has provided technical input, funds and tools for collaboration, thus allowing the park authorities to move forward along the continuum of transboundary collaboration. The recently formalized regional transboundary conservation system offers more opportunities for harmonised actions, as the three protected areas are still at different level of capacity. The recent establishment of a Regional Secretariat for Transboundary Collaboration is a good achievement to build on.

##### **c) Political support to conservation and development and capacity building**

The need to enhance the scientific and technical capacity of African Governments to address environmental challenges is repeatedly highlighted at national and international environmental meetings as well as by the African States themselves as it is articulated in the New Partnership for Africa's Development (NEPAD), particularly its Environment Initiative. The NEPAD Environmental Action Plan is part of Africa's response to meeting the Millennium Development Goals and has put capacity building as key priority to address the increasingly complex emerging issues such as climate change as well as environmental economics. In the Virunga-Bwindi-region particularly, there are opportunities that nature-based tourism has been a major component of the economies of the three countries for many years and has provided strong arguments for conservation. This situation offers good arguments for the capacity building of government agencies responsible for protected area management.

#### **d) Donors interest in capacity building**

As a response to clear needs for capacity building and particularly African governments appeal as mentioned above, most donors recognize the importance of capacity building for environmental sustainability in general and particularly the empowerment of local institutions and communities as IGCP is doing. Donors have generally responded well to capacity building initiatives in countries showing a period of peace and stability. Funding for regional initiatives has been a challenge in the past but it is encouraging to note recent interest in regional initiatives such as the Regional Secretariat funded by the Netherlands Government. While the integration of environment in the refugee crisis and emergency situations is still very weak, humanitarian organizations have demonstrated strong willingness to contribute to environmental conservation even if this was not part of their core mandate. Some funds, and material assistance did reach the park authorities, and contribute to conservation objectives (Lanjouw et. al 2001).

### **4.3.2. Constraints**

#### **a. Insecurity and political instability**

The Great Lakes Region has been the scene of a number of different conflicts for the past 10 years. This has affected security, and the ability of the park authorities to effectively manage their parks. The breakdown of social, economic, and politico/administrative structures in the region have severely impeded the normal functioning of the protected area authorities. Environmental issues received a very low priority during these phases of reconstruction. Governments have tended to focus on immediate, short-term needs, and the longer-term objectives of conservation and sustainable management of natural resources are considered at a lower priority. In DRC, community enterprises initiated by IGCP (beekeeping) have been destroyed. During the last 10 years, the three parks had to be closed for short or long period due to security. Time to time, the political crisis in DRC has led to the split between rebel-held eastern DRC and government-controlled Kinshasa.

#### **b. Institutional**

Despite great progress made and willingness of the three protected areas agencies, the existence of different administration systems within the three countries, and especially between the francophone countries (Rwanda and DR Congo) and the anglophone (Uganda) constitute a major constraint in harmonizing management approaches between the countries. The language issue is also a constraint, although because the local language is often shared, or similar across the borders, this is less of a constraint than it could be. Translation is often needed, and documentation always has to be produced in both French and English. Within each PAA, staff turnover is quite significant.

#### **c. Funding**

The most important constraint in relation to funding for capacity building is that funding is generally for ad-hoc interventions while capacity building takes time, particularly at institutional and system level. Another issue is the regional nature of the IGCP interventions, most donors still have national focus despite the recognition of the importance of collaboration in shared ecosystems. Finally, as a result of long period of conflicts and political instability, environment is well behind in terms of national budget and donor support is concentrated primarily on the relief/emergency sectors and infrastructure development. Finally, while the countries in the region are recovering from war and building peace, most donors are still reluctant to support activities in DRC and this leads to fragmented results at regional level.

## 4.4. LESSONS LEARNED AND KEY FINDINGS

Looking at the IGCP capacity building programme and placing it in the political and social context of the region, a number of lessons can be identified. We have grouped these lessons into three categories: the programme design, the stakeholders consideration and the balance between individual and institutional angle.

### 4.4.1. Capacity building programme design

***“When you operate in an unstable environment, it is important to focus on your mission.”***

Eugene Rutagarama, IGCP Director

**Lesson No 1: Capacity building is a complex domain. Do not lose focus, always focus on organization vision and mandate.**

#### Context

Demands for capacity building are always high and diverse. IGCP has been operating in a volatile environment with long-term uncertainty. Yet, capacity building efforts have always focused on IGCP mission.

#### Key principles

- In an unstable environment, limit efforts to priorities and achievable actions
- Make sure your partners understand your boundaries and theirs. This helps to work towards a shared agenda.

#### Examples

- IGCP has focused on gorillas from the start. All capacity building activities have direct or indirect link to gorilla conservation.
- IGCP took the holistic view of gorilla habitat. The up-scaling of IGCP activities has been based on the overall gorilla distribution along the transboundary forest ecosystems.

**Lesson No 2: Work at different levels as they are all linked and complementary.**

#### Context

The more people, levels, institutions and sectors are involved, the more difficult regional collaboration becomes. It is therefore often to meet the needs at all levels.

#### Key principles

- Capacity building should be at individual, institutional and system level but it is important to know the critical level for achieving conservation goals.
- Train junior and senior staff. Junior staff are more open to changes.
- Ensure that relevant government authorities are aware of your activities
- Exchange visits are important.

#### Examples

- IGCP capacity building programme focusing on investment in organisational capacity and people has proven to be most successful during conflicts.

### Lesson No 3: Bottom-up approach rather than top-down

#### Context

There is always a risk to respect existing decision-making structures and regulations, often marked by heavy bureaucracy at higher level. Starting at low level can also be seen as ignoring the established structures. This is a dilemma often faced by programmes that need to work at different levels. Where to start? Where to focus?

#### Key principles

- Work with communities, decide with them not for them.
- For CBOs development, start with people having same values and shared vision.
- Ask ideas from local communities not only local authorities
- Consulting local leaders only might misrepresent the overall community interests
- Involve maximum stakeholders on the ground to ensuring all needs are addressed.

#### Examples

- IGCP has started with the federation of carvers at communal level. It would have been better to start with small groups then expand
- Transboundary activities started with the rangers, now they are at the ministerial level.
- IGCP asked ideas not only local authorities, but also from local communities

### Lesson No 4: Recognize that you cannot do it alone – partnership and linkages with other players is important

#### Context

Community conservation and development is very complex and requires multi-disciplinary interventions. No organization can claim to have the required expertise and resources. Promoting development activities is particularly challenging for classic conservation organizations like IGCP. The lack of strategic partnerships has been identified in many sectors as the critical gap in effective realisation of programme goals and objectives.

#### Key principles

- Establish minimum financial base
- Involve private sector in community enterprises. Their business can be productive while they also get some management experience.

#### Examples

- The community lodges are managed by private companies.
- The synergy with other organizations was missing at the beginning. As a result, parallel activities concentrated in one area (Kinigi).
- IGCP has benefited from its Coalition Members (e.g. AWF on enterprises, FFI on communications strategy, WWF on financial strategy)
- IGCP collaborates with CARE on livelihoods, MGVP on gorilla health, Karisoke on research

## 4.4.2. Stakeholders

### Lesson No 5: Learn to listen to stakeholders and encourage mutual transparency

#### Context

Introducing new concepts to stakeholders is often planned according to own resources and plans. Instead of dictating the concepts, it is important to ensure that key priorities of stakeholders are taken into consideration.

#### Key principles

- Conduct training needs assessment
- Know the socio-economic context of the area before implementing any activities.
- Take time to introduce the new ideas
- While the process is important, the results count most.
- Be transparent when it comes to funds

***“Work with communities, decide with them, not for them”***

Mediatrice Bana, IGCP Programme Officer,  
Rwanda

#### Examples

- Beekeeping in Rwanda failed initially because feasibility study was not done properly
- The restructuring of ORTPN involved a long consultation process

### Lesson No 6: Soft training can be easy but change of value takes time

#### Context

Capacity building is not just providing skills and setting up systems. In a context of poverty, conflicts and transboundary divisions, behavioral change can be challenging.

#### Key principles

- Because capacity building is not a quick fix, ensure the momentum is maintained through a minimum long-term financial base
- To collaborate effectively with the recipients, a basic level of trust and understanding is required.

#### Examples

- Despite receiving required training and modern beehive equipment to use outside the forest, some bee-keepers are still going to the forest with smokers.
- The SCOLA Eco-Lodge in Rwanda took several years to finalise. Large amount of time was to build trust with communities.
- Transboundary ecosystems took several years to materialize, it has been a challenge to bring stakeholders from different countries.

### Lesson No 7: Ensure communication, feedback and follow-up activities

#### Context

Capacity building is often designed for specific activities with limited funding for extra activities such as communication over a certain period of time. Trainers-training system requires follow-up particularly in the context conservation and development dynamics.

#### Key principles

- Plan extra appropriate funding and extra activities for communication and follow-up
- Give feedback to stakeholders on activities, funding opportunities, etc.
- Plan together and share the results of planning.

#### Examples

- During the conception of the SACOLA community Eco-Lodge, IGCP organized several meetings with communities and is still following-up.
- Be-keeping activities are successful but IGCP continues to assist.
- Despite having implemented over the years, there has been something to learn for ranger based monitoring every year.

### **4.4.3. Individual versus institutional context**

**Lesson No 8: Institutional capacity is not only providing skills. Ownership is important for sustainability**

#### Context

Capacity building is not an isolated activity from the organization. It must be part of human resource development strategy and organization strategy.

#### Key principles

- Institutional performance depends on individual skills. Also, focus on institutional restructuring instead of individuals.
- Avoid long-term dependence. Have an exit strategy and share it with stakeholders.
- Staff turnover within institutions can be tricky, involve as much individuals as possible.
- Beware of existing mechanisms within institutions that can inhibit new changes.

#### Examples

- When there was no long-term institutional strategy, IGCP realized that same officers were often trained for similar topics or staff turnover was heavily felt.
- Working with established communities in Mgahinga National Park proved to be more challenging than starting a fresh system with Nkuringo NCDF.
- Good planning in place and institutional leadership were crucial in institutional development in Uganda.

**Lesson No 9: Develop a stable funding base and contingency plan for fragile situations**

#### Context

IGCP has been in a war zone for years working with fragile communities. Funding for capacity building particularly in conflict zones is not easy to mobilize.

#### Key principles

- Having a flexible un-restricted funding for ad-hoc interventions is crucial
- In volatile environments, support closely fragile groups as they can be easily manipulated.

#### Examples

- IGCP programme has shifted its response to the changing situations, and as the needs arise in the region
- The women association gave confidence in a community member (man) who in the end used the money. The governance structure was not well thought through.

Lesson No 10: Invest in internal capacity

Context

Capacity building requires specific skills. Conservation and development are complex sectors requiring multidisciplinary teams.

Key principles

- Invest both in short and long-term training of staff
- Set up a system of mentoring.

Examples

- IGCP has improved staff capacity over the years, improved its systems and involved external expertise.
- IGCP has evolved to a professional and credible NGO with African leadership

## 5. LONG TERM PROSPECTS/WAY FORWARD

IGCP has contributed significantly to the development of skills, institutions and systems in the Virunga-Bwindi region. However, this endeavour of capacity building has not been addressed as systematically as it could have been, in part because the donor funds have not prioritized it in comparison with other areas such as monitoring, gorilla tourism, regional collaboration and conservation-enterprise development, but most importantly because of the enabling environment. Nevertheless, despite these challenges, IGCP has build a strong foundation which once strengthened will contribute to sustainable development and biodiversity conservation in the region. Two major challenges will continue to affect IGCP's capacity building programme:

- Building a sustainable capacity in unstable environment
- Sustainable funding for capacity building activities

### 5.1. CHALLENGES

#### a) Building a sustainable capacity in an unstable environment

On one hand, IGCP as many other organizations has invested significant resources in capacity building at different levels but on the other hand, these efforts have been affected by insecurity and instability.

This is reflected both at local and national level. At local level, people are more concerned about their daily survival and can easily shift to opportunistic and unsustainable exploitation of resources if capacity building efforts are not maintained.

At national level, poverty in the region forces countries to put priority in other sectors than environment in general and capacity building in particular. This justifies the crucial role of conservation NGOs to local community organizations.



*Fig. 10 Children from IDP Camps in Eastern DRC. Photo S. Kanyamibwa*

#### b) Sustainable funding for capacity building activities

Despite donor interest and political commitment in environment capacity building as reflected in NEPAD' Environment Initiative, the real commitment to capacity building in national priorities is still very weak. The government commitment to improving community activities should be better reflected in mainstreaming the environment in development agenda and the development of enabling policies in support of community based natural resource management and benefit sharing and in the national budgeting.

Another problem is the donor community. Capacity building is often considered as ad-hoc intervention and/or part of other programmes. As such, capacity building does not receive adequate attention. There is a need to have sustained funding support for capacity building activities.

## 5.2. STEPS AHEAD

IGCP has remarkably established successful regional initiatives in the areas of regional collaboration, monitoring (Ranger-Based Monitoring and socio-economic monitoring), tourism development and community-participation in conservation and conservation enterprise. The following priorities should be considered in the future:

- Developing the Regional Capacity building strategy
- Partnership, coordination and synergies with other actors
- Sustainable financing
- Monitoring an Evaluation

### a) Developing the Regional Capacity Building Strategy

Capacity building constitutes the central part of IGCP activities. Stakeholders recognize IGCP's contribution to capacity building in the region. However, neither IGCP nor its partners have a common understanding of IGCP's capacity building strategy. While the strategy should not be rigid set of instructions and can be adapted, a capacity building strategy will increase the opportunity to operate in the unstable environment and optimize on limited resources. The strategy will also help to bring all partners to a common understanding and shared vision of IGCP.

### b) Partnership, coordination and synergies with other actors

While the Virunga-Bwindi region is known for the multiplicity of actors in conservation and development, the coordination mechanisms and synergy among the actors is still limited in general and particularly in capacity building.

The development of the capacity building strategy proposed above should consider other ongoing initiatives in the region in order to build linkages and synergy, particularly for same target institutions. Such initiatives include conservation NGOs such the ARCOS NGO capacity building in the region, government initiatives such as the Nile Initiative Programme, the development and humanitarian organizations and the private sector partnerships.

### c) Monitoring and Evaluation

In the development of a regional capacity building strategy, IGCP should take the opportunity to assess baseline data and put in place a clear monitoring system for capacity building activities. A set of criteria and indicators should be defined and assessed regularly, for example every 3-5 years. This can be linked to the successful Ranger-Based-Monitoring

### d) Sustainable financing

Securing significant funding for capacity building over a long period of time remains a challenge. While securing adequate financing for capacity building is one of the most difficult aspects in environmental conservation, it is important to maintain efforts and successive results can be reached as demonstrated recently by IGCP in facilitating the establishment of a regional Secretariat for the Transboundary activities. Three principal funding mechanisms have been already proposed for IGCP: classical funding sources, the establishment of a Trust Fund and establishment of a body. Advantages and disadvantages have been described (Lanjouw et al. 2001). Well targeted classical funding may be more realistic to consider for capacity building activities.

## 6. CONCLUSIONS AND RECOMMENDATIONS

### 6.1. CONCLUSIONS

- IGCP has laid a solid foundation in building conservation capacity in the Virunga-Bwindi region. When IGCP started, rangers were not interested in biodiversity; today, they can identify individual gorillas and different species of plants and animals. Before, PAAs were working separately; today, there is a solid institutional system and regional transboundary framework. Before, PAs, communities were enemies; today, communities are benefiting from conservation.
- IGCP has developed a long experience of institutional development and transboundary collaboration under the challenging conditions of poverty and conflicts. A lot has been achieved despite war. This has required creativity, flexibility and adaptability and a number of lessons have been learned.
- This study has highlighted some selected examples of IGCP's lessons in capacity building. We believe that these lessons do reflect the most important aspects of IGCP's capacity building successes and sometimes failures. More importantly, we hope that these lessons will help IGCP and its partners to shape better the capacity building programme and that these findings will inspire other organisations interested in promoting effective capacity building programmes.
- The success of this in the future will very much depend on peace and continuing funding commitment from all players involved because not only capacity building needs resources, but also it takes time (Morrison 2005, Efrogmson, D. 2007).



Fig. 11. Mzee Mutiri Ngirumpatse displays the signpost for the Mikeno-Nyamuragira Sector Beekeepers Union (photo/S. Kanyamibwa)

## 6.2. RECOMMENDATIONS

We have grouped the recommendations into four categories: overall coordination, capacity building at individual level, institutional level and system level.

### 6.2.1. Overall coordination of capacity building programme

- Rec. 1. Develop a regional capacity building strategy in order to have a more structured approach to capacity building
- Rec. 2. Capacity building being a cross-cutting programme and the core of all activities, IGCP should recruit or designate within existing staff one person in charge of capacity building activities.
- Rec.3. IGCP should improve external communication and outreach, a it is important to recruit or designate a Communication Officer.
- Rec. 4. Funding for capacity building should be increased and better mainstreamed in relation to other activities.

### 6.2.2. Capacity building at individual level

- Rec. 5. There is a need to develop a long-term career development linked to partner institutional development
- Rec. 6. Need better coordination and consistency with the institutions HR's Departments
- Rec.7. Given the turnover of staff, IGCP and PAAs should explore a joint induction for new staff

### 6.2.3. Capacity building at institutional level

- Rec. 9. A joint analysis between IGCP and individual PAA should be conducted to look at the whole institution and undertake a bold step of restructuring process
- Rec. 8. To avoid misunderstanding IGCP should clarify and communicate its capacity building vision to partners.

### 6.2.4. Capacity building at system level

- Rec. 10. IGCP should explore more partnership with other organizations in the field (example with PEVI in the Virungas Southern sector, ARCOS in NGO capacity building)
- Rec. 11. A regional Monitoring and Evaluation System for capacity building should be set up by IGCP and linked to the existing Ranger Based-Monitoring as much as possible.
- Rec. 12. IGCP Coalition Members should assist IGCP in the establishment and maintenance of a regional sustainable financing mechanism for capacity building.

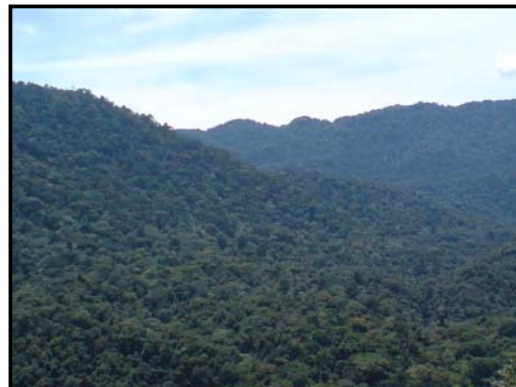


Fig. 12. View of Bwindi Impenetrable Forest National Park - Photo S. Kanyamibwa

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## **8. ANNEXES**

**ANNEX 1. List of stakeholders consulted****A-Consultations via Questionnaire**

Date	Location/Institution	Name	Title
	ORTPN/HQ	Fidèle Ruzigandekwe	Executive Director, RWA
	ORTPN/PNV	Prosper Uwingeli	Research and monitoring Warden
	WWF-PEVI	Augustin Ndimu	Environmental Education & Communication
	Mountain Gorilla Veterinary Project, Inc	Dr Ssebide Benard Jasper	Field Veterinarian
	IGCP	Anecto Kayitare	Regional Transboundary Programme Officer
	IGCP	Mark David Mwine	Regional Enterprise Officer
	IGCP	Augustin Basabose	Regional Monitoring Officer
		Annette Lanjouw	Former IGCP Director

**B-Consultations by telephone**

Date	Location/Institution	Name	Title
13/05	FFI/US	Katie Frohardt	Executive Director
14/05/08	FFI/HQ	Bruce Liggitt	

**C-Consultations via face-to face interviews**

Date	Location/Institution	People met	Title
Wednesday 26	Transit Nairobi for another assignment		
Friday 28 March	Nairobi-WWF EARPO	Marc Languy	WWF-Albertine Rift Ecoregion Programme Coordinator
Saturday, 29/03	Kigali, Hotel Mille Collines	Eugene Rutagarama	IGCP Director
Sunday, 30/03	Kigali – Hotel Mille Collines	Annecto Kayitare	IGCP, Transboundary Conservation Programme Officer

Monday, 31/03	ORTPN, Kigali	Rosette Chantal Rugamba	Director General
		Fidele Ruzigandekwe	Executive Director, RWA
		Jean Bizimana	Law Enforcement Officer
		Télesphore Ngoga	Community Conservation Officer
		Bizimungu Francois	Research and Monitoring
		Claudine Rubagumya	Tourism in Pas Officer
Monday, 31/03	OORTPN+IGCP, PNV	Justin Rurangirwa	Chief Park Warden
		Benjamin Mugabukomeye	Community Conservation Warden
		Charles Nsabimana	Law enforcement Warden
		Prosper Uwingeli	Research and Monitoring Warden
		Media Bana	IGCP Programme Officer
		Musabeyezu Marie-Salvatrice	IGCP Enterprise Officer
Tuesday, 01/04	Ruhengeri PNV – Traditional Healers – CBO, Ruhengeri	Kamana Theophile	President
		Nyiramahirwe Jacqueline	Treasurer
	Ruhengeri, PNV- COPAV-MARARU	Uwihoreye Etienne	President
		Mugemana Vincent	Member
	Ruhengeri, PNV-SACOLA	Ntisengimana Jean-Claude	Treasurer
Tuesday, 01/04	ICCN + IGCP staff/Goma	Jean-Pierre Kibogo	Chief Warden and Deputy Director in charge of technical and Scientific Affairs
		Augustin Kanyunyi Basabose	IGCP, Monitoring Programme Officer
		Wellard Makambo Malato	IGCP Enterprise Programme Officer –DRC
		Altor Musema	IGCP Programme Officer
Wednesday, 02/04	Travel to Rumagabo -ICCN and CBOs	Dr Adrien Katsoma	Coordinator-APPRONA
		Mr Justin KISSU	Chef de Zone, South Sector, ICCN
		MUTIRI NGIRUMPATSE TIMOTHEE	President, Beekeepers Union - UDASEMINYA
		Representatives, Beekeepers Union	Representatives of Bukima Association
			Representatives of Kibumba Association
			Representatives of Rumangabo Association

			Representatives of Bikenke Association
		Women Groups (Mushrooms and goats initiatives) coordinated by	AMAGEKARU- coordinator = Mme NSANGIRA Marie-Therese AMAVERU – coordinator = UWIMANA NOELLA
Wednesday, 02/04	Travel to Kisoro, SW Uganda		
Wednesday, 02/04	UWA-MGNP-Kisoro, Tourist Hotel	Quotas Azuma	Senior Warden, MGNP
		Gertrude Amakoa	Warden, Community and Tourism
Thursday, 04/04	Nkuringo, NCDF	Sabiiti Crysostom	Chairman
		Byomuhangi Felix	Tourism Coordinator
		Byamukama George	Board member
Thursday, 04/04	UWA-Nkuringo Sector	James	Warden
		Augustin	Warden
Thursday, 04/04	Forest Walk	Nkuringo-Buhoma	
Thursday, 04/04	Buhoma Community Lodge	Buhoma Committee Members	Mr Alfred (Chairman), Mr Paul (Manager), Mzee Gongo and other members
Friday, 04/04	UWA-Buhoma	Mr Kule Asa Musinguzi	Chief Warden, BINP
Friday, 04/04	Travel to Kabale		
Friday, 04/04	Kabale, IGCP Team	Arthur Mugisha	IGCP Programme Manager
Friday, 04/04		Mark Mwine	Enterprises Programme Officer
		Stephen Asuma	Programme Officer
Friday, 04/04	Travel Kabale-Kigali		
Saturday, 05/04	Kigali	Writing, resting	
Sunday, 06/04	Travel Kigali-Nairobi and UK		
Monday 07/04	Nairobi-AWF	Helen Gichohi	President
	Nairobi-IGCP	Maryke Gray	Regional Information Officer

**ANNEX 2. Questionnaire for consultations**

**INTERNATIONAL GORILLA PROGRAMME –IGCP  
 Lessons Learned: Capacity Building as a key  
 Conservation Strategy and Investment  
 Questionnaire for Stakeholders Consultation**

**Introduction**

*Thank you for sparing few minutes of your time to help IGCP in the assessment of lessons learned for its Capacity Building Programme. The results of this exercise will guide IGCP and partners in improving future activities. The Questionnaire has four parts and you are kindly requested to complete the questionnaire based on your objective assessment. Additional space is proposed for general comments at the end of the main sections. In your answers, please consider the Capacity Building Programme in the context of IGCP’s mission and conservation issues in the area of operation and in relation to three different levels: individual, organisation and systems. The period covered is from IGCP creation in 1991 up to December 2007. Please send the filled questionnaire to [skanyamibwa@hotmail.com](mailto:skanyamibwa@hotmail.com) and do not hesitate to contact him at the same email if you need further clarification. The completed questionnaire should be returned **by 25<sup>th</sup> March 2008**.*

<b>Part 1: BACKGROUND INFORMATION</b>
---------------------------------------

**1.1. About the respondent:**

Name:	
Title/Position:	
Institution:	
Address, Tel, Email:	

**1.2. Current and/or past involvement with IGCP Programme in general**

Past involvement:

Current involvement:

**1.3. Current and/or past involvement with IGCP Capacity Building Programme**

Past involvement:

Current involvement:

**Part 2: FEEDBACK ON IGCP PROGRAMME**

Please indicate a score for your choice for the questions below where appropriate (5= Extremely effective: 4= Very effective, 3= Somewhat effective; 2= Not very effective: 1= Not at all effective) and provide details in the space provided.

**2.1. Programme Design and Strategy****2.1.1. Strategic planning and design**

i. From your assessment, what are the key success factors taken into consideration in the design and planning of IGCP'S Capacity Building Programme?

ii. What are the elements of the IGCP's Capacity Building Programme having contributed to this success?

iii. How do you assess IGCP's Capacity Building Strategy in relation to different levels of intervention: individual, organisational and systems? Please give score (1-5) and comments.

iv. How do you assess the IGCP's Capacity Building strategy in relation to the conservation issues in the region of operation? Please give score (1-5) and comments.

**2.1.2. External Context**

i. What strategic positions adopted by IGCP's Capacity Building Programme in relation to the socio-economic and political context in its area of operation?

ii. What are the key elements having contributed to IGCP's Capacity Building Programme success in the context of transboundary natural resource management?

iii. How do you assess IGCP's Capacity Building Programme in relation to the conflicts and political instability in the region? Please give score and comments.

Score:

iv. What are the areas that could have led to the lack of IGCP's impact in capacity building in relation to the context of operation? How could they be addressed differently?

v. What are the key opportunities should be considered by IGCP for its Capacity Building Programme?

**2.1.3. Training Recipients Identification and Needs Assessment**

i. Have you been involved in IGCP Capacity Building training needs assessment? If yes, how often and how effective was it in identifying organizational weaknesses and strengths?

ii. How do you assess the selection criteria used by IGCP to identify the recipients for capacity building? Please give score (1-5) and comments.

Score:

iii. Did the selection provide a framework for defining capacity building strategies and plans?

**2.1.4. Additional Information related to Programme Strategic Planning and Design**

Overall, do you have any comments and suggestions on IGCP's Capacity Building Strategy and Programme Design?

## 2.2. Programme Delivery and Effectiveness

### 2.2.1. Effectiveness and Results

i. From your experience, what examples do illustrate the success of IGCP Capacity Building Programme at individual, organisational and system level?

ii. What types of delivery mechanisms have contributed best to the effectiveness of IGCP Capacity Building Programme (e.g. human resource capacity, trainers training, seminars and workshops, coaching, joint ventures, etc.)?

iii. How effective/successful is the value of the IGCP's Capacity Building Programme for target institutions? Please give score (1-5) and elaborate.

Score:

v. How effective/successful is the IGCP's Capacity Building Programme in terms of length, sequencing? What was learned about the sequencing of capacity building interventions? Did strongly sequenced programs work? Please give score (1-5) and elaborate.

Score:

vi. Which elements do illustrate the sustainability of IGCP's Capacity Building Programme at the various levels (individual, organization and system level)? What factors may have contributed to this?

### 2.2.2. Human and Financial Resources

i. What were the main capacity elements that have contributed to the success of IGCP Capacity Building Programme?

ii. How do you assess the balance between the expenditure levels for capacity building activities and other IGCP activities? Please give score (1-5) and elaborate

Score:

iii. What is the key area of human resource development that has contributed most to improving IGCP Conservation agenda and that of partners?

iv. What were the constraints in terms of human and financial resources experienced by IGCP and partners in establishing and implementing the capacity building programme? How these have been addressed?

### 2.2.3. Institutional Linkages and Partnerships

i. What are the major factors that enabled effective collaboration among IGCP's Capacity Building recipients and collaborators?

ii. How has the IGCP's Capacity Building Programme contributed to sustaining regional collaboration activities?

iii. What were the constraints experienced by recipients and collaborating organisations in the application of their capacity building experience? If so, how were these addressed?

#### **2.2.4. Adaptive Management, Monitoring & Evaluation**

i. What have been the major changes during the implementation of IGCP's Capacity Building Programme? If so, how were these problems handled?

ii. Did the instability of the operating environment influence the IGCP Capacity Building Programme. Please elaborate.

iii. How have resources for IGCP Capacity Building Programme changed over time and how IGCP and/or recipients responded to this?

#### **2.2.5. Additional Information on Programme delivery and effectiveness**

Overall, do you have any comments and suggestions on IGCP Capacity Building Programme Delivery and Effectiveness?

### **Part 3: OVERALL ASSESSMENT OF LESSONS LEARNED**

This part of questionnaire provides an opportunity to identify major strengths and weaknesses of the IGCP's Capacity Building Programme, the key factors having contributed as well as the key lessons learned.

#### **3.1. INDIVIDUAL LEVEL**

3.1.1. What are the most positive aspects of the IGCP's Capacity Building Programme with regards to individual capacity and skills?

3.1.2. What changes would you like to be made to the IGCP's Capacity Building Programme at the individual level?

3.1.3. What are the main factors that may be preventing the IGCP's Capacity Building Programme from reaching its full potential for individual capacity building?

3.1.4. What solutions has the IGCP's Capacity Building Programmeme found to these factors and what else could be done?

#### **3.2. ORGANISATION LEVEL**

3.2.1. What are the most positive aspects of the IGCP's Capacity Building Programme with regards to partner organisations?

3.2.2. What changes would you like to be made to the IGCP's Capacity Building Programme in order to empower better Partner organisations?

3.2.3. What are the main factors that may be preventing the IGCP's Capacity Building Programme from reaching its full potential?

3.2.4. What solutions has the IGCP's Capacity Building Programme found to these factors and what else could be done?

### 3.3. SYSTEM LEVEL

3.3.1. What are the most positive aspects of the IGCP's Capacity Building Programme in terms of improving the systems and mechanisms to address conservation issues in the region?

3.3.2. What changes would you like to be made to the IGCP's Capacity Building Programme to address major issues in the region?

3.3.3. What are the main factors that may have prevented the IGCP's Capacity Building Programme from reaching its full potential?

3.3.4. What solutions has the IGCP's Capacity Building Programme found to these factors and what else could be done?

### 3.4. Additional Information on the overall IGCP Capacity Building Programme

Do you have any general comments on IGCP Capacity Building Programme in general and on lessons learned in particular?

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**Part 4: FEEDBACK ON THE QUESTIONNAIRE & CONSULTATION PROCESS**

4.1. Do you find that the questionnaire has covered all the major issues related to IGCP Capacity Building Programme's lessons learned? If not, which additional topics should have been assessed?

4.2. Do you find the length of the questionnaire practical? Should the topics have been covered in greater length or simply?

4.3. Did the questionnaire target the right people within your organisation? Who else would you recommend to be consulted?

4.4. Overall, what would you advise in terms of methodology for further assessment of IGCP's Capacity Building Programme and lessons learned?

**THANK YOU VERY MUCH FOR YOUR CONTRIBUTION<sup>1</sup>**

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<sup>1</sup> *Please send the completed questionnaire to Sam Kanyamibwa by Email: [skanyamibwa@hotmail.com](mailto:skanyamibwa@hotmail.com)*



*Training gorilla guides and trackers at Bukima, Congo, with Mikeno and Karisimbi volcanoes in the background/Photo IGCP*