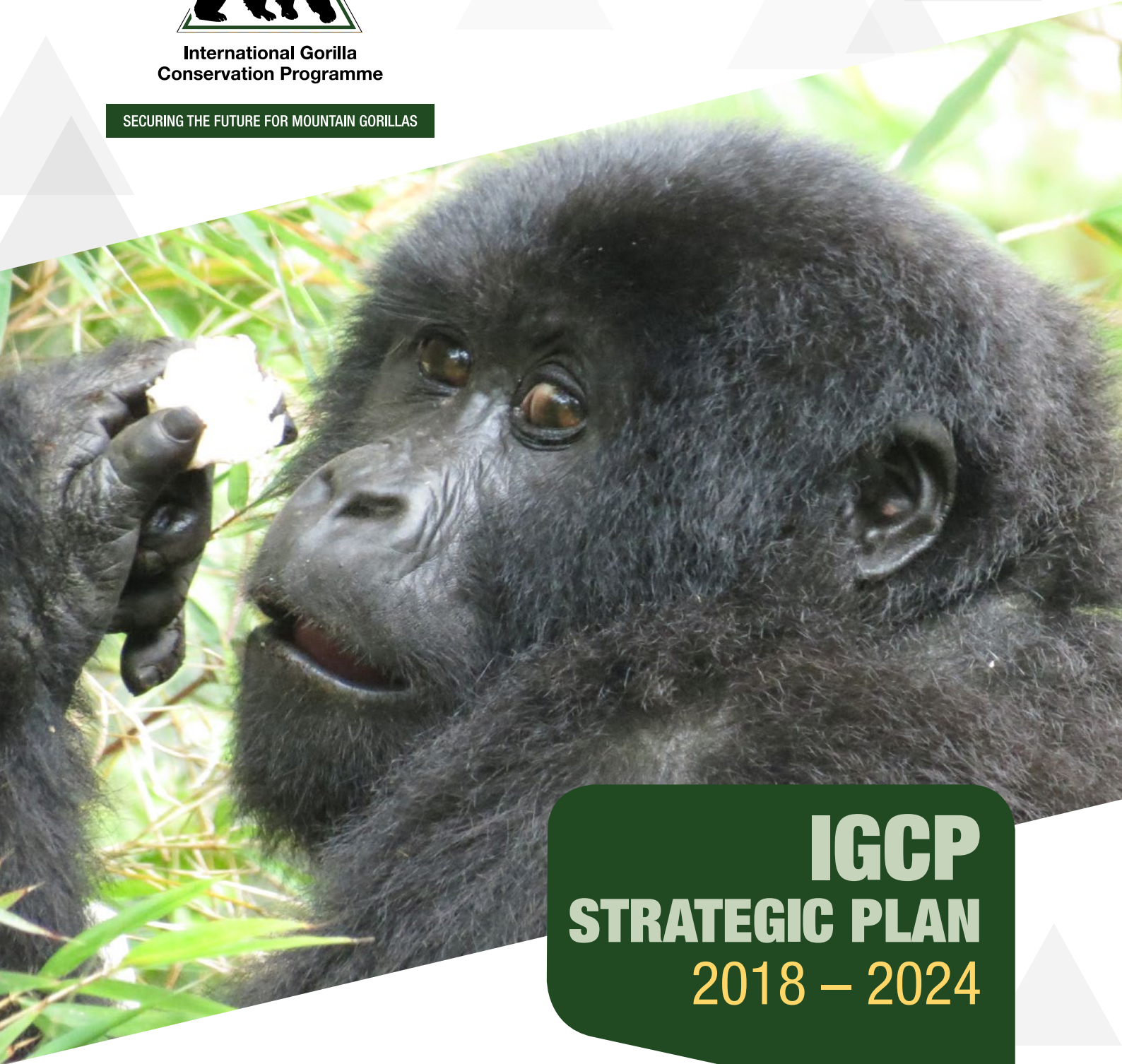


**International Gorilla  
Conservation Programme**

SECURING THE FUTURE FOR MOUNTAIN GORILLAS



**IGCP  
STRATEGIC PLAN  
2018 – 2024**



SECURING THE FUTURE FOR MOUNTAIN GORILLAS





***An individual from Mapuwa group  
in Virunga National Park in DRC.***

*Photo by: Gary Tabor*



# IGCP 2018 – 2024 STRATEGIC PLAN

## **SECURING THE FUTURE FOR MOUNTAIN GORILLAS**

### Written and edited by:

Anna Behm Masozera, Cath Lawson, Thalia Liokatis, Charles Kayijamahe, Wellard Makambo, Alice Mbayahi.

### IGCP and Coalition Member staff who provided critical input at various stages:

**Conservation International:** Michael O'Brien Onyeka, Matthew Lewis.

**Fauna & Flora International:** Mark Rose, Helen Gichohi, Merodie Rose, Jessica Farish, Michelle Moeller, Chloe Hodgkinson, Rob Small, Angelique Todd, Mbake Sivha, Stephen Asuma, Pippa Howard, Alison Mollon, Sarah Rakowski.

**WWF:** Margaret Kinnaird, David Greer, Wendy Elliott, Allan Carlson, David Tanner, Marsden Momanyi, Musa Cheruiyot, Bruno Perodeau, Fara Razafy, Simon Weredwong, David Duli, Alma Castrejon-Davila, Clare Crawford, Mae Tortajada-Suils, Elina Kaartinen, Drew McVey, Edmond Odaba, Martin Asiimwe, Bas Huijbregts, Bas Verhage, Anton Thorsen, Marc Languy.

**IGCP:** Benjamin Mugabukomeye, Altor Musema, Henry Mutabaazi, Jena R. Hickey, Eustrate Uzabaho, Salvatrice Musabyeyezu, Sarah Kigongo Kaaggwa, James Kabera.

### In appreciation:

Support, technical and financial input, from IGCP Coalition Members and associated donors, past and present.

Substantive technical input and map used in this strategy provided by Stephen Holness, Southern Connections/Nelson Mandela University.

Technical input and partnership for the Certified Gorilla Friendly™ initiative from Wildlife Friendly Enterprise Network, and notably Julie Stein and Marissa Altmann.

The robust participatory midterm review which informed this strategy contracted to Elizabeth O'Neil and Gary Tabor.

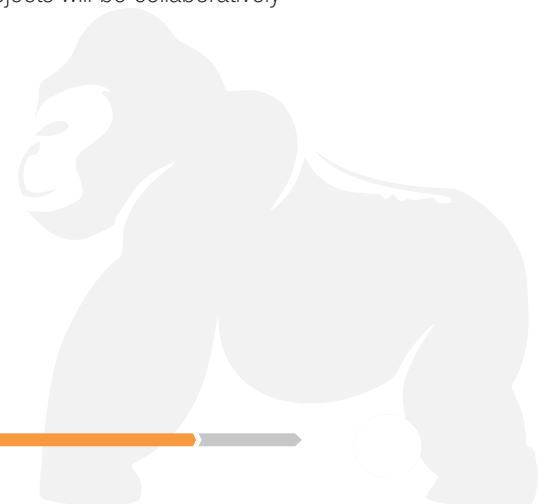
Review and input of early draft by Liz Williamson and Kirsten Gilardi.

All the partners and stakeholders who interacted with the midterm review evaluators, and those who participated in the many discussions and informal consultations on which this strategy is informed and inspired by.

### Invitation for further collaboration:

IGCP invites deeper, constructive input and feedback as IGCP moves through this strategic period, to be most effective and efficient in delivering the strategic objectives with the many existing and potential partners, and all stakeholders. More detailed Concept Notes for specific projects will be collaboratively developed based on this strategy.

© International Gorilla Conservation Programme. August 2019.



# FOREWORD

## ***IGCP as enduring stewards of collaborative action for mountain gorillas.***

International Gorilla Conservation Programme (IGCP) was founded as the Mountain Gorilla Project in 1979 by international conservation organizations, evolving in partnership with the national governments of mountain gorilla range States, to facilitate and support conservation efforts at site, national and regional levels.

IGCP has maintained a constant effort over the decades, innovating and adapting its approach to effectively support the conservation of mountain gorillas at the population and landscape levels, working to backstop and enhance the capacity of individuals and institutions across international borders.

Popular and political support for conservation efforts have been strengthened by revenue and benefit streams from mountain gorilla tourism. The private sector is vibrant and community-based and civil society organizations are active throughout the region. The Greater Virunga Transboundary Collaboration, an intergovernmental institution with the purpose of facilitating collaboration for wildlife conservation and tourism development across borders, has been formally established with the signature of a treaty in 2015.

These achievements have yielded results, with the mountain gorilla moving from Critically Endangered to Endangered by a review of the IUCN Red List of Threatened Species™ in 2018, but the work of IGCP is not yet finished.

Continuous dialogue and collaborative action is required to ensure strategies which have been effective are maintained and reinforced, emerging threats are monitored and mitigated, and to ensure tourism maintains a high value contribution to conservation and sustainable development.

This strategy will empower IGCP to more deliberately ensure credible information about mountain gorillas is available, accessible and widely distributed to a range of audiences.

As board members, we look forward to enhancing our partnership with national government institutions and to scaling up efforts related to Certified Gorilla Friendly™ in partnership with Wildlife Friendly Enterprise Network, to reduce risk to mountain gorillas, enhance benefits to local people, and add value to mountain gorilla tourism.

We underscore the importance of our support of the Zero Poaching strategy of the Greater Virunga Transboundary Collaboration by reinforcing monitoring, community engagement and transboundary collaboration in the mountain gorilla sector.

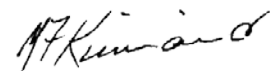
As IGCP works more deliberately with civil society and community based organizations, we will increase inclusivity, transparency, and accountability in natural resource use as well as revenue and benefits sharing. Finally, we are pleased to support IGCP's use of a participatory, evidence-based integrated landscape planning approach in engaging actors to protect core mountain gorilla habitat and address human wildlife conflict.



Michael O'Brien-Onyeka  
Conservation International



Mark Rose  
Fauna & Flora International



Margaret Kinnaird  
WWF



# EXECUTIVE SUMMARY

IGCP will contribute to stable or increasing numbers of mountain gorillas in the wild, healthy populations and to successful co-existence of humans and mountain gorillas.

International Gorilla Conservation Programme is a coalition programme guided by an agreement signed among Conservation International, Fauna & Flora International, and WWF. IGCP has been a formal coalition of international conservation organizations since 1979, originally named the Mountain Gorilla Project, before taking its current name in 1991.

IGCP will focus its efforts through 2018 to 2024 on addressing the following threats to mountain gorillas:

- 1) *Disease, injury/death, and behaviour change from human causes; and*
- 2) *Limited available habitat.*

will address these threats in partnership with a wide range of other actors deploying multiple aligned strategies:

- 1) *Advocacy for best practice by facilitating dialogue and agreement;*
- 2) *Support to protected area management in planning, monitoring and transboundary collaboration;*
- 3) *Community engagement focused on civil society strengthening and mitigating human wildlife conflict;*
- 4) *Integrated landscape planning, and*
- 5) *Leverage funds and actors for appropriate livelihood strategies.*

And will apply the following approaches:

- 1) *Conservation science and evidence-based approach;*
- 2) *Rights-based approach; and*
- 3) *Transboundary approach.*

These strategies and approaches will allow IGCP to achieve the objectives embedded within a Theory of Change.

IGCP will need to both narrow focus and scale up efforts to ensure impact at a sufficient level.

IGCP's mandate is restricted in scope to the mountain gorilla and its range, and therefore will not intervene directly on conservation of other subspecies. At the same time, IGCP will not operate in isolation, maintaining strong links with the larger portfolio of its coalition members, within the larger Greater Virunga landscape as well as the conservation of other subspecies, most notably the Grauer's gorilla, in order to share expertise and experiences.

This Strategic Plan is supported by a separate IGCP Advocacy and Communication Strategy.

# TABLE OF CONTENTS

FOREWORD .....	i
EXECUTIVE SUMMARY .....	ii
ACROYNMS .....	iv
BACKGROUND.....	1
Introduction to IGCP .....	1
Context .....	2
Gorilla population trends .....	4
Threats and drivers .....	6
Strategic planning process .....	10
THEORY OF CHANGE .....	13
Goal and targets .....	13
Objectives, Milestones, and Indicators .....	13
Result Chain .....	15
Risks and Assumptions.....	16
Workplan and Budget.....	19
Monitoring, Evaluation and Learning.....	23
STRATEGIES AND APPROACHES .....	24
Strategy: Advocacy for best practice by facilitating dialogue and agreement.....	24
BOX 1. CERTIFIED GORILLA FRIENDLY™.....	25
Strategy: Support to protected area management in planning, monitoring and transboundary collaboration.....	26
BOX 2. SOCIAL ASSESSMENT FOR PROTECTED AND CONSERVED AREAS (SAPA) .....	26
Strategy: Community engagement focused on civil society strengthening and mitigating human wildlife conflict.....	28
BOX 3. COMMUNITY BASED PLANNING AND MONITORING .....	29
Strategy: Integrated landscape planning .....	30
Strategy: Leverage funds and actors for appropriate livelihood strategies.....	31
Approach: Conservation science and evidence-based approach .....	33
Approach: Rights based approach.....	33
Approach: Transboundary approach.....	34
Exit Plan and Sustainability .....	34
IMPLEMENTATION TEAM.....	35
REFERENCES .....	37
Appendices .....	38
Appendix A.....	38
Appendix B.....	39
Appendix C.....	40

# ACROYNMS

BINP	Bwindi Impenetrable National Park
BNS	Basic Necessities Survey
CBP	Community Based Planning
CBO	Community Based Organization
CBPM	Community-Based Planning and Monitoring
CSO	Civil Society Organization
DRC	Democratic Republic of Congo
FAO	Finance and Administration Officer
FFI	Fauna and Flora International
FPIC	Free Prior and Informed Consent
GMBH	Austrian Limited Liability Company
GRASP	Great Apes Survival Partnership
GSTC	Global Sustainable Tourism Council
GPS	Global Positioning System
GVTC	Greater Virunga Transboundary Collaboration
ICCN	Institut Congolais pour la Conservation de la Nature
IGCP	International Gorilla Conservation Programme
ISEAL	International social and environmental accreditation and labeling
ISO	International Standards Organization
IUCN	International Union of Conservation for Nature
JADF	Joint Action Development Forum
MEL	Monitoring, Evaluation and Learning
MoU	Memorandum of Understanding
NDP	National Development Plan
NGO	Non – Government Organization
NP	National Park
PA	Protected Area
PAA	Protected Area Authority
PAC	Park Adjacent Community
RDB	Rwanda Development Board
RoA	Regional Office for Africa
SAPA	Social Assessment for Protected and Conserved Areas
Sida	Swedish International Development Cooperation Agency
SO	Strategic Objective
UCO	Uganda Country Office
UK	United Kingdom
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
USD	United States Dollar
UWA	Uganda Wildlife Authority
WFEN	Wildlife Friendly Enterprise Network
WWF	World Wide Fund for Nature (or World Wildlife Fund)





***Rushokye Infant to Ruterana of  
Rushegura group in BINP.***

*Photo by; Ryoma Otsuka*



# BACKGROUND

## **Introduction to IGCP**

IGCP was formed in 1991 to address the long-term conservation of the mountain gorilla (*Gorilla beringei beringei*) and its regional Afrotropical forest habitat in the Virunga Bwindi Landscape. The aim was to work together as a single gorilla conservation programme in order to expand and consolidate the successes of the Mountain Gorilla Project and other initiatives at a regional level.

The regional approach of the Programme to the conservation of mountain gorillas and gorilla-based tourism was a catalyst to the formation of the Greater Virunga Transboundary Collaboration, an intergovernmental institution established under a treaty signed in 2015<sup>1</sup>. The transition from a grassroots NGO-led to State-led transboundary collaboration has been widely documented<sup>2</sup> and celebrated.

IGCP continues to play a recognized, niche role, as the voice of mountain gorillas and their transboundary habitat, and is uniquely positioned to facilitate collaborative action, complimentary to the mandates and roles of other State and Non-State institutions and organizations.

IGCP is part of the WWF Global Wildlife Practice, and administered within the WWF Network by the WWF Uganda Country Office. IGCP is also part of the Fauna & Flora International Africa Programme administered by its headquarters in the United Kingdom; as well as the Conservation International Africa Field Division administered from Kenya and IGCP is registered as an International NGO in Rwanda in direct partnership with the Rwanda Development Board and Districts neighbouring Volcanoes National Park, and is hosted in the Democratic Republic of Congo by WWF DRC Country Office and in the Republic of Uganda by FFI Uganda Programme.

IGCP takes a transboundary regional approach, which is adapted and implemented to be locally-relevant. IGCP's Directorate is in Kigali, Rwanda, with field offices in Musanze, Rwanda; Goma, DRC; and Kabale, Uganda.

IGCP is governed by a Board, guided by a Technical Advisory Group, and facilitated within the coalition members by designated Focal Points and Communication Gatekeepers.

<sup>1</sup> *Treaty on the Greater Virunga Transboundary Collaboration on Wildlife Conservation and Tourism Development (available at [http://www.greatervirunga.org/IMG/pdf/gvtc\\_treaty\\_oct\\_30.2015.pdf](http://www.greatervirunga.org/IMG/pdf/gvtc_treaty_oct_30.2015.pdf))*

<sup>2</sup> *Martin, A., et al., 2011; Refisch, J. and J. Jenson, 2016.*

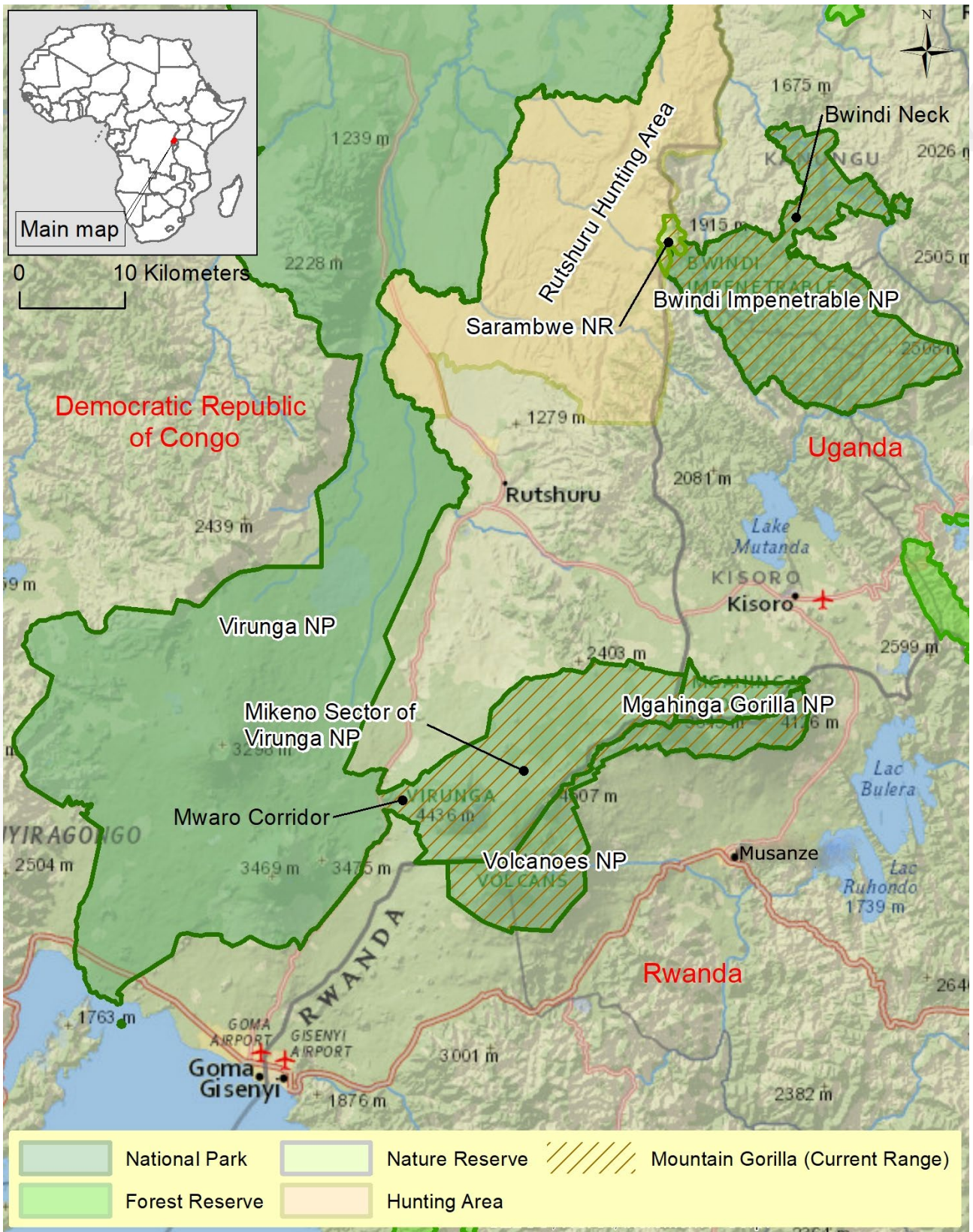
## Context

Mountain gorillas exist in two isolated populations<sup>3</sup> on the borders of the Democratic Republic of Congo, Rwanda, and Uganda, a portion of the Greater Virunga Landscape or the Central Albertine Rift, totalling 779.50 km<sup>2</sup> of protected area landscape.

**Table 1. The two populations are shared across five protected areas.**

Protected Area	Country	Size	Management	International Designation
Mikeno Sector of Virunga National Park	DRC	255 km <sup>2</sup>	Institut Congolais pour la Conservation de la Nature in partnership with Virunga Foundation	UNESCO World Heritage Site
Sarambwe Nature Reserve	DRC	9.8 km <sup>2</sup>	Protected by Virunga National Park Central Sector	-
Bwindi Impenetrable National Park	Uganda	321 km <sup>2</sup>	Uganda Wildlife Authority, managed as Bwindi Mgahinga Conservation Area	UNESCO World Heritage Site
Mgahinga Gorilla National Park	Uganda	33.7 km <sup>2</sup>		-
Volcanoes National Park	Rwanda	160 km <sup>2</sup>	Rwanda Development Board	UNESCO Biosphere Reserve

<sup>3</sup> While the two populations could also be designated as subpopulations, for the purposes of this strategy, IGCP uses population.



**Figure 1. Remaining two populations of mountain gorillas supported in two transboundary areas. Map by: Stephen Holness/IGCP.**



## Context stats

- Over 500,000 people<sup>4</sup> live near mountain gorilla parks dependent upon subsistence and commercial agriculture including potato, pyrethrum, tea, and coffee.
- Tourism tops foreign income earnings in Rwanda (US\$ \$438 million in 2017<sup>5</sup>) and Uganda (US\$1.4 billion in 16/17<sup>6</sup>), with nature-based tourism largely focused on mountain gorilla tourism.
- Growing role for tourism in funding conservation of and development around Virunga National Park with over 17,000 visitors from 2014 to 2018<sup>7</sup>.
- Over 1.2 Billion Rwandan Francs (USD 1.5 Million) was used to fund 301 projects around Volcanoes National Park through tourism revenue sharing over the last decade<sup>8</sup>.
- Results of a Basic Necessities Survey (BNS) conducted by IGCP in 2014 rated the BNS for people near Mikeno Sector of Virunga National Park at 21% (on average, the households surveyed had 21% of what was locally considered as basic needs); Bwindi Impenetrable National Park at 45%, Mgahinga Gorilla National Park at 40%, and Volcanoes National Park at 58%<sup>9</sup>.
- The bulk of the respondents of the BNS reported human wildlife conflict (loss of crop production, property or life because of wildlife) as the biggest personal, 37%, and community cost, 57%, incurred as a result of living near the parks<sup>10</sup>.

## Gorilla population trends

The number of known mountain gorillas has increased over the last several decades, through advanced techniques and greater survey effort, with both populations believed to have experienced intrinsic growth over the same period.

A capture mark recapture approach was introduced for the survey conducted in Bwindi in 2011<sup>11</sup>, resulting in the establishment of an abundance estimate, and further developed<sup>12</sup> to be applied for the analyses of the survey conducted in the Virunga Massif in 2015-2016.

A significant portion of both populations are monitored on a daily basis and births, deaths, transfers, location, health and behaviour parameters are recorded – through a collaboration of park staff along with research institutions like the Institute of Tropical Forest Conservation and the Max Planck Institute for Evolutionary Anthropology – as well as research-oriented non-governmental organizations like The Dian Fossey Gorilla Fund and the Gorilla Doctors.

4 Source: Water4Virungas project assessment based on published census figures (2016).

5 Source: Rwanda Development Board, 2018.

6 Source: Uganda Ministry of Tourism, Wildlife and Antiquities, 2018.

7 Source: Virunga National Park, 2018.

8 Source: Rwanda Development Board, 2018.

9 Tolbert, S., et al., 2016.

10 Tolbert, S., et al., 2016.

11 Roy, J., et al., 2014.

12 Hickey, J. R., and R. Sollmann, 2018.

**Table 2. Published survey results for Bwindi-Sarambwe.**

Year	1997 <sup>13</sup>	2002 <sup>14</sup>	2006 <sup>15</sup>	2011 <sup>16</sup>
Minimum total count	280	298	257	363
Potential population size (estimate)	292	315	302	400; 430 (398–487)
Monitored individuals subset	56	72	87	168
# of social groups	28	27	28	36
Monitored groups subset	4	5	6	10
Mean group size (standard deviation)	9.8 (5.9)	10.7 (5.7)	9.8 (6.1)	9.6 (6.4)
# of solitary gorillas	7	10	10	16

**Table 3. Published survey results for the Virunga Massif.**

Year	1971-3 <sup>17</sup>	1976-8 <sup>18</sup>	1981 <sup>19</sup>	1986 <sup>20</sup>	1989 <sup>21</sup>	2000 <sup>22</sup>	2003 <sup>23</sup>	2010 <sup>24</sup>	2016 <sup>25</sup>
Minimum total count	225	252	242	279	309	359	360	464	604
Potential population size (estimate)	260-290	285	254 (242-266)	293	324	359-395	380	480	Forthcoming <sup>26</sup>
Monitored individuals subset	-	-	-	-	-	225	273	352	418
# of social groups	31	28	28	29	32	32	32	36	41
Monitored groups subset	-	-	-	-	-	17	16	24	28
Mean group size	7.9 ()	8.8 (4.4)	8.5 ()	9.2 (5.5)	9.2 (7.1)	10.9 (9.7)	11.4 (11.2)	12.5 (9.1)	14.4 (7.0)
# of solitary individuals	15	6	5	11	6	10	11	14	14

<sup>13</sup> McNeillage, A., et al., 2001.

<sup>14</sup> McNeillage, A., et al., 2006.

<sup>15</sup> Guschanski, K., et al., 2009.

<sup>16</sup> Roy, J., et al., 2014.

<sup>17</sup> Harcourt, A.H. and D. Fossey, 1981; supplemented by Weber, A.W., and A. Vedder, 1983; and Gray, M., et al., 2009.

<sup>18</sup> Weber, A.W., and A. Vedder, 1983.

<sup>19</sup> Aveling, C., and A.H. Harcourt, 1984.

<sup>20</sup> Vedder, A. and C. Aveling, 1986; As presented in Kalpers J., et al., 2003; Gray, M., et al., 2009.

<sup>21</sup> Sholley, C., 1991; As presented in Kalpers J., et al., 2003; Gray, M., et al., 2009.

<sup>22</sup> Kalpers J., et al., 2003.

<sup>23</sup> Gray, M., et al., 2009.

<sup>24</sup> Gray, M., et al., 2013.

<sup>25</sup> Hickey, J.R., et al., 2019.

<sup>26</sup> Granjon, A.C., et al., submitted.

## Threats and Drivers

The problem statement on which IGCP focuses to find a solution is that ‘the future for mountain gorillas is not secure.’

Despite a mostly positive trajectory for mountain gorillas and people alike during the previous decades, persistent and emerging threats were identified by IGCP, and are further described in the updated IUCN Red List of Threatened Species™ review of the mountain gorilla<sup>27</sup>.

**Table 4. Threats and consolidated classification across mountain gorilla range conducted by IGCP staff in a workshop in 2017.**

Threat	Classification Across Range
Restricted Habitat*	High
Disease*	High
Hunting (Targeting Ungulates)*	Medium – High
Infrastructure*	Medium – High
Illegal Charcoal Production	Low – Medium
Live Infant Trade	Low – Medium
Hunting (Targeting Gorillas)	Low – Medium
Fire	Low – Medium
Human Activity within the Park*	Medium (cumulative)
Water Collection*	Low
Bamboo and Timber Cutting*	Low
Livestock Grazing*	Low
Trail Cutting*	Low – Medium
Tourism and Research Activities*	Low – Medium
Security	Medium

**Hard edge of BINP in Ndego area.**

*Photo by; Joakim Odelberg*



**Table 5. Threats<sup>27</sup> to mountain gorillas as assessed and defined by the IUCN Red List of Threatened Species™ (Hickey et al., 2018).**

Threat	Impact Score
<b>Residential &amp; commercial development</b>	
Commercial & industrial areas	Low Impact: 3
Tourism & recreation areas	Low Impact: 5
<b>Agriculture and aquaculture</b>	
Annual & perennial non-timber crops	
Small-holder farming	Medium Impact: 6
Agro-industry farming	Low Impact: 5
Wood & pulp plantations	
Small-holder plantations	Low Impact: 5
Scale unknown/unreported	Low Impact: 5
Livestock farming & ranching	
Small-holder grazing, ranging or farming	Low Impact: 5
<b>Energy production &amp; mining</b>	
Oil & gas drilling	Low Impact: 3
Mining & quarrying	Low Impact: 5
<b>Transportation &amp; service corridors</b>	
Road & railroads	Low Impact: 3
Utility & service lines	Low Impact: 3
<b>Hunting &amp; Trapping terrestrial animals</b>	
Unintentional effects (species is not the target)	Medium Impact: 6
Persecution/control	Past Impact
<b>Logging &amp; wood harvesting</b>	
Intentional use: (subsistence/small scale)	Medium Impact: 6
<b>Natural system modifications</b>	
Fire & fire suppression	
Increase in fire frequency/intensity	Past Impact
Dams & water management/use	
Abstraction of surface water (domestic use)	Medium Impact: 6
Abstraction of ground water (domestic use)	Low Impact: 4
Abstraction of ground water (agricultural use)	Low Impact: 5
<b>Pollution</b>	
Garbage & solid waste	Low Impact: 4

27

See: <https://www.iucnredlist.org/resources/threat-classification-scheme>



The two remaining populations of mountain gorillas, while believed to be growing, are still fragile and in some areas are exhibiting increased rates of group interactions, likely due to increasingly overlapping home ranges in the limited and confined habitat, with potential implications for the larger population<sup>13</sup>. Planned infrastructure, including a cable car system in Volcanoes National Park, roads and road upgrades in and around Bwindi Impenetrable National Park, threaten to impact core mountain gorilla habitat, with potential short-term and long-term consequences to mountain gorillas. Moreover, mountain gorillas are highly susceptible to diseases which can be carried and passed by humans, from common respiratory infections to Ebola virus disease.

The human population around mountain gorilla habitats and their impact on mountain gorillas continue to grow; snares are set targeting ungulates, but are a persistent threat to mountain gorillas. At the same time, people are still negatively impacted from crop foraging by mountain gorillas and other species. The benefits derived from tourism and other ecosystem services can be more effective in supporting the harmonious, successful co-existence of gorillas and humans, when the participation and voice of local women, men and youth is ensured in decision-making and when the distribution of benefits is equitable and transparent.

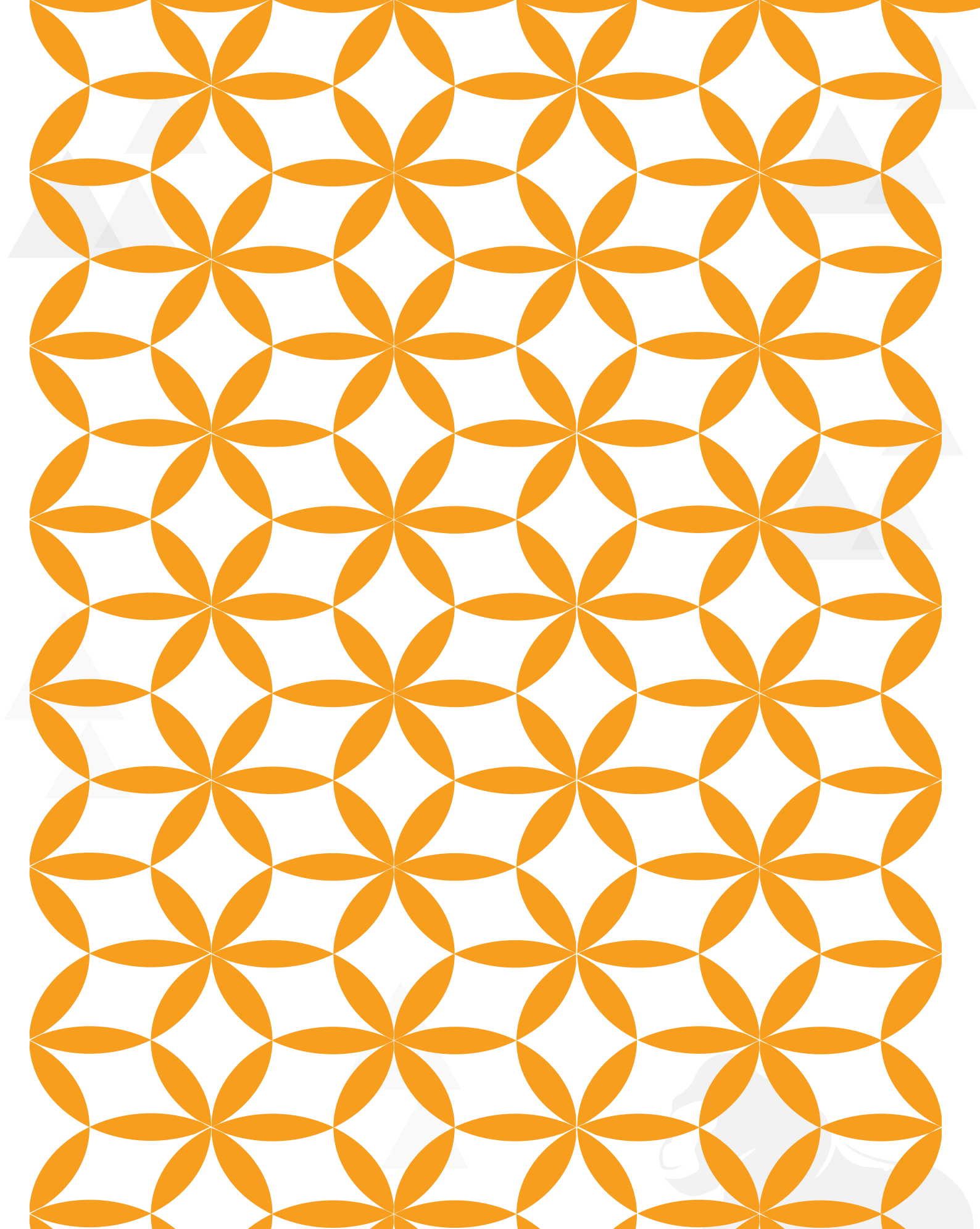
Drivers of threats include political instability and insecurity, human population growth, migration, poverty, unplanned tourism development, unsustainable livelihoods activities (with negative impact on natural resources) and climate change. Through collaborative action, IGCP will deliberately reduce/mitigate the threats identified with a (\*) in Table 4. While IGCP alone cannot mitigate the drivers, IGCP will be aware of how these drivers affect threats and incorporate this into threat reduction strategies.

***Rangers destroying a snare during a coordinated trans-boundary patrol in the virunga massif.***

***Photo by: RDB***







*This pattern illustrates the interconnectedness at the centre of all IGCP interventions.*



# STRATEGIC PLANNING PROCESS

The strategic planning process was conducted in multiple phases, built from an existing strategy document from 2014 – 2020, and informed by a mid-term review conducted in 2016.

The mid-term review stressed the important role of IGCP in the following:

1. Credibly, comprehensively, and publicly tracking and sharing information on “the state of the mountain gorilla and its habitat” and using this information to influence targeted policy change;
2. Further driving down key threats (including, principally, snaring and disease);
3. Advancing ecologically and socially sound but less permeable park boundaries (which will require considerable thinking and effort on buffer zones and extensive community and government engagement); and
4. Ensuring long-term sustainability of conservation- and gorilla focused efforts (including, principally, tourism in the parks and associated development outside the parks).

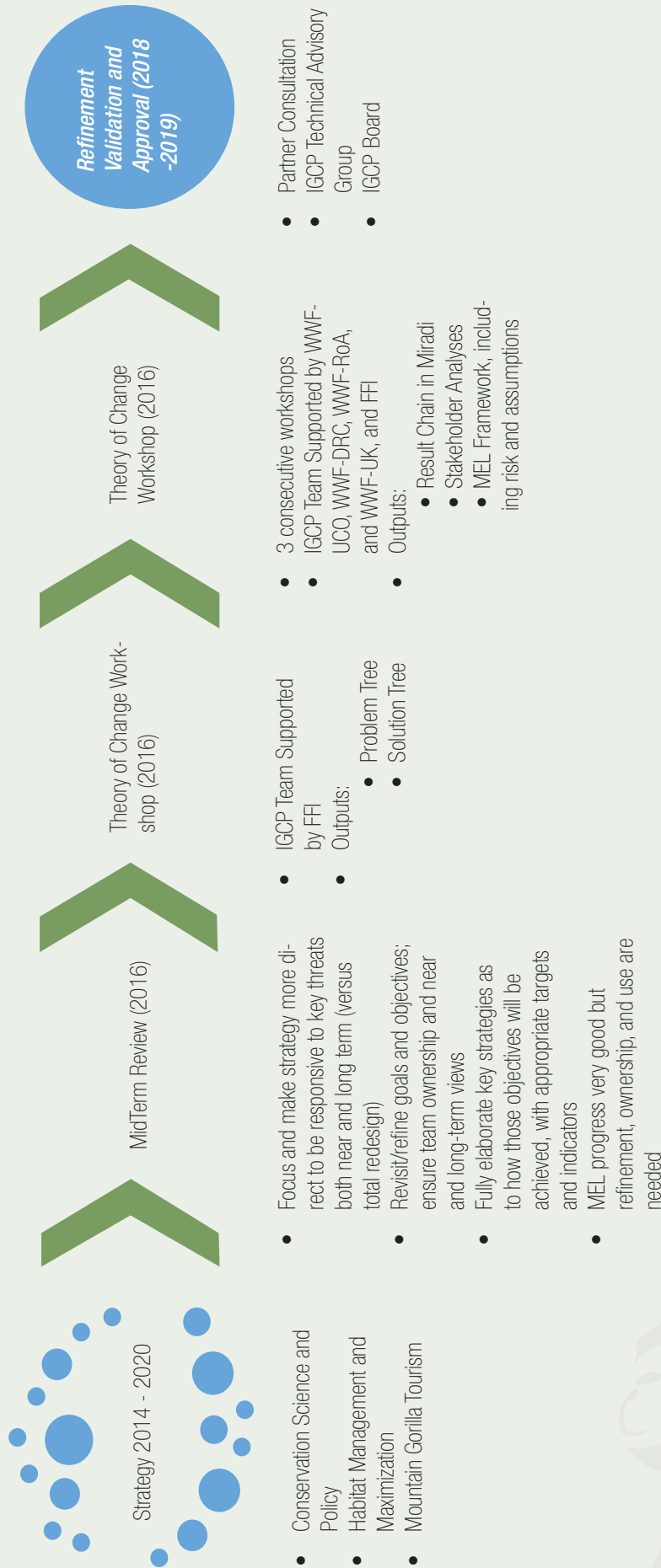
Following the mid-term review a Theory of Change process was launched, culminating in this document through iterative steps. IGCP’s strategy has been informed by community engagement throughout the mountain gorilla range, by dialog and participatory evaluations of conservation activities. Through a stakeholder analyses, over 70 individual stakeholders representing national institutions, local government structures, NGOs and research institutions, and community based organizations were identified by IGCP staff. Potential primary partners and stakeholders are tagged to strategies in the Theory of Change chapter.

This document provides the tools for more targeted planning, monitoring and evaluation, and adaptive management of IGCP through the strategic period in order to achieve stated objectives.

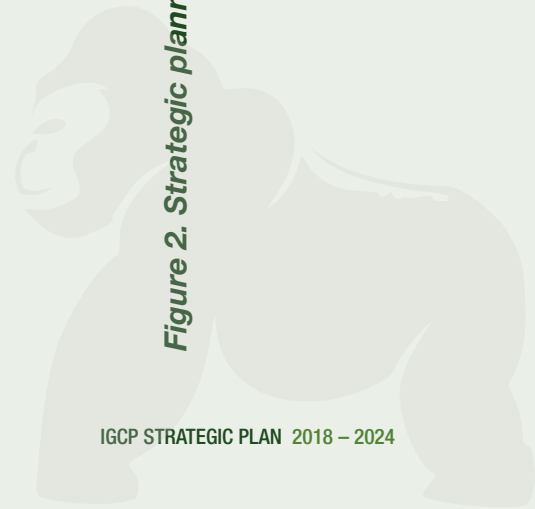
**IGCP staff during a theory of change workshop in Musanze, Rwanda.**

**Photo by: Charles Kayijamahe | IGCP**





**Figure 2. Strategic planning process.**





# **SECURING**

THE FUTURE FOR MOUNTAIN GORILLAS



# THEORY OF CHANGE

## Goal and Targets

### Goal:

The future for **mountain gorillas** is secure

#### Target :

Stable or increasing numbers of mountain gorillas in wild, healthy populations

- Abundance estimates of mountain gorillas in Virunga-Bwindi landscape
- Indicative annual growth rate based on monitored subset of populations

#### Human Wellbeing Target:

Increased sense of improved Wellbeing Target by men and women around mountain gorilla parks through conservation activities

- Social Assessment for protected and Conserved Areas

## Objectives, Milestones, and Indicators

IGCP's strategic objectives (SO) for this strategic period are therefore as follows:

**SO1: By 2024, improved tourism practices contribute to risk reduction to mountain gorillas.**

#### Intermediate Milestones:

By 2020, all Protected Area Authorities formally endorsing Critical and Required Certified Gorilla Friendly™ standards as institutional policy.

By 2021, all Protected Areas complying with Critical and Required Certified Gorilla Friendly™ standards.

#### Indicators:

Number of Protected Area Authorities formally endorsing Critical and Required Certified Gorilla Friendly™ standards as institutional policy.

Number of Protected Areas meeting Critical and Required Certified Gorilla Friendly™ standards.

Number of Gorilla Friendly™ Pledge respondents disaggregated by Protected Area.

Percentage of visits that report avoidable direct human-gorilla contact disaggregated by Protected Area.

Mountain gorilla health data (for information purpose and for monitoring trends and consultation with Protected Area Authorities and gorilla health partners).

**SO2: By 2024, men and women in park adjacent communities perceive that the positives from mountain gorilla conservation are equitably distributed and outweigh the negatives.**

#### Indicators:

Percentage of men and women recognizing the link between benefits and conservation of gorillas and their habitat disaggregated by Protected Area.

Percentage of men and women who feel represented in decision making processes associated with park benefits disaggregated by Protected Area.

Percentage of men and women who perceive equitable distribution of benefits disaggregated by Protected Area.

Percentage of men and women who report negative encounter with the park and/or with wildlife disaggregated by Protected Area.

Number of products Certified Gorilla Friendly™ disaggregated by Protected Area.

Number of CSOs/CBOs engaged in policy dialogue and influencing decision-makers on natural resource and park benefits.

Number of projects developed through community based planning and funded from non-IGCP sources disaggregated by Protected Area.

**SO3: By 2024, improved monitoring and transboundary collaboration contributes to at least 30% reduction in illegal activities in mountain gorilla habitat.**

**Indicators:**

Encounter rates of snares disaggregated by Protected Area.

Percentage of patrol coverage disaggregated by Protected Area.

Number of joint/coordinated patrols of any two countries per year.

Percentage of arrests (snaring, resource use, or trafficking) leading to prosecution disaggregated by Protected Area.

Number of mountain gorillas known to have been caught in snares disaggregated by Protected Area.

Number of known gorilla deaths due to human causes (snares, poaching, retaliation) disaggregated by Protected Area.

Number of CBOs/CSOs collaborating with Protected Areas in wildlife crime prevention and surveillance disaggregated by Protected Area.

**SO4: By 2024, habitat and buffer zone safeguarding processes contribute to healthy mountain gorilla populations while protecting community rights.**

**Indicators:**

Number of Ha protected from conversion due to planned infrastructure disaggregated by Protected Area.

Number of recorded incidences of wildlife outside the park disaggregated by Protected Area and species.

**SO5: By 2024, enhanced internal and institutional capacity to deliver mountain gorilla conservation. (Note: Separate result chain in Appendix A.)**

**Intermediate Milestone:**

By 2019, staff development programme in place.

**Indicators:**

Percentage of funds secured for IGCP's Annual Operating Plan per fiscal year.

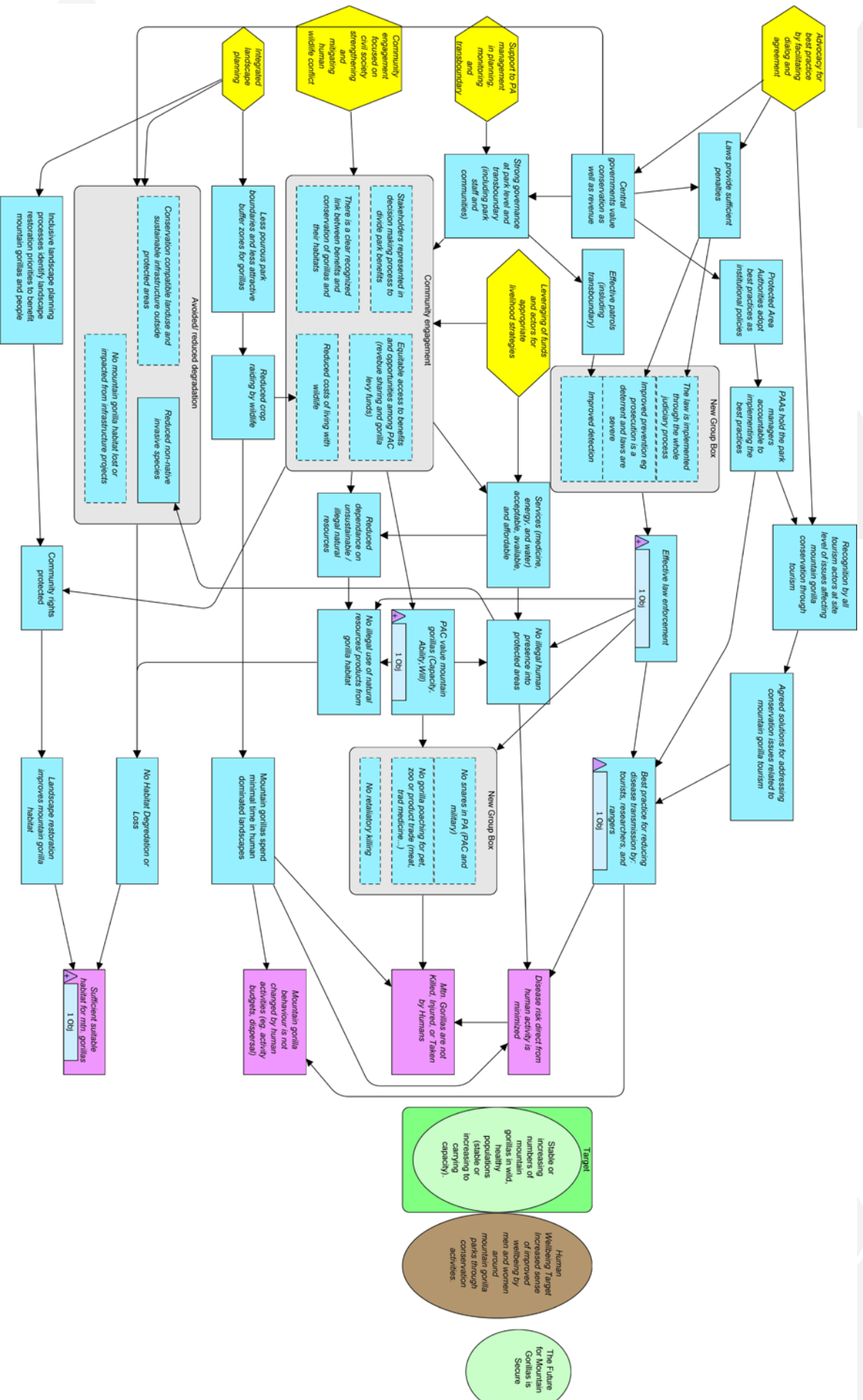
Percentage of IGCP reserves leveraged per year.

Number of people actively engaged through IGCP messaging from mountain gorilla range States disaggregated by range State.

Percentage of IGCP staff aware of operational protocols, manuals, strategies, systems and policies in place.

Percent annual staff turnover.

# Result Chain





# Risks and Assumptions

**Table 6. The following risks are identified. These risks, along with mitigation strategies, are annually reviewed and re-evaluated as part of monitoring by IGCP.**

<b>Community Engagement</b>
Men and women in PAC continue with activities detrimental to mountain gorillas despite receiving more benefits than costs
Impacted or suppressed gorilla and nature-based tourism (due to insecurity, natural disaster, economic downturn, or disease outbreak) stops contributing to PAAs budgets and stops being shared with communities
HuGo groups demotivated because of lack of incentives (cash payments, recognition...)
<b>Governance</b>
Change in management approaches by PAAs cause institutional change, staff turnover and impact activities
PA do not have the authority to make decisions on law enforcement and resource allocation
Remunerations and recognition provided to employees/staff (PA) are not satisfactory and do not lead to motivation
GVTC stops doing regional work due to lack of funding and/or governments' interest
PAA do not allow IGCP to access and use data collected and owned by the parks
No collaboration amongst PAAs in the different countries
Elite capture of revenue and benefits from conservation
<b>Habitat/Landscape Planning</b>
Stakeholders are unwilling to compromise on the land use priorities
Partners and stakeholders do not adopt and integrate the rights-based approaches (such as FPIC and social standards) that IGCP has endorsed in buffer zone and land use planning processes
<b>Law/Law enforcement</b>
National priorities do not align with conservation
Political and diplomatic relationships at regional level do not support and permit regional collaboration
Migration or internally displaced people leads to further destruction of parks and wildlife
<b>Poaching</b>
Poaching of other species (elephants, timber...) increases the risk / opportunity of poaching of gorillas
Demand for mountain gorillas for wild meat, trophies, and live infants

## Strategies/General Cross Cutting

There are no actors and funds available for leveraging of services

Insecurity impedes implementation of chosen strategies

Fraud and corruption impedes implementation of chosen strategies

No diversification of funds

## Tourism

Trademark of Certified Gorilla Friendly™ is not respected, or other labels are introduced, compromising the ecolabel

Tourism stakeholders ignoring/not interested in the implementation of best practice

**Table 7. The following are assumptions annually reviewed as part of the Annual Operating Planning by IGCP.**

## Community Engagement

Civil society are empowered to engage in dialogues/processes in order to influence decisions and policy changes

The engagement of civil society in decision-making processes allow people's voices to be considered leading to equitable distribution of benefits

Men and women in park adjacent communities have conservation awareness, understanding of their roles in sustainable natural resource management and perceive the benefits of mountain gorilla conservation

Benefit sharing mechanisms linked to conservation will encourage sustainable resource management

People will use community-based plans for better resource management and to reduce conflicts with protected areas

## Governance

CSOs/CBOs and their constituencies have effective accountability mechanisms and the capacity to ensure equity in decision-making and benefit-sharing

Strong governance cascades from national to park level, empowering park managers to make decisions and achieve effective law enforcement

PAAs willing to endorse Critical and Required Certified Gorilla Friendly™ standards as institutional policy

Remunerations and recognition provided to employees/staff are satisfactory and lead to motivation

All key partners and stakeholders agree to work with IGCP to achieve the strategic objectives

There will be collaboration amongst PAAs in different countries

GVTC provides an enabling environment for transboundary collaboration

### Habitat/Landscape Planning

Partners and stakeholders are willing to use an integrated approach in buffer and land use planning processes

Partners and stakeholders understand rights-based approaches (such as FPIC and social standards) endorsed by IGCP and are willing to adopt and integrate them in buffer zone and land use planning processes

Removal efforts will limit the spread of invasive species

### Poaching

Alternatives to natural resources found in the PA are available

### Strategies/General Cross Cutting

There are actors and funds available for leveraging of services

There is no fraud and corruption

### Tourism

Trademark of Certified Gorilla Friendly™ is understood and respected

Stakeholders have a buy in adoption and implementation of best practices as defined by IUCN and endorsed by IGCP

PAAs, tourists, research institutions, etc. are willing to work towards best practices in performing their duties

*Women of Nkuringo Women Artisans Group weaving baskets.*

*Photo by; Henry Mutabaazi | IGCP*





# Workplan and Budget

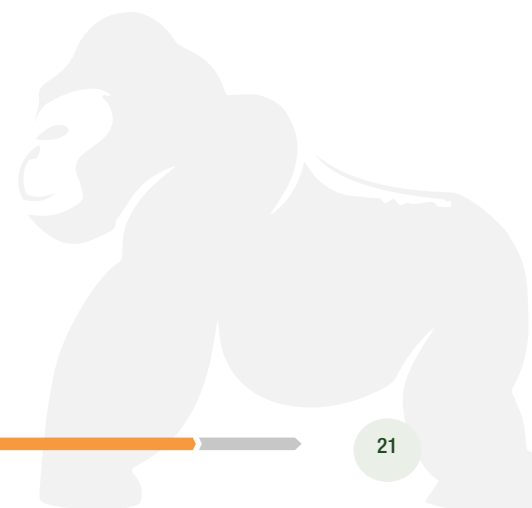
IGCP's core operations budget is estimated at 850,000 USD per year to cater for core staff and office running costs. The following is a summary of direct programme budget for planned core activities, totalling 5.776 million USD over seven years. IGCP develops a detailed Annual Operating Plan on a yearly basis in advance of the start of the fiscal year.

**Table 8. IGCP workplan and indicative total budget for activities by strategic objective.**

Fiscal Year	18	19	20	21	22	23	24	Strategies	Indicative Budget
Inception of the strategy									15,000
Strategy, approach, and policy refinement									45,000
Midterm review of strategy									30,000
End-term evaluation of the strategy									4,000
Virunga survey analyses and publication								PA management	75,000
Bwindi-Sarambwe survey field work, analyses, and publication									600,000
Virunga survey field work and analyses									600,000
Action Plan and Spatial Landscape Plan									89,000
Advocacy and Communication Strategy development									12,000
Annual Conservation Status Report								Advocacy, PA management	90,000
<b>S01: By 2024, improved tourism practices contribute to risk reduction to mountain gorillas.</b>									
Develop and deliver training module for Certified Gorilla Friendly™ parks and guides								Advocacy	150,000
Deliver refresher training for Certified Gorilla Friendly™ parks and guides									55,000
Deliver Certified Gorilla Friendly™ Audits to four National Parks (Volcanoes NP in Rwanda, Virunga NP in DRC and Mgahinga Gorilla NP and Bwindi Impenetrable NP in Uganda) to document current tourism practices, annual voluntary audits									140,000
Prepare policy brief for transboundary level based on audit results and share results to stakeholders									40,000
Revamp and raise awareness about the Gorilla Friendly™ Pledge									100,000

Fiscal Year	18	19	20	21	22	23	24	Strategies	Indicative Budget
S02: By 2024, men and women in park adjacent communities perceive that the positives from mountain gorilla conservation are equitably distributed, and outweigh the negatives.									
Conduct SAPA survey and meetings in each PA								Civil society engagement, PA anagement	100,000
Participate in monitoring of SAPA action plans for each PA								Civil society engagement, PA anagement	50,000
Develop and pilot audit (Bwindi) Certified Gorilla Friendly™ park edge community product standards								Advocacy, civil society engagement	20,000
Support annual, voluntary 3rd party audit of Certified Gorilla Friendly™ park edge community products (all PAs)								Advocacy, civil society engagement	110,000
Implement Sida-funded Leading the Change: Civil Society, Rights, and Environment project								Civil society engagement	650,000
Support the implementation and sustainability of CBP in Virunga-Bwindi area								Civil society engagement	800,000
Identify and mobilize additional resources to scale up work throughout the landscape								Civil society engagement; leveraging funds and actors	45,000
S03: By 2024, improved monitoring and transboundary collaboration contributes to at least 30% reduction in illegal activities in mountain gorilla habitat.									
Finalize MoU with Greater Virunga Transboundary Collaboration									-
Support the implementation of Zero Poaching strategy in Gorilla Sector								PA management	201,500
Support joint/coordinated patrols in Gorilla Sector									100,000
Support gorilla demography database									91,500

Fiscal Year	18	19	20	21	22	23	24	Strategies	Indicative Budget
SO4: By 2024, habitat and buffer zone safeguarding processes contribute to healthy mountain gorilla populations while protecting community rights.									
Development of IGCP free prior and informed consent policy								Advocacy	22,000
Advocacy for best practice of planned infrastructure development								Advocacy	55,000
Conduct Virunga-Bwindi Vegetation mapping								Landscape planning	36,000
Piloting enhanced community-based monitoring of human wildlife conflict (Bwindi)								Civil society	80,000
Support to community-based monitoring of human wildlife conflict (all PAs)								Civil society	460,000
Conduct participatory identification of focal intervention sites for integrated conservation planning approach								Landscape planning	60,000
Implementation of integrated conservation planning approaches in agreed focal spatial intervention sites								Landscape planning	850,000







***Igisha group in Volcanoes National Park.***

***Photo by; Raymond Kendero | RDB***



# MONITORING, EVALUATION AND LEARNING

***IGCP has developed a Monitoring, Evaluation and Learning framework, against which it will report on and assess progress against.***

Overall strategy targets will be assessed through 1) abundance estimates of mountain gorillas in Virunga-Bwindi landscape, through periodic transboundary population surveys, 2) indicative annual growth rate based on monitored subset of the two populations, through periodic transboundary analyses of gorilla demography databases, and 3) percentage of men and women who report increased sense of improved wellbeing through conservation activities disaggregated by Protected Area, through Social Assessment of Protected and Conserved Areas.

It is important to note that a Population Viability Assessment will provide guidance as to targets related to abundance estimates, as well as indicative annual growth rate based on the monitored subset of the two populations.

Risks and assumption monitoring and re-assessment will be done annually by the IGCP team as part of the Annual Operating Planning; indicators are reported on at the end of each Fiscal Year.

Midterm and endterm evaluations of the strategic plan will be conducted in Fiscal Year 2021, Fiscal Year 2024, respectively.

# STRATEGIES AND APPROACHES

***IGCP applies human and financial resources, as well as partnerships, to integrated strategies and approaches, in order to achieve its goal, targets and objectives.***

## ***Strategy: Advocacy for best practice by facilitating dialogue and agreement***

IGCP will initially focus its effort on best practices related to tourism, as well as infrastructure, and will be guided by a separate, dynamic, advocacy and communication strategy. The strategy will be adapted according to emerging issues as IGCP implements this strategic plan.

Attributed in large part to the overwhelming success of gorilla-based tourism, and integration of tourism revenue-sharing policies and community-based tourism enterprises, individual and political support for the conservation of mountain gorillas and their habitat remains high. Mountain gorilla conservation and tourism is at the heart of strategies for livelihood transformation and Green Growth in the region.

Tourism can as well pose a certain risk to mountain gorillas, and therefore must be carefully regulated to mitigate and monitor these risks<sup>14</sup>. For a consolidated schematic of both positive and negative impacts from mountain gorilla tourism, see Appendix B.

IGCP and its coalition members will nest the more targeted work related to reduced risk to mountain gorillas during visitation within a higher-level engagement regarding the vision, management, marketing and monitoring of tourism related to mountain gorillas, encompassing all aspects, to ensure mountain gorilla tourism maintains a high value contribution to conservation and sustainable development.

Visits to mountain gorillas by tourists are managed by Protected Area Authorities in the three countries and limitations in terms of number of visitations (no more than once per day), number of tourists (restricted to four, six, and in some cases eight tourists), and duration of visit (no more than one hour) exist, but these are not established as policies, and subject to change. Further, there is not a strong common understanding, nor adherence to, widely regarded best practice rules, by park managers, guides, and private tour operators, nor even tourists themselves.

In its previous strategy, 2014-2020, IGCP had pursued objectives related to best practices in tourism and in the development of this new strategy, embarked on an in-depth analysis as to how IGCP can be more effective going forward. Recommendations include: embrace IGCP's role as the voice for the mountain gorillas and adopt an advocacy approach across all scales of work; reaffirm IGCP's role as an independent entity that when necessary can bring the lens of accountability and transparency to mountain gorilla conservation; and ensure all staff, and relevant personnel among the coalition members, are aware of their roles and contributing toward achieving the objectives.

Advocacy for best practice on tourism will be centred on the Certified Gorilla Friendly™ initiative developed in partnership with Wildlife Friendly Enterprise Network.

<sup>14</sup> Macfie, E.J. & Williamson, E.A., 2010.



## BOX 1. CERTIFIED GORILLA FRIENDLY™

*Certified Gorilla Friendly™ is a set of private standards, ISEAL Alliance (ecolabel best practice) & ISO Compliant, private and voluntary, complimented by Policy & Guidelines, Definitions, Certification Manual, and Audit Forms. These standards were developed through a consultative process, based on IUCN best practice guidelines and Global Sustainable Tourism Council (GSTC) criteria.*

*Guided by a previously developed feasibility study (WFEN, 2014), sustainability plan (Conservation Capital, 2016), and comprehensive portfolio of standards and policies (WFEN, 2016-2017), IGCP's role will be to provide technical support and overall monitoring of impact, serve as an independent facilitator and champion, whereas Wildlife Friendly Enterprise Network's role will be to take the lead responsibility for the standards and certification process, including auditing and managing the use of the trademarked label, performance evaluation and marketing.*

*To ensure sufficient application of Certified Gorilla Friendly™, IGCP will focus efforts on application of the standards for Parks & Rangers, as well as Park Edge Community Products, which are most directly associated as part of this strategy toward IGCP's stated objectives.*

*Tourists themselves, and the private sector, will play a central role in the success of this strategy, and advocacy work will focus on the Gorilla Friendly™ Pledge, its feedback mechanism, and associated campaigns.*

*Application of the standards for Hotels & Lodges, Tour Operators, and Travel Agents, while also important, is not expected to be directly invested in by IGCP during this strategy, but momentum toward, and application of these standards, would more completely address the whole value chain, and is encouraged.*

*The Greater Virunga Transboundary Collaboration, especially the Treaty-enabled Regional Technical Committee on Tourism Development, will be engaged, to ensure learning and dialog among State and Non-State actors within the transboundary landscape. By 2024, Certified Gorilla Friendly™ should be a stand-alone, self-sustainable programme, IGCP utilizing two exit strategy options identified in the sustainability plan – Certified Gorilla Friendly™ sustained by private sector and/or formally adopted by Government.*

Advocacy in regard to best practice to infrastructure development in and near mountain gorilla habitat is also a primary strategic focus; IGCP's advocacy work for infrastructure is evidence-based and un-biased. At the time of writing this strategy, as previously mentioned, a cable car system, roads and road upgrades, are recognized as emerging threats to mountain gorillas. Previous IGCP engagement, carried forward into this strategic period, includes the development of a scope of work for a Net Gain Feasibility Study<sup>28</sup> related to a proposed cable car system in Volcanoes National Park, Rwanda, and an economic analysis of road alternatives in and around Bwindi Impenetrable National Park, Uganda.<sup>29</sup>

IGCP advocates for the application of international-standard environmental and social impact assessment, and use of mitigation hierarchy, including avoidance of impacts through no-go or alternatives, for infrastructure planned in or near to mountain gorilla habitat. IGCP will pull from expertise among its coalition members to support relevant institutions in mountain gorilla range States as applicable.

Potential Partners/Stakeholders Identified: Greater Virunga Transboundary Collaboration, Virunga National Park/ICCN, Volcanoes National Park/RDB, Bwindi Mgahinga Conservation Area/UWA, Wildlife Friendly Enterprise Network, IUCN Species Survival Commission/Section on Great Apes, Arcus Foundation, Gorilla Doctors, Poverty and Conservation Learning Groups, tourists, private sector, ministries of tourism and/or commerce, tourism boards, bureau of standards, local government, park adjacent communities.

<sup>28</sup> Fauna & Flora International, 2016.

<sup>29</sup> Barr, R., et al., 2015.

## **Strategy: Support to protected area management in planning, monitoring and transboundary collaboration**

During this strategic period, IGCP will build on its long history of strategic support to Protected Area management by supporting the Zero Poaching strategy of the Greater Virunga Transboundary Collaboration, approved in 2018, and supporting application of the Social Assessment for Protected and Conserved Areas (SAPA)<sup>15</sup>, initiated in Uganda in 2018.

### **BOX 2. SOCIAL ASSESSMENT FOR PROTECTED AND CONSERVED AREAS (SAPA)**

*Over the years, the positive and negative social impacts (i.e. the benefits and costs) of protected areas (PAs) have been debated and the principles that PAs should reduce poverty and that their benefits should be equitably shared discussed. However, people's perception of equity is important because the sense of being treated unfairly can fuel resentment which can lead to increased poaching and other illegal activities. But progress towards delivering more equitable management is limited, with few people understanding the meaning of equity in a conservation context or having a means to assess it. The Social Assessment for Protected Areas (SAPA) methodology provides a practical solution to this and is a relatively simple low-cost methodology for assessing the positive and negative social impacts of a PA on the wellbeing of communities living within and around it.*

*The SAPA methodology is designed to help protected area managers and other key stakeholders increase and more equitably share positive impacts, reduce negative impacts and monitor these impacts through time. It can be used in any type of protected area - from those governed and managed by government agencies, by local communities and by the private sector. It uses a multi-stakeholder approach to ensure that key stakeholders are fully engaged in the design, interpretation of the results and development of recommendations. The SAPA methodology uses a combination of:*

- *community meetings to identify the more significant social impacts,*
- *a short household survey to explore in more depth these social impacts and related governance issues, and*
- *stakeholder workshops to discuss and interpret the survey results, explore other key issues and generate ideas for action to improve the situation.*

*In 2018, IGCP participated in the first SAPA survey in Mgahinga Gorilla National Park, targeting the parishes of Gitenderi, Gisozi and Rukongi in Uganda. The results of this first survey showed that 23.39% of men and 18.82% of women, in park adjacent communities perceive that the positives from mountain gorilla conservation are equitably distributed and outweigh the negatives. Where there is support and informed consent for use of this tool, IGCP will support its implementation throughout this strategic period. IGCP aims to see a 30% increase from this baseline results by the end of this strategy.*

IGCP has played a foundation support role in the establishment of mountain gorilla and law enforcement monitoring, referred to as ranger-based monitoring, now in use throughout mountain gorilla range. IGCP will continue to promote and support improved monitoring by and transboundary collaboration among Protected Area Authorities in DRC, Rwanda and Uganda, with several important distinctions.

IGCP will not provide basic monitoring equipment – GPS units, tents, sleeping bags, etc. – for gorilla monitoring or patrols. These items are the sole responsibility of the Protected Area Authority.

IGCP will support advancements in monitoring on a case-by-case basis, specifically for law enforcement, human-wildlife conflict, and revenue sharing, through:

- Provision of specialized equipment for use with new monitoring technologies;
- Training and capacity building of park staff and community actors;

<sup>15</sup> Franks P., et al., 2018.

- Collaborative surveys of mountain gorillas, select large mammals, and illegal activities;
- Collation, analysis, and publication of monitoring data related to mountain gorillas and their habitat in the Annual Conservation Status Report for the Greater Virunga Landscape; and
- Promoting lessons learned.

Under the framework of the Greater Virunga Transboundary Collaboration, and in support of the GVTC Zero Poaching strategy, IGCP will more directly re-engage in providing direct support to park managers to facilitate and support joint or coordinated patrols between any two adjoining parks, through:

- Facilitating and funding coordination meetings among park managers;
- Providing logistic and financial support, including transport and rations, for joint or coordinated patrols, and
- Support to secure long-term financing mechanism for these activities.

IGCP will actively promote relevant social policies and best practice for social and human rights into all of its interventions of this strategy. For more information, see Approaches.

Potential Partners/Stakeholders Identified: Greater Virunga Transboundary Collaboration, Virunga National Park/ICCN, Volcanoes National Park/RDB, Bwindi Mgahinga Conservation Area/UWA, Human Gorilla Conflict Resolution teams, North Carolina Zoo, Wildlife Conservation Society, Dian Fossey Gorilla Fund, Gorilla Doctors, Institute of Tropical Forest Conservation, local government, security forces, park adjacent communities.



***HuGo members and UWA officials having first time contact with new technology trialed to better HWC in Uganda.***

***Photo by: WWF/ INAMARSAT***



## **Strategy: Community engagement focused on civil society strengthening and mitigating human wildlife conflict**

Attitudes and behaviours of park adjacent communities play a central role in what happens for mountain gorillas today, and for the generations to come. While mountain gorilla conservation and tourism contribute substantially to community development and livelihood improvement in the region, research has indicated that inequitable access to and distribution of revenue and benefits among and within these communities undermines the success of this conservation strategy<sup>16</sup>.

For this strategic period, IGCP will refocus efforts towards effective community engagement and improved governance and inclusivity in decision-making on natural resource use as well as revenue and benefits sharing. As also identified in the BNS previously carried out by IGCP, human wildlife conflict remains an issue of primary importance to the park edge communities, through this strategy, approaches, and methodologies, transforming these conflicts will be a specific issue focus for IGCP.

In addition to the facilitation and support to the use of the SAPA tool (previously described), IGCP will provide support to community-based organizations (CBOs) and civil-society organizations (CSOs) operating around mountain gorilla parks.

IGCP will partner with local and national CBOs and CSOs through this strategic period, providing technical and financial support to encourage and enable:

- Structural organization and governance;
- Improved accountability of organizations to their members and beneficiaries;
- Increased capacity for community-based planning and monitoring;
- Improved access and more equitable and transparent use of revenue and other benefits from tourism and natural resources;
- Increased capacity for human wildlife conflict monitoring and mitigation; and
- A strong regional network of civil society organizations.

IGCP will empower CBOs and CSOs to use community based planning and monitoring process previously piloted in Uganda (with Nkuringo Community Conservation and Development Foundation) and Rwanda (with Sabyinyo Community Livelihood Association).



**Individuals of Hirwa group eating eucalyptus trees in a garden adjacent to Volcanoes National Park.**

**Photo by; Raymond Kendero | RDB**



### BOX 3. COMMUNITY BASED PLANNING AND MONITORING

*Community-Based Planning and Monitoring (CBPM) is a participatory process in which communities are involved in analysing their situation, identifying and prioritizing development issues and the desired changes for their communities, making action plans to help them address these issues and implementing and monitoring activities with the support of community-based organisations (CBOs) and civil society organisations (CSOs).*

*IGCP will be supporting a number of CBOs and CSOs to implement a CBMP approach which will enable local communities in the Virunga landscape to express their needs and priorities. Local CBOs and CSOs (representing their own communities) will empower community members to analyse the situation of their village, identify their development needs, identify their strengths, weakness, potentials and opportunities in order to prioritise them and develop community plans. As the CBMP approach is a bottom up approach that empowers communities and integrate them in the decision-making process, local community members (including women, marginalized groups, and youths) recognize and own their plans as a product of their effort and become key actors in their own development and natural resource management.*

*Once these community plans are agreed, they will be integrated into the local government's plans and with further support from IGCP, resources from within and outside the CBOs and CSOs will be mobilized. Once the community plans have been funded and the plans being implemented, the CBOs and CSOs will have the responsibility to develop and agree on an action plan agenda to monitor successful implementation of these plans as well as to ensure that the various stakeholders (i.e. local government services, NGOs and other active institutions in the area) deliver services as intended. Through this approach, CBOs and CSOs are engaged in dialogue processes with local government entities and facilitates joint performance appraisals of the agreed community plans.*

Potential Partners/Stakeholders Identified: Greater Virunga Transboundary Collaboration, Virunga National Park/ ICCN, Volcanoes National Park/RDB, Bwindi Mgahinga Conservation Area/UWA, local government, Poverty and Conservation Learning Groups, Great Apes Survival Partnership (GRASP)/UNEP, Bwindi Mgahinga Conservation Trust, various community-based organizations (CBOs) and civil-society organizations (CSOs), park adjacent communities



**Community members in Rubuguli profiling their village needs during a CBP Training.**

**Photo by: IGCP**

## **Strategy: Integrated landscape planning**

IGCP and other actors over several decades have made significant investments in boundary demarcation, construction and reinforcement of barriers, and establishment of formal buffer zones in order to preserve and maintain the integrity of protected habitat and reduce/ mitigate human wildlife conflict from crop raiding.

However, as outlined in a scoping document for a habitat and buffer strategy for mountain gorillas<sup>17</sup>, any further investments require being guided by an integrated planning process which answers at both landscape and local levels the questions Why? Where? How? Who? And When? and yields a workable plan that is acceptable, equitable, sensible and coherent.

With rapid development, as well as a changing climate, IGCP is poised to play a critical technical support and facilitation role among the various actors and stakeholders to find strategies to better protect and buffer the remaining mountain gorilla habitat.

IGCP will work within the Greater Virunga Transboundary Collaboration framework, and with other key partners, to conduct a mountain gorilla Population Viability Assessment and associated participatory action plan and spatial landscape plan at population/landscape level. IGCP anticipates that this spatial landscape plan will systematically identify critical spatial areas for further IGCP investment in facilitating and supporting an integrated conservation planning approach which contribute to healthy mountain gorilla populations while protecting land rights and respecting the right to free prior and informed consent.

Emphasis from IGCP will be defensive more than expansive, to ensure sufficient efforts to protect and buffer the available mountain gorilla habitat through a process which is evidence-based and caters for participation across sectors and stakeholders.

Potential Partners/Stakeholders Identified: Greater Virunga Transboundary Collaboration, Virunga National Park/ICCN, Volcanoes National Park/RDB, Bwindi Mgahinga Conservation Area/UWA, IUCN Species Survival Commission/Section on Great Apes, Woods Hole Research Center, Gorilla Doctors, local government, CBOs and CSOs, agricultural and agroforestry organizations and research institutions, rights based organizations, and park adjacent communities.



## **Strategy: Leverage funds and actors for appropriate livelihood strategies**

IGCP will primarily focus its resources through this strategic period on implementation of a community engagement strategy as previously defined.

However, in recognition of the important role of conservation programmes to improve livelihoods and reduce dependency on natural resources found in and around the mountain gorilla parks, IGCP will actively leverage funds and support from other actors in order to support community development and improved realization of their rights to basic services – health, energy, water, etc. – in park adjacent communities, and advocating for alignment to achieve conservation outcomes.

IGCP's primary action in this regard, will be to strengthen the consideration of the perspectives and priorities of the park adjacent communities as identified through the community based planning processes supported, in consultation and collaboration with local and national authorities, and actively facilitate connections to donors, private sector and other resources.

This strategy will align IGCP to development strategies in the three range states:

- **DRC:** IGCP actions are integrated into Protected Area management plans and into local development plans in Bwisha and Bukumu in Ruthuru and Nyiragongo territories, respectively, and especially the component of livelihoods and social service (access to water) improvement. IGCP intends to continue to contribute its expertise and participate actively in the debates on the conservation of other great ape species in the particular context of eastern DRC through the Great Apes Conservation Action Plan and the Poverty and Conservation Learning Group.
- **Rwanda:** All interventions are guided by the Government of Rwanda's National Strategy for Transformation to support sustainable biodiversity conservation in and around Volcanoes National Park. IGCP supports District-level strategies as an active participant in the Joint Action Development Forum (JADF), including serving as members of the JADF executive committee in two of the four districts neighbouring Volcanoes National Park. IGCP further serves as a representative of conservation NGOs with the Northern Province.
- **Uganda:** In this regard, in line with the current Uganda's National Development Plan (NDP II) and Five Years District Development Plans of Kisoro, Kanungu and Rubanda districts, IGCP's interventions will complement support to community livelihood improvement initiatives such as Women Empowerment and Youth Livelihood Programmes. Also, IGCP will build capacity of communities living adjacent gorilla national parks through their civil society and community based organisations to effectively plan and utilize revenue sharing funds accruing from park gate collections and Gorilla Levy fees.

The Water4Virungas project, funded by the Embassy of the Kingdom of the Netherlands, and implemented as a consortium, is an example of this strategy where IGCP plays an implementation role.

Another example, one in which IGCP plays a supporting but not implementation role, is the existing partnership with Likano Project Development GMBH of Austria, in the Virunga Mountain Gorilla Cook Stove Project, currently in operation in all 12 sectors around Volcanoes National Park, Rwanda.

IGCP will be discerning about projects and partners it pursues or are approached by. IGCP will use its position to leverage funds through a range of actions from as simple as advising and making introductions, to selectively entering into cooperative arrangements or partnerships.

In order to ensure that partnerships will yield the expected results, IGCP, will:

- Assess potential partners against standard criteria ensuring complimentary missions, and shared values related to social policies and sound financial management;
- Assess potential partnerships related to the most advantageous role for IGCP vis a vis strategic delivery, i.e. implementation or supporting;
- Develop a short document which outlines the principles, approaches, and standards of transparency and ethics which are to be mutually respected.



**Survey team members during a training in non-invasive fecal sample collection in BINP**

*Photo by; Jena R. Hickey/IGCP*



## **Approach: Conservation science and evidence-based approach**

IGCP will deliver its strategies in partnership with other organizations and academic and research institutions, and as well maintains a specific niche role in conservation science to support ecological studies at subpopulation and population levels.

IGCP will focus on conservation science, which will ensure that IGCP's advocacy positions and actions, and those supported by IGCP more broadly, are founded on evidence. Further, IGCP will incorporate at inception stakeholder engagement and communication (packaging, etc.) strategies.

To be effective and efficient, IGCP will build upon previous work related to a research uptake approach (2015), the associated checklist can be found in Appendix c.

## **Approach: Rights based approach**

IGCP adopts the principles included in the Conservation and Human Rights Framework<sup>30</sup> endorsed by coalition members Conservation International, Fauna & Flora International, WWF and others.

### **1. Respect human rights**

Respect internationally proclaimed human rights; and make sure that we do not contribute to infringements of human rights while pursuing our mission.

### **2. Promote human rights within conservation programmes**

Support and promote the protection and realization of human rights within the scope of our conservation programmes.

### **3. Protect the vulnerable**

Make special efforts to avoid harm to those who are vulnerable to infringements of their rights and to support the protection and fulfilment of their rights within the scope of our conservation programmes.

### **4. Encourage good governance**

Support the improvement of governance systems that can secure the rights of indigenous peoples and local communities in the context of our work on conservation and sustainable natural resource use, including elements such as legal, policy and institutional frameworks, and procedures for equitable participation and accountability.

IGCP will also seek to empower the most vulnerable and marginalized to assert their rights, create spaces for their participation in decision-making processes and support them in defining their own priorities and development agenda. At the same time, IGCP will work with the duty-bearers to support them in fulfilling their responsibilities and to increase their accountability to the most vulnerable and marginalized.

## **Approach: Transboundary approach**

IGCP facilitates dialog and action at both local and regional levels, and will utilize and reinforce the framework of the Greater Virunga Transboundary Collaboration (GVTC) across all strategies, guided by a Memorandum of Understanding between IGCP and the GVTC Secretariat. Further, IGCP will engage and support efforts in a more expansive Greater Virunga Landscape.

## **Exit plan and sustainability**

In this strategy, IGCP will be supporting processes or mechanisms for conservation – whether certification, planning, and/or monitoring. While IGCP will facilitate and support these processes through the strategic period, there will be deliberate measures to ensure these processes continue after the conclusion of this strategy implementation.

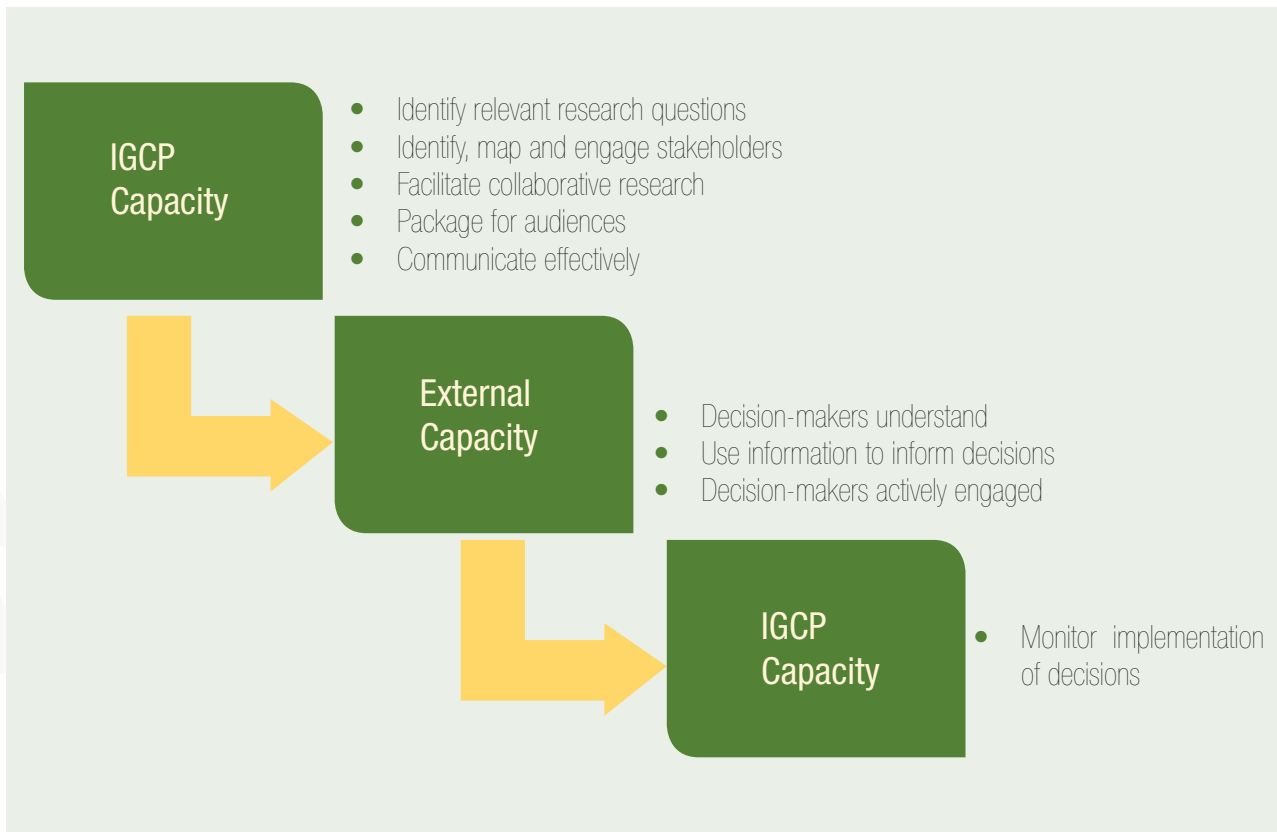
30 <http://www.thecihr.org/>



In terms of certification, the intention of IGCP, as previously mentioned in this strategy, is to ensure that by the end of this strategic period, the Certified Gorilla Friendly™ initiative has resulted in a stand-alone, self-sustainable programme.

As for the planning and/or monitoring processes supported in this strategy, whether vested with protected area authorities, local authorities, or other civil society actors, they will be designed to align to ongoing processes established in institutional or national policies such as revenue sharing, and compensation.

Further, the development of an action plan and spatial landscape plan which is led by the relevant authorities through a participatory process, will contribute to the sustainability of IGCP's contribution beyond its strategic period.



**Figure 3. Theoretical framework for research uptake process developed in 2015 leading to improved conservation.**

# IMPLEMENTATION TEAM

In addition to strong leadership and high levels of technical expertise in wildlife conservation, the following competencies are recognized as critical for IGCP:

- Ability to forge and develop relationships at all levels
  - Management of the coalition
  - Building social and political capital
  - Advising and supporting park management and civil society actors
- Commitment to respect human rights and to support equity and human wellbeing
- Conservation science, monitoring and learning
- Advocacy, communication and public relations
- Fundraising and donor relationships
- Administration and finance

In addition, the IGCP core team should be supported by specific coalition member expertise in:

- Conservation and landscape planning
- Social aspects of conservation
- Wildlife crime
- Sustainable finance
- Infrastructure impact mitigation
- Advocacy and communication
- Climate change

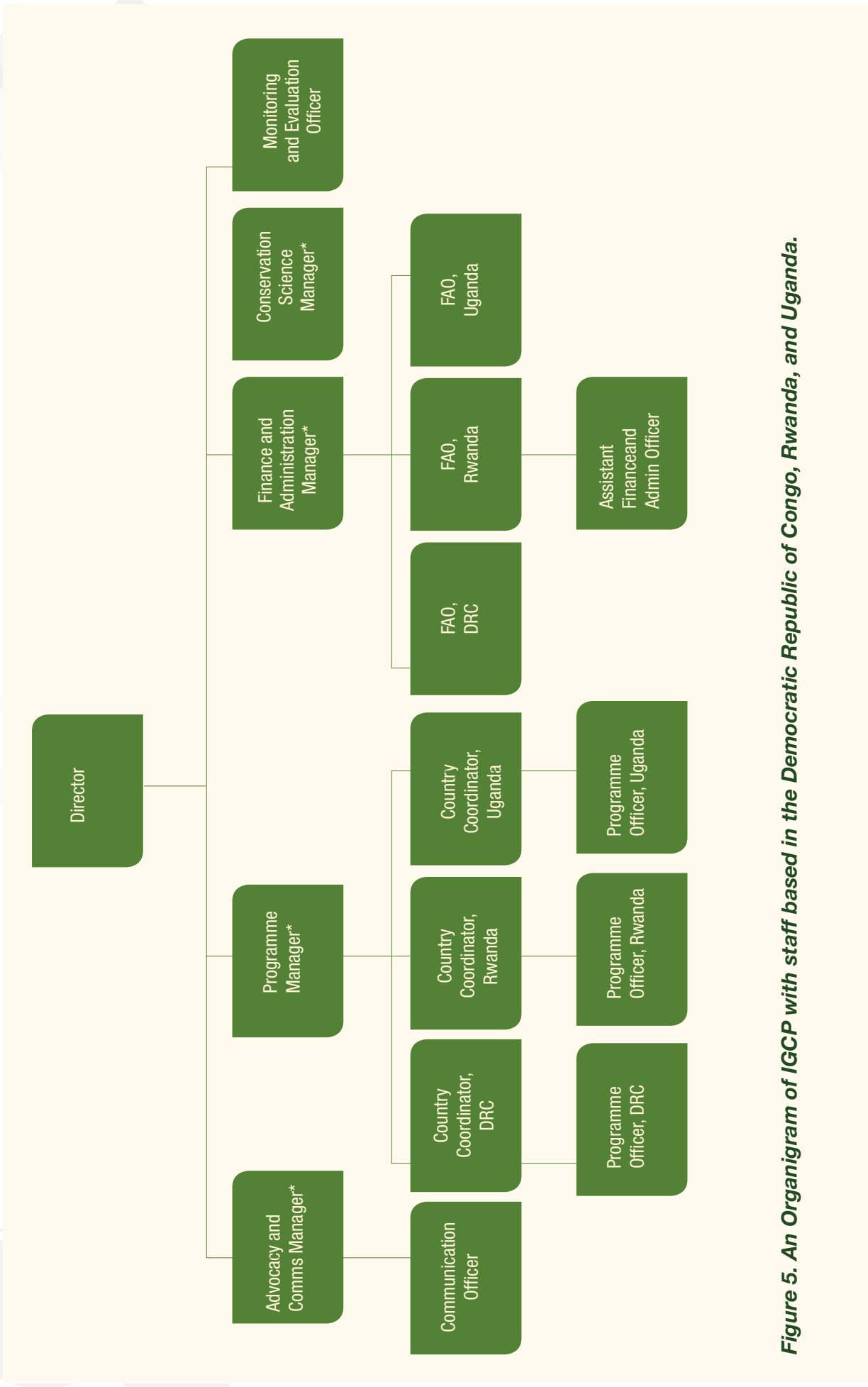
IGCP will seek to reinforce partnerships in the following area:

- Great Ape Tourism
- Health

IGCP will outsource the following services:

- Information technology
- Human resources (as needed)
- Legal (as needed)

The IGCP Director reports to a Coalition Board, and is supported by designated Focal Points and a Technical Advisory Group convened on an annual basis.



**Figure 5. An Organigram of IGCP with staff based in the Democratic Republic of Congo, Rwanda, and Uganda.**

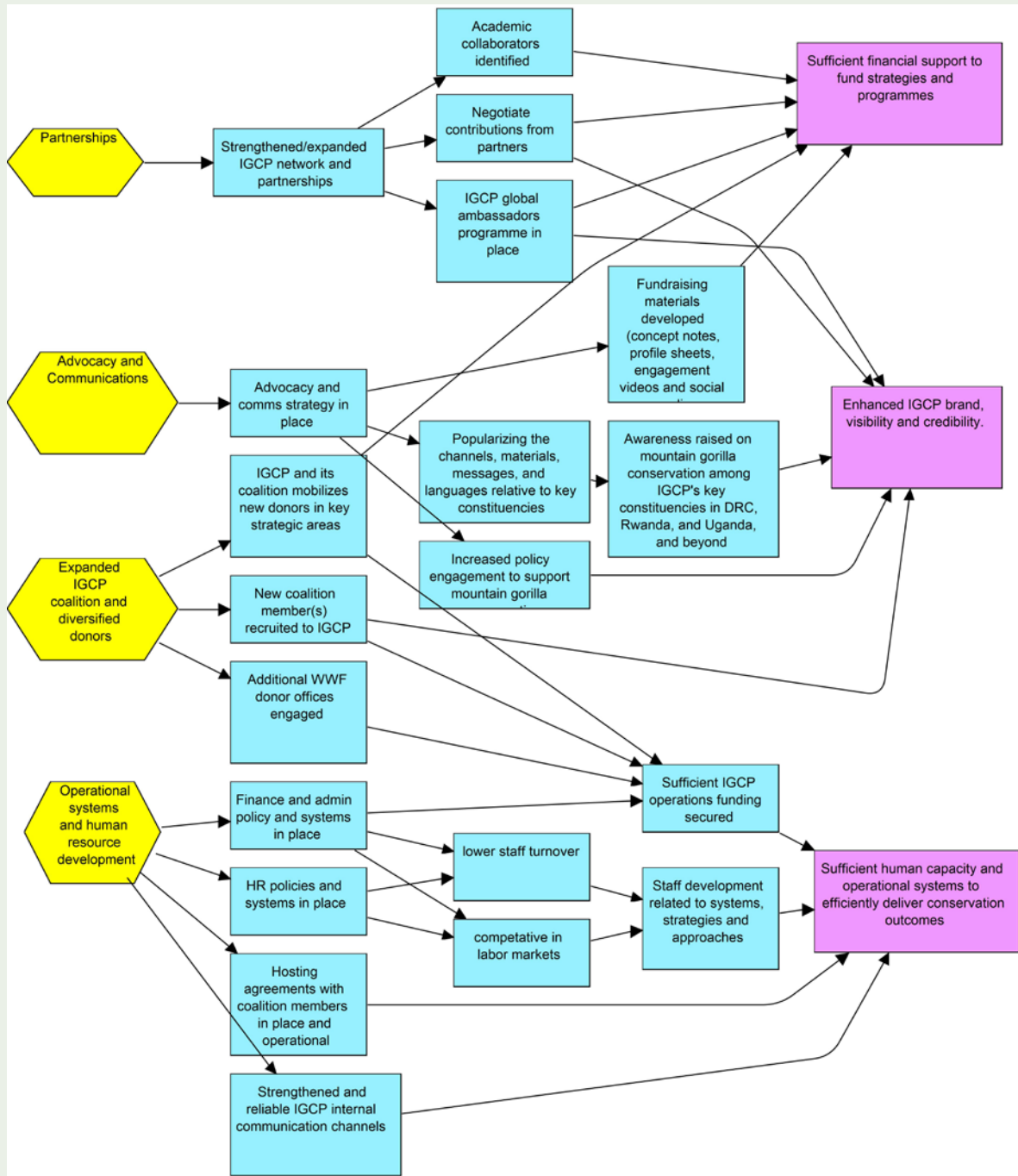


# REFERENCES

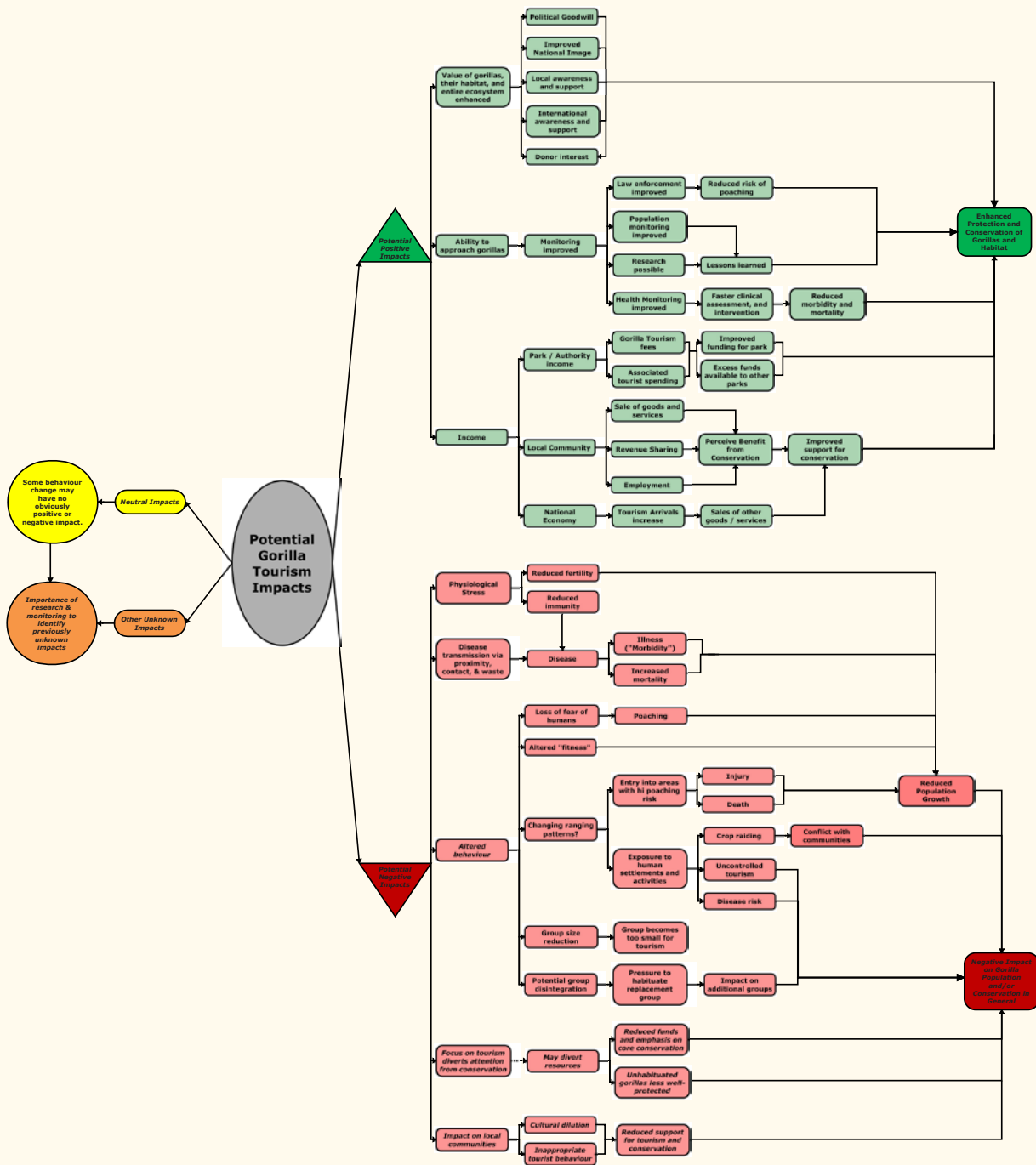
- Aveling, C., and A.H. Harcourt. 1984. A census of the Virunga gorillas. *Oryx*, 18 (1), 8-13.
- Barr, R., Burgués Arrea, I., Asuma, S., Behm Masozera, A., and M. Gray. 2015. Pave the Impenetrable? An economic analysis of potential Ikumba-Ruhija road alternatives in and around Uganda's Bwindi Impenetrable National Park. Conservation Strategy Fund. Technical Series No. 35.
- Caillaud, D., Ndagijimana, F., Giarrusso, A.J., Vecellio, V., and T.S. Stoinski. 2014. Mountain gorilla ranging patterns: influence of group size and group dynamics. *Amer. J. Prim.* 76, 730-746.
- Conservation Capital (Authors: Birnie, N. and G. Davies). 2018. Sustainability Plan for the Gorilla Friendly™ tourism standards and certification initiative. Private & Confidential. March 2018. 25 pp.
- Fauna & Flora International. 2016. Technical Proposal: Net Gain Feasibility Study. Proposed Infrastructure in Volcanoes National Park, Rwanda. August 2016. 12 pp.
- Franks, P., Small, R., and F. Booker. 2018. Social Assessment for Protected and Conserved Areas (SAPA): Methodology manual for SAPA facilitators. IIED, London. 99 pp.
- Granjon, A.C., Robbins, M.M., Arinaitwe, J., Cranfield, M.R., Eckardt, W., Mburanumwe, I., Musana, A., Robbins, A.M., Roy, J., Sollmann, R., Vigilant, L., and J.R. Hickey. Submitted. Growth or artefact? Estimating abundance and growth rates in a wild mountain gorilla population. *Anim. Conserv.*
- Gray, M., Roy, J., Vigilant, L., Fawcett, K., Basabose, A., Cranfield, M., Uwingeli, P., Mburanumwe, I., Kagoda, E., and M. Robbins. 2013. Genetic census reveals increased but uneven growth of a critically endangered mountain gorilla population. *Biol. Conserv.* 158, 230-238.
- Gray, M., McNeilage, A., Fawcett, K.T., Robbins, M.M., Ssebide, J.B., Mbula, D., and P. Uwingeli. 2009. Census of the Virunga mountain gorillas: complete sweep method versus monitoring. *Afr. J. Ecol.* 48, 588-599.
- Guschanski, K., Vigilant, L., McNeilage, A., Gray, M., Kagoda, E., and M.M. Robbins. 2009. Counting elusive animals: comparing field and genetic census of the entire mountain gorilla population of Bwindi Impenetrable National Park, Uganda. *Biol. Conserv.* 142, 290-300.
- Harcourt, A.H. and D. Fossey. 1981. The Virunga gorillas: decline of an 'island' population. *Afr. J. Ecol.* 19, 83-97.
- Hickey, J. R., and R. Sollmann. 2018. A new mark-recapture approach for abundance estimation of social species. *PLoS ONE*, 13(12), e0208726. <https://doi.org/10.1371/journal.pone.0208726>
- Hickey, J.R., Basabose, A., Gilardi, K.V., Greer, D., Nampindo, S., Robbins, M.M. and T.S. Stoinski. 2018. Gorilla beringei ssp. beringei. The IUCN Red List of Threatened Species 2018: e.T39999A17989719. <http://dx.doi.org/10.2305/IUCN.UK.20182.RLTS.T39999A17989719.en>
- Hickey, J.R., Granjon, A.C., Vigilant, L., Eckardt, W., Gilardi, K.V., Cranfield, M., Musana, A., Masozera, A.B., Babaasa, D., Ruzigandekwe, F., & Robbins, M.M. 2019. Virunga 2015-2016 surveys: monitoring mountain gorillas, other select mammals, and illegal activities. GVTC, IGCP & partners, Kigali, Rwanda.
- Holness, S. 2017. Towards a Habitat and Buffer Strategy for Mountain Gorilla: a landscape approach to dealing with habitat, linkage, corridor, buffer and boundary issues for mountain gorilla. IGCP technical report. 43 pp.
- Kalpers, J., Williamson, E.A., Robbins, M.M., McNeilage, A., Nzamurambaho, A., Lola, N., and G. Mugiri. 2003. Gorillas in the crossfire: population dynamics of the Virunga mountain gorillas over the past three decades *Oryx* 37, 326-337.
- Macfie, E.J. 2013. Mountain Gorilla Regional Tourism Policy Guidelines. Technical Report. IGCP.
- Macfie, E.J. and Williamson, E.A. Best Practice Guidelines for Great Ape Tourism. IUCN/SSC Primate Specialist Group, Gland, Switzerland, 2010.
- Martin, A., Rutagarama, E., Gray, M., Kayitare, A., and V. Chhotray. 2011. Lessons Learned: Transboundary Natural Resource Management. Pages 59-89 in 20 Years of IGCP: Lessons Learned in Mountain Gorilla Conservation. Kigali, Rwanda. International Gorilla Conservation Programme. 137 pp.
- McNeilage, A., Robbins, M.M., Guschanski, K., Gray, M., and Kagoda, E. 2006. Mountain Gorilla Census – 2006 Bwindi Impenetrable National Park. Summary Report.
- McNeilage, A. 2001. Diet and habitat use of two mountain gorilla groups in contrasting habitats in the Virungas. In *Mountain Gorillas: Three Decades of Research at Karisoke*. M. Robbins, P. Scotte, and K. Stewart (Eds.), Cambridge: Cambridge University Press.
- J. Refisch and J. Jenson. 2016. Transboundary Collaboration in the Greater Virunga Landscape: From Gorilla Conservation to Conflict-Sensitive Transboundary Landscape Management. In *Governance, Natural Resources, and Post-Conflict Peacebuilding*, C. Bruch, C. Muffett, and S. S. Nichols, Eds. London: Earthscan.
- Roy, J., Vigilant, L., Gray, M., Wright, E., Kato, R., Kabano, P., Basabose, A., Tibendad, E., Kühl, H., and Robbins, M. 2014. Challenges in the use of genetic mark-recapture to estimate the population size of Bwindi mountain gorillas (*Gorilla beringei beringei*). *Biol. Conserv.* 180, 249-261
- Sholley, C. 1991. Conserving gorillas in the midst of guerrillas. African Wildlife Foundation. In *American Association of Zoological Parks and Aquariums, Annual Conference Proceedings*, pp. 30-37.
- Tolbert, S., Makambo, W., Asuma, S., Musema, A., and Mugabukomeye, B. 2016. The Reported Costs and Benefits of Protected Areas in the Virunga-Bwindi Massif. Unpublished IGCP Report. (portions of the report later published in Tolbert, S., et al. 2019. The Perceived Benefits of Protected Areas in the Virunga-bwindi Massif. *Envir. Conserv.* 46(1), 76-83.)
- Twinamatsiko, M., Baker, J., Harrison, M., Shirhorshidi, M., Bitariho, R., Wieland, M., Asuma, S., Milner- Gulland, E.J., Franks, P., and D. Roe. 2014. Linking Conservation, Equity and Poverty Alleviation: Understanding profiles and motivations of resource users and local perceptions of governance at Bwindi Impenetrable National Park, Uganda. IIED Research Report, London. 104 pp.
- Vedder, A. and C. Aveling. 1986. Census of the Virunga population of Gorilla gorilla beringei. Coordinator's report. September 1986.
- Weber, A.W., and A. Vedder. 1983. Population dynamics of the Virunga gorillas: 1959-1978. *Biol. Conserv.* 26, 341-366.
- Wildlife Friendly Enterprise Network (Author: J. Stein). 2014. "Gorilla Friendly" Tourism Ecolabel Certification. Feasibility Report & Stakeholder Consultation Summary. 70 pp.

# APPENDICIES

## APPENDIX A: IGCP Strategic Objective 5 Result Chain



# APPENDIX B: Mountain Gorilla Tourism Impacts Mind Map (Macfie, 2013)





## APPENDIX C: IGCP Research Uptake Checklist

### Question Yes/No Comments

#### **Research/Science Preparation**

- Are you sure you are addressing the fundamental problem and not a symptom?
- Do you know how the data/information will be used and by who?
- Does the research directly contribute to IGCPs core objectives?
- Have you mapped relevant stakeholders?
- Have you ensured there is interest by stakeholders in the question/methods?
- Have you agreed what 'success' would look like at the end of the process?
- Have you ensured available capacity/resources for each stage?
- Will the information you produce will be ready in time to feed into any decisions? (if applicable)
- Have you agreed roles and responsibilities for each stage of the process?
- Have you thought about where coalition support may be needed?

#### **Research/Science Implementation**

- Are there plans for on-going engagement with stakeholders throughout the programme?
- Have you assessed the best route for implementation i.e. internal, partner, consultant?
- Have you considered the potential health and safety implications of fieldwork?

#### **Packaging**

- Have you identified and prioritised your audiences?
- Have you asked your decision makers how they would prefer the information presented to enable them to use it?
- Have you thought of a way to test and evaluate the effectiveness of different packaging?
- Are you producing different packages for different audiences?

#### **Communicating**

- Will outputs be published in peer review journals?
- Do you have a plan to ensure consistent messaging by IGCP and other relevant parties?
- Do you have a dissemination plan agreed by IGCP and other relevant partners?
- Have any appropriate influential bodies/influence makers been adequately informed?
- Stakeholder understanding and using
- Do you need to strengthen any particular stakeholder relationships to support research uptake? (ref. stakeholder directory)
- Are we targeting the appropriate level in the decision making authority?
- Are there plans to facilitate evidence-informed discussions with the key decision makers?
- Will an assessment of external capacity to make use of research results be done?
- Can we strengthen external capacity to make use of research results?

#### **Monitoring and Evaluation**

- Is there an appropriate monitoring and evaluation strategy?
- Is sufficient resource allocated to monitoring and evaluation?
- Is there a strategy for sharing learning on research uptake?





**Virunga National Park.**  
*Photo by; Allan Carlson.*



