

REPUBLIC OF RWANDA



MINISTRY OF TRADE AND INDUSTRY

Rwanda Wildlife Policy

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Acronyms and Abbreviations

GDP: Gross Domestic Product

HWC: Human Wildlife Conflict

MINALOC: Ministry of Local Government

MINICOM: Ministry of Commerce, Industry, Investment Promotion, Tourism and Cooperatives

MININFRA: Ministry of Infrastructure

NGO: Non-Governmental Organization

PAs: Protected Areas

REMA: Rwanda Environment Management Authority

RDB T&C: Rwanda Development Board, Tourism and Conservation Department/Direction

Definitions:

Biological diversity or Biodiversity: The variability among living organisms from all sources, including land based and aquatic ecosystems, and the ecosystems of which they are part. These include diversity within species, between species, and of ecosystems.

Biodiversity Indicators: (or objectively measurable indicators, OMI) are measures that summarise complex data into simple, standardised and communicable figures. They provide information and improve understanding of changes in environmental conditions.

Buffer Zone: A border area that acts as a barrier separating or surrounding an area designated for special protection. Some states have legislated buffer zones around certain ecosystems or protected areas to prevent damage and managed in ways that are compatible with conservation

Community: refers to a clearly defined group of users of land and wildlife, which may, but need not be, a clan or ethnic community. These groups of users hold a set of clearly defined rights and obligations over land and wildlife

Conservation: means the protection, maintenance, rehabilitation, restoration and enhancement of wildlife;

Conservation area: refers to any area (including National Parks and reserves) wholly or partially designated and registered for the conservation of wildlife.

Community Conservation Area: an area in which individuals who have property rights on land may carry out activities for the sustainable management and utilisation of resources without adversely affecting the resources and in which area the state may prescribe land use measure

Corridors: means areas used by wild animals when migrating from one part of the ecosystem to another periodically in search of basic requirements such as water, food, space and habitat;

Decentralisation: means the devolution of responsibility for planning, management and control of wildlife resources from the Institution in charge of Wildlife Management to the local delimited geographic and functional institutions at the regional, district and constituency levels.

Devolution: means the transfer of rights, authority and responsibilities by the Institution in charge of Wildlife Management to the local delimited geographic and functional institutions at the regional, district and constituency levels;

Dispersal Areas: means areas adjacent to or surrounding protected and community conservation areas into which wild animals move during some periods of the year;

Ecosystem: An ecosystem is a dynamic and complex community of organisms (plant, animal and other living organisms) together with their non-living environment interacting as an ecological and functioning unit.

Environmental Impact Assessment: assessment to ascertain possible adverse impact of a planned activity on the environment

Genetic Resources: means genetic material of actual or potential value;

Land Owner: means those with individual or corporate title to land or leaseholders and those with collective community customary rights;

Land Use: means activities carried out on a given piece of land;

Invasive Alien Species: means a species that is not an indigenous species or an indigenous species translocated to a place outside its natural distribution range in nature, but not an indigenous species that has extended its nature distribution range by natural means of migration or dispersal without human intervention. It includes viruses, fungi, algae, mosses, ferns, higher plants, invertebrates, fish, amphibians, reptiles, birds and mammals.

Management Plan: plan guiding the overall management of an area administered by a state or other agency. A management plan usually includes goals, objectives, standards and guidelines, management actions, and monitoring plans.

Multilateral Environmental Agreement: means international legal instruments for the regulation of activities affecting the environment particularly wildlife resources to which Rwanda is a Party.

National Park: means an area of land declared to be a National Park by or under this policy and applicable law;

Partnership: affiliation between RDB-T&C and other stakeholders, individuals or groups for the purpose of conserving or managing some aspect of biodiversity.

Policy: A definite course or method of action selected (by government, institution, group or individual) from among alternatives and in the light of given conditions to guide and, usually, to determine present and future decisions.

Protected area: An area of land and/or sea especially dedicated to the protection and maintenance of biological diversity, and of natural and associated cultural resources, and managed through legal or other effective means (IUCN, 1994).

Sanctuary: refers to an area of land or of water set aside and maintained , by government, community, individual or private entity, for the preservation and protection of one or more species of wildlife;

Species: means a population of individual organisms capable of mating with one another and producing fertile offspring in a natural setting and that share common and specialised characteristics from others;

Stakeholders: individuals or groups of individuals having a vested interest in conservation issue relating to a particular area, activity or topic.

Sustainable Use: means use of the natural resources, which does not degrade the productivity and health of ecosystems and habitats, nor compromise the ability of future generations to access and use the same.

Wetlands: means areas of marsh, fen, peat land, or water, whether natural or artificial, permanent or temporary, with that is static or flowing, fresh, brackish, salt, including areas of marine water the depth of which at low tide does not exceed 6 meters. It also incorporates riparian and coastal zones adjacent to the wetlands;

Wildlife: any wild and indigenous animal, plant, micro-organism or parts thereof within their constituent habitat or ecosystem on land or in water, as well as species that have been introduced into or established in a country;

Wildlife User Rights: means various rights granted to a person, community or organisation by the relevant competent authorities, that clearly defines each stakeholder's access to direct and indirect use of wildlife resources, in accordance with policy and legislation.

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1. Issue

Rwanda's wildlife is rich and diversified and constitutes a unique natural heritage that is of great importance both nationally and globally. Wildlife resources contribute directly and indirectly to the local and national economies through revenue generation and wealth creation.

Wildlife also plays critical ecological functions that are important for the interconnected web of life supporting systems, in addition to its socio-cultural and aesthetic values. Rwanda's wildlife protected areas significantly contribute to the production of global public goods and services, such as protection of biodiversity, climate stabilisation, carbon sequestration and global waters. Rwanda's major rivers originate or flow through wildlife-protected areas. Nyungwe National Park is known as the furthest source of the Nile. Thus, any adverse impacts on the ecosystems can dramatically and negatively alter humans' capacity to survive.

The Rwanda Wildlife Policy has been developed to ensure the sustainability and protection of Rwandan wildlife and address the following issues:

1.1 The lack of a clear national level conservation-planning framework

Conservation planning has taken place in an ad-hoc manner in the past. Wildlife and National Parks will in future need to be managed within broader land-use, landscape and rural development contexts. The National Parks will continue to serve as core and centrepieces of the conservation efforts, but will be complemented by other categories of conservation areas and conservation-based production systems.

1.2 National Parks are not sufficiently protected by current legislation

The existing National Parks are increasingly facing threats from human population pressure and illegal activities. As a result of these threats the parks have lost over 60 per cent of their land area over the past forty years. Stronger legal protection is therefore required to protect the existing and new parks. The Policy calls for clear demarcation, marking, gazetting and patrol of park boundaries, provides for the legal process under which park boundaries may be changed and provides stiffer penalties as a deterrent for poaching and other illegal activities.

1.3 Human-wildlife conflict has become an increasing threat to conservation protection

Human-wildlife conflicts constitute one of the most serious threats to the continued survival of Rwanda's National Parks. This Policy provides for the management of the conflicts through the formulation of strategy that rests on four pillars: community participation, equitable sharing of benefits from wildlife management, erection of physical barriers and establishment of payment mechanisms for wildlife damage.

1.4 Key stakeholders are not systematically involved in wildlife management and do not reap the full benefits

Participation and partnerships are becoming increasingly important for wildlife management, and is an important pillar of Rwanda's overall development strategy. This policy provides for the

creation of a governance system that integrates various stakeholders and clearly defines their responsibilities in the wildlife conservation and management. The policy shall regulate the participation of the public and private sectors, non-governmental organisations (NGOs), community based organisations (CBOs) and other non-state actors, as well as regional and international partners.

1.5 Skills in wildlife management are often insufficient

Human capacity in wildlife management is important across all levels – Government, civil society and the private sector. This policy aims to provide a whole range of scientific, technical and managerial skills necessary for planning and management of parks, as well as to develop multi-stakeholder participatory processes and skills for joint planning and community participation and capacity building opportunities.

1.6 Insufficient institutional capacity to efficiently and effectively manage wildlife and conservation

Conservation is a knowledge-intensive enterprise and increasing and up to date data and other information will be required. This knowledge will be generated through research and from collaboration with other knowledge centres around the world. This policy supports the intensification of research in the parks and for the dissemination and deployment of the findings in the conservation of wildlife and parks.

2. Context

Currently, Rwanda has no policy to guide the conservation, management and sustainable utilisation of wildlife and their habitats. A Rwanda Wildlife Policy is urgently required to correct this shortcoming. This Policy addresses Rwanda's need for long-term management of wildlife, inside and outside protected areas, as well as provide for the establishment and management of National Parks and other protected areas.

The country's three National Parks, although relatively small in total area, cover over 8.7 per cent of the country's total area and represent a very vital natural heritage. They are, and will remain at the very frontline in protecting this natural wealth, the ecosystems and the goods and ecological services they provide.

One of the major threats facing the country is the loss of biological diversity. Land use changes favouring agriculture and rural and urban development have led to the reduction and modification of natural areas, resulting in the extinction of, or threat of extinction to wildlife species and natural areas which serve as their habitats. Remaining wildlife populations are increasingly under threat and consequently opportunities for positive contribution to economic growth, wealth creation and increased employment, are being lost.

Rapid change of tenure and land use in areas neighbouring National Parks, associated land subdivision, fencing and conversion for other uses particularly agriculture, infrastructure and

urban development have exerted enough pressures on the parks, limiting wildlife movement and creating serious human-wildlife conflicts.

Environment generally, and conservation in particular cannot be regarded as a “by - the way”. They are one of the most important pillars – if not the most important – of sustainable development and deserve to be accorded priority in development discourse, national policy and planning processes and in allocation of resources.

This Policy provides a regulatory framework upon which, new strategies, approaches and partnerships for conservation shall be based, to ensure the survival of the parks and wildlife, and of the goods and services they provide.

3. Vision and goals

3.1 Rwanda’s Vision in Conservation

Sustained and maintained wildlife resources in a healthy ecosystem that benefits a dynamic and vibrant economy for the communities and the country.

3.2 Policy Goals

The sustainable management of the wildlife resources depends on sound principles, clear policies and guidance based on those principles, and the quality of decisions that stem from their consistent application.

The wildlife conservation goals set out in this policy are closely harmonised with other National Development Goals as set out in Vision 2020 and the Economic Development and Poverty Reduction Strategy – EDPRS. The Policy also supports and complements other sectoral policies, in particular, the environment, biodiversity, forestry and water policies.

The Rwanda Wildlife Policy is based on the following over-arching philosophical framework:

Recognising that:

- Wildlife is a national heritage and a vital component of Rwanda’s biological diversity;
- Wildlife is the cornerstone of Rwanda’s tourism sector, a major contributor to GDP and has the potential to contribute further to the well-being of the country’s people;
- Wildlife, their habitats and ecosystems constitute a fundamental natural capital and provide services that are essential for life and sustainable development of the country;
- Wise utilisation of wildlife resources and the protection and rational management of ecosystems are essential for a sustainable and equitable development.
- Steps must be taken to stem the rapid decline of wildlife populations and their habitats;

- A balance must be established between national development needs and wildlife conservation in order to ensure long term sustainability, and
- Acknowledging the goal and guiding principles underpinning the Rwanda’s Vision 2020, the Environment and the Biodiversity Policies and the indisputable value of wildlife resources as a national asset and their national contribution to the national economy.

The goal of this Policy is therefore to: Provide a framework for conserving, in perpetuity, country’s wildlife, rich diversity of species, habitats and ecosystems for the well-being of its people of Rwanda and the global community.

To achieve the stated goal, GoR, on behalf of the people of Rwanda, and all the stakeholders will strive to:

- I. Promote national level conservation planning ensuring that wildlife is protected
- II. Develop and enhance National Parks
- III. Create conditions where people and wildlife can co-exist and have as little negative impact on each other as possible
- IV. Encourage wide stakeholder participation in the management of wildlife and equitable distribution of economic benefits
- V. Build the human capacity for the management of wildlife at all levels of Government, civil society and the private sector
- VI. Develop institutional capacities to enable efficient and effective management of wildlife

3.3 Policy Principles

This Policy and subsequent laws, programs and activities to implement it will be based on, and guided by the following principles:

- Sustainability: Ecosystems and parks shall be used and managed in ways that will, wherever possible, ensure that their significance can be appreciated by current and future generations;
- Systematic (or integrated) Conservation Planning: An integrated planning approach recognises the interconnectedness and the interaction between different components, resources, sectors and institutions within each ecosystem. It makes planning conservation and management decisions more credible and more defensible in the face of competition for scarce resources. It also greatly improves the quality of decisions that can be made by conservation planners.

- Management: Wildlife resources in National Parks, other categories of PAs, and those outside protected areas shall be conserved and managed in ways that ensure their protection, sustainable utilisation, and reduction of human/wildlife conflicts;
- Wildlife conservation will be recognised and promoted as a viable land use option, within the broad national and regional land use and development plans, respectively.
- Parks as Models: In the face of decreasing wildlife populations and related biodiversity, throughout the country, the National Parks shall be models for management of healthy, natural, sustainable ecosystems and for wildlife communicating the message that a robust park system has social, economic as well as ecological benefits.
- Information exchange - Conservation resources and information systems will be developed and made accessible to the public, and the institutions involved in the management of wildlife resources do so in an open and transparent manner, and share information to support joint planning and collaboration;
- Application of adaptive management: The challenges facing wildlife conservation means that efforts be concentrated on creating and adapting to new approaches to more closely link science, management and policy at an ecosystem level;
- Social justice and Equity: The country's biological resources shall be utilised, developed and managed in ways that promote equitable and sustainable socio-economic development for current generations without prejudicing the benefits and opportunities of future generations;
- National security Issues: Environmental degradation and scarcity of resources (water, fuel wood, fertile land, forests, and fisheries) have been identified as key contributors to political conflict. National security, social justice, the economy, and human health will be appropriately considered in conservation because each of these issues is dependent to some extent on the structure, functioning, and resiliency of ecological systems; and
- The precautionary principle: When an activity raises threats of harm to human health or the environment, precautionary measures shall be taken even if some cause and effect relationships are not fully established scientifically.

Through this policy and the principles and values it enshrines, the government and people of Rwanda commit themselves to become architects of a sustainable future. In transforming this vision into action, the GoR and its institutions will provide leadership, guidance, systems and processes and, mobilise the necessary resources within a framework of long-term commitment that spans different sectors and generations.

4. Analysis

4.1 Major Drivers and Threats to Wildlife

Wildlife and park management are an important component of sustainable environmental management. This policy is required to provide for their long-term management and to address the serious pressures and threats they face.

The demographic growth places great demands on land and natural resources. These pressures generate serious environmental problems including the loss and the degradation of the ecosystems and key habitat, deforestation, reduction of the water levels, erosion as well as the loss of biodiversity.

The activities that pose threats to wildlife include: the destruction of biotopes, poaching, illegal trade; illegal wild fires, illegal mining, uncontrolled introduction of exotic species and overexploitation of biological resources. The regression of natural ecosystems is accompanied by loss of wildlife. The loss of the flora and the fauna is widespread in the whole country where habitats have been changed or destroyed.

The Rwanda Environment Outlook (2009) has succinctly laid out the major drivers of biodiversity loss in Rwanda to include:

- a. *Land use changes*: Land use changes, particularly agriculture and rural and urban development, have negatively affected wildlife across the landscape;
- b. *Destruction of habitats*: While habitats provide an important resource base for rural people's livelihoods, rapidly increasing populations and other complex socio-economic factors have put enormous pressure on the limited productive land forcing the rural poor to resort to poor land use practices for subsistence;
- c. *Natural disasters*: These are caused by climatic and seismo-volcanic disturbances and include drought, torrential rains, floods, landslides, earthquakes and volcanic eruptions;
- d. *Loss of Ecosystem Services*: Human activities have impaired the flow of ecosystem services on a large scale modifying or destroying natural ecosystems and causing deterioration of ecological services;
- e. *Inadequate Incentives*: Currently there are inadequate incentives to motivate communities and land owners to adopt land use practices that are compatible with conservation and management;
- f. *Stakeholder Participation in Biodiversity Conservation*: Since Rwanda's conservation policies are premised on the principle that "Conservation is everybody's business", participatory processes need to be developed to ensure participation of various stakeholders;
- g. *Inadequate accurate scientific data*: There is a dearth of comprehensive studies detailing Rwanda's biodiversity;
- h. *Biopiracy*: Biopiracy of genetic materials, soil micro-organisms, animals, genes and indigenous knowledge identified, developed and used by local communities, researchers and scientists is both a threat and a challenge to wildlife conservation and management;

- i. **Climate change:** Globally, the climate is changing resulting in direct physiological impacts on individual species, changes in abiotic factors, changed opportunities for reproduction and recruitment and altered interactions among species;
- j. **Invasive alien species:** Invasive alien species are a major threat to wildlife resources

Addressing Rwanda's Socio-Economic Challenges

Rwanda has emerged from years of conflict and war, with a determination to manage out of conflict and focus on long-term national development. Through its "Vision 2020", it has articulated its goals and commitment of establishing a competitive, diversified and balanced economy by the year 2020. The Vision aims at enabling the people of Rwanda to exit out of underdevelopment and poverty, in the context of a stable political environment based on peace and stability.

Wildlife and other biological resources make a number of contributions to the well-being of the people of Rwanda, and as such, there is an obligation for government to ensure that these important renewable natural resources are used wisely.

Wildlife contributes to community livelihoods in terms of food, medicine, energy, shelter, and a number of social values. Because of these significant contributions, the sustainable conservation of these resources is vital.

This policy provides for incentives, capacity building and knowledge, to build the wide public support, required to conserve wildlife resources for their contribution to poverty reduction. It thus provides options and strategies for implementing the Vision 2020 goals on environmental sustainability.

Addressing Policy Related Challenges

The regulatory framework (policy and law) for wildlife conservation in Rwanda does not exist. However the current management follows instruments dispersed between several sectoral legislations. The process of formulating policies and laws in various sectors is advanced. This policy adds to the suite of Government policies (biodiversity, forestry, water and sanitation, environmental health) and fills the gaps in wildlife and park management.

Wildlife Conservation and National Development

Rwanda's wildlife sector generates many economic benefits for the country, with park based tourism being the largest single source of revenue. In 2011 the parks generated 10.1 Million USD to the national coffers, from park entrance fees and other charges.

The total foreign exchange earnings resulting from tourism during the same period were estimated to 251 Million USD which is a contribution to GDP of 3.7% in 2011.

4.2 Conservation Achievements

Substantial gains and progress have been achieved over the last fifteen years. With better management and protection, community and regional and international partnerships, notable conservation achievements have been realised. Wildlife populations, including that of the Mountain Gorillas have been on a steady increase over the last fifteen years. Parks are now better managed and protected, and their ecological integrity more assured.

Revenues from park tourism have steadily increased, making significant contributions to the national economy and to local livelihoods of the communities neighbouring the parks.

This policy seeks to address the challenges and build on the achievements in order to move wildlife conservation in Rwanda a higher next level.

5. Preferred Options

5.1 Policy Goal: To ensure that wildlife inside and outside protected areas are managed within a comprehensive national conservation plan

Rwanda's protected areas generally encompass biologically rich habitats, which contain most of the country's remaining wildlife. The challenges of conserving wildlife in protected areas as well as outside of these areas require a national level planning structure.

Policy Objective 1.1: Increase the area under the protected area system to at least 10 per cent of the national territory by diversifying ownership and management regimes.

Preferred policy options to achieve this objective:

- Enact a Wildlife Law to govern the establishment of various categories of PAs, including gazetting them, extension, excision and management.
- Prohibit mining and other ecology-disrupting activities within PAs, except under very strict legal conditions.
- A National Conservation System Plan is formulated comprising of various categories of protected areas and reserves, sacred sites, cultural landscapes, national monuments and multifunctional productive systems covering the full range of ecosystems found in Rwanda.
- Ecological Gap analysis is undertaken as a means of assessing the status of wildlife and their habitats, and mapping of biodiversity and identifying the critical areas requiring protection. The maps shall subsequently be used as a basis for establishing new protected areas, to support decision making for zoning, or establishment of buffer zones and corridors.

Policy Objective 1.2: To establish and implement comprehensive management systems for PAs that integrate conservation, protection, sustainable use, community participation and best management practices, in order to improve management effectiveness and long-term sustainability

Preferred policy options to achieve this objective:

- Management Plans are formulated for each PA to interpret and integrate a range of policies, treaties, strategies, business plans and legislative requirements into framework that guides management of each protected area to achieve objectives of conservation, national goals, and stakeholder expectations.
- Privatised some park activities and operations in order to improve efficiency in the use of scarce resources
- Planning strategies and best management practices are implemented on basis of principles and approaches that ensure the effective management and achievement of conservation goals.
- Park Zone techniques are used for evaluating and classifying park land according to diversity of the resources, their vulnerability, and the desired conditions or the management objectives for different units in a protected area.
- Management effectiveness evaluation is carried out to assess the appropriateness of management systems and processes, and the delivery of protected area objectives.

Policy Objective 1.3: To develop new strategies, that link protecting wildlife resources with human needs and harness the investment opportunities offered by biodiversity to generate and equitably share economic benefits.

Preferred policy options to achieve this objective:

- Raise awareness among stakeholders and the public at large on the overarching value of wildlife, and of the role of the business community.
- Support the development and promotion of business and wildlife initiatives and provide appropriate incentives to develop public-private partnerships in the conservation, sustainable use of wildlife, and development of business models for marketing environmental services
- Promote bio-prospecting and access to genetic resources in PAs, which can contribute to wildlife conservation through royalties and value addition to wildlife by products.

5.2: Policy Goal: To develop and enhance protected areas

National Parks are the key areas for protecting and conserving the diversity of wildlife, as well as providing hubs for ecosystem services centred on the enjoyment of wildlife. National Parks will

need to be developed further to ensure greater protection of the wildlife as well as bringing greater economic benefits to Rwanda and to the communities in surrounding areas to the Parks.

Policy Objective 2.1: Wildlife in protected areas conserved, managed and wisely used and their socio-economic benefits optimised

Preferred policy options to achieve this objective:

- Update quantitative and qualitative assessments and censuses of wildlife, biodiversity and their habitats in the PAs as part of the national baseline assessment. This information will be vital for making decisions on the management and protection of these resources.
- Put in place mechanisms to identify, control and eradicate invasive alien species by a combination of biological control, combined with mechanical removal like cutting or pruning; in collaboration with communities and relevant agencies.
- Develop tools for sustainable use of wildlife resources
- Monitor, control and reduce the risks of the transmission of diseases between livestock, wildlife and humans.

Policy Objective 2.2: Extend existing National Parks and establish new National Parks and/or other categories of PAs in unrepresented ecosystems as a means for conserving biodiversity, wildlife, and protecting threatened species, habitats and ecosystems;

Preferred policy options to achieve this objective:

- Survey eco-systems to identify wildlife that is threatened and that would be feasible for protection.
- Transparent criteria are established for the selection of sites for new PAs. The highest priority will be placed on preserving and conserving the most unique natural resources based on biodiversity and linkage to park systems.
- Transparent criteria are established for long-term leases and management agreements with reputable entities that demonstrate capacities to contribute additional financial and technical resources and expertise for enhanced park planning and management.

Policy Objective 2.3: To develop and implement an effective law enforcement programme as a key success factor in ensuring that PAs maintain their biodiversity, wildlife and economic and cultural values.

Preferred policy options to achieve this objective:

- Put in place an appropriate regulatory framework, coherent enforcement mechanisms for all law enforcement organs (park staff, police and judiciary), for the general control, direction and management of park and wildlife security countrywide.
- Authorise park rangers to carry arms and use them in the performance of their duties when necessary and appropriate.

- Put in place and implement trans-boundary collaboration mechanisms for law enforcement and wildlife monitoring where the PAs border another country
- Institute mechanisms to encourage and develop capacity for compliance by neighbouring communities and reporting of law violations to park and local authorities as the first line of defence in protecting park resources.
- Develop well-trained, well-equipped, and motivated teams of rangers for effective patrolling, monitoring and protection of park resources.
- Ensure that local enforcement efforts to secure wildlife resources are backed by neighbourhood support.
- Sensitise law enforcement organs, policy and law- and decision makers on the importance of wildlife conservation and on the important roles they must play in the enforcement of wildlife policy and law
- Develop fire management and/or fire disaster plans for prevention, early detection and suppression of wildfires in and around protected areas.

Policy Objective 2.4: To ensure the development of adequate infrastructure for Protected Areas management and tourism promotion

Preferred policy options to achieve this objective:

- Provide adequate and appropriate infrastructure in and around Protected Areas for security, monitoring, fire control, and for mobility by staff and visitors.
- Provide adequate and appropriate park infrastructure for new Parks for security, monitoring, fire control, and for mobility by staff and visitors.
- Ensure that limits of acceptable change (LAC) evaluations are undertaken to provide objective means of determining the desired conditions in each park and management zone and the level of development that can be allowed without impairing the desired ecological or aesthetic conditions.
- Facilitate the undertaking of environmental impact assessments for all proposed developments and environmental audits of all existing facilities in and around PAs and impose necessary restraints based on the findings.
- Develop environmental standards for the use of parks by tourists and other visitors, in order to maintain their environmental integrity.

Policy Objective 2.5: To develop a financial strategy to mobilise adequate and sustainable financing that is fundamental to effective wildlife management and conservation

Preferred policy options to achieve this objective:

- Develop systems for economic valuation, marketing and payment for ecosystem services and non-traditional goods such as medicine.

- Promote coordination with international organisations, private sector and NGOs to mobilise resources for more effective financial and technical support for PAs.
- Prepare financial sustainability strategies and business plans for National Parks that identify various funding opportunities and mechanisms, ranging from market-based to internal funding systems.
- Develop long term funding mechanisms for conservation recognising the fact that conservation of biodiversity and management of PAs require long term funding commitments, especially given the global importance of biodiversity and the ecosystem services provided by PAs.

5.3 Policy Goal: To create conditions where people and wildlife can co-exist and have as little negative impact on each other as possible

Conflict between people and wildlife today ranks amongst the main threats to conservation in Rwanda - alongside habitat destruction and poaching, and represents a real challenge to national and district governments, other stakeholders.

Human-wildlife conflicts (HWCs) occur when the needs and behaviour of wildlife impact negatively on the goals of humans or when the goals of humans negatively impact the needs of wildlife. As human activities continue to intensify in and around protected areas, HWCs escalate. Consequently, if PAs and other pertinent authorities fail to address such conflicts adequately, local support for conservation declines.

Policy Objective 3.1: Set up a regulatory framework for management of wildlife and their habitats outside protected areas as a contribution to both species conservation and socio-economic development.

Preferred policy options to achieve this objective:

- Develop and grant user rights to decentralised structures, private and community entities, administered by new District and community wildlife conservation committees
- Strengthen the ecological security and functioning of Protected Areas through the designation and establishment of buffer zones, migratory corridors and wildlife dispersal areas.
- Update quantitative and qualitative assessments of wildlife, biodiversity and their habitats outside PAs as part of the national baseline assessment. This information will be vital for making decisions on the management and protection of these resources.
- Provide incentives for landowners and farmers operating on privately owned or leased land to adopt wildlife management principles, to include wildlife farming and private PAs.

- Identify and prioritise viable wildlife user rights, species and potential areas and put in place appropriate guidelines, regulations and standards and institutional framework to regulate wildlife resource use under various wildlife user rights regimes.
- Put in place a regulatory framework based on the wildlife law for the control of trade in wildlife and their products, in cooperation with other local, national and international law enforcement agencies.

Policy Objective 3.2: To manage conflicts between people and wildlife, ensuring that they can co-exist and have as little negative impact on each other as possible

Preferred policy options to achieve this objective:

- Develop transparent long-term conflict mitigation and monitoring strategies in participatory and multidisciplinary processes.
- Manage the size of populations of problem animals through selective killing, regulated harvesting, translocation and controlling their reproduction.
- Erect physical barriers such as fences, stone walls, moats and trenches that restrict movement of wildlife outside of parks.
- Establish a Problem Animal Control Units at central and PA levels to deal with and advise on problem animals, especially outside the parks.
- Where conflicts occur across national boundaries, put in place measures for managing conflicts within a trans-boundary natural resource management framework.

5.4 Policy Goal: To encourage wide stakeholder participation in the management of wildlife and equitable distribution of economic benefits thereof

Biodiversity and wildlife occur in various and diverse scales and on public, communal, corporate and private lands. This raises the need to broaden involvement in conservation through multi-stakeholder participation, coordination and development of multiple approaches to management of wildlife.

Policy Objective 4.1: To establish and develop formal and informal ties and partnerships among stakeholders enabling each group to make positive contributions to wildlife conservation and management.

Preferred policy options to achieve this objective:

- Promote, establish, support and strengthen partnerships between local, national and international stakeholders as viable models for collaboration in wildlife conservation in promoting environmental stewardship.

- Establish and support management arrangements for protected areas through formal agreements as a viable approach to the management of protected areas and/or other categories of conservation areas, corridors and buffer zones.
- Develop new professional skills for multi-stakeholder participatory management and joint planning.
- Facilitate Private Sector participation in wildlife management as investors or donors, and to contribute their technical, managerial and financial resources and expertise to conservation.
- Promote and support communities' conservation initiatives as an integral part of a participatory and viable partnership for the conservation and management of wildlife inside and outside PAs.
- Implement Conventions, Agreements and regional programmes as tools for regional collaboration in conservation and equitable sharing of benefits from trans-boundary ecosystems and resources.
- Strengthen international cooperation and partnerships for mobilising resources, knowledge and expertise for the implementation of regional and national conservation programmes.
- Domestication conservation-related MEAs in national environmental and conservation policies and laws and establish mechanisms for their effective implementation and coordination.

Policy Objective 4.2: To develop and promote outdoor recreation for people of all ages and backgrounds, based on the opportunities provided by PAs for engaging in a broad range of pursuits that enable them to "re-create" and find self-renewal.

Preferred policy options to achieve this objective:

- Create leisure opportunities for citizens through a healthy interaction with nature.
- Advocate and promote outdoor nature and open space conservation, for recreation and for other considerable public benefits they provide.
- Facilitate the collaboration between the nation's park and recreation professionals to prepare a broad strategic overview of the country's recreation needs and to build partnerships to meet those needs

Policy Objective 4.3: To develop and grow conservation volunteerism and the opportunities to provide additional private resources for the PAs and the added value.

Preferred policy options to achieve this objective:

- Develop a volunteer outreach program, including Umuganda to enhance park management.

- Promote, support and facilitate the formation of a professional Conservation Association in Rwanda as a knowledge platform for information sharing, professional development, mentoring of future conservation leaders and promoting the development of conservation science and its application in developing best practices in conservation.

Policy Objective 4.4: To engage with the Rwandan community, and ensure that the specific needs of youth and women are considered and addressed within the context of promoting sustainable and successful conservation and management of wildlife.

Preferred policy options to achieve this objective:

- Mainstream gender issues and gender equity into wildlife conservation and management policies and programmes.
- Empower the youth to become catalysts for wildlife conservation by providing tools, mechanisms and opportunities that enable them to participate more effectively.

5.5 Policy Goal: To build the human capacity for the management of wildlife at all levels of Government, civil society and the private sector

Effective wildlife conservation shall depend upon an informed public and trained professionals working within effective institutions. As management issues become more complex, the need for knowledge and expertise for wildlife and park management and biodiversity conservation is continuously growing. Training and creation of skills shall be accorded the highest priority.

Policy Objective 5.1: Capacity building shall be the cornerstone of effective conservation planning in Rwanda and shall be developed across all the policy components and levels of the Institution in charge of wildlife management and other conservation organisations.

Preferred policy options to achieve this objective:

- Build a cadre of professional resources at national, district, PAs and community levels, which is essential for the long-term sustainability of the natural ecosystems and the goods and services they provide.
- Provide a whole range of scientific, technical and managerial skills necessary for planning and management of protected areas, wildlife management; wildlife assessments, ecological monitoring.
- Develop Multi-stakeholder participatory processes and skills, in understanding the needs, rights, and cultural practices of people living in and around protected areas, for joint planning and community participation for effective management of PAs;
- Undertake training needs assessment to determine the training and skills needed for wildlife management to develop a Training Programme in collaboration with national and regional training institutions.

5.6 Policy Goal: To develop institutional capacities to enable efficient and effective management of wildlife

The Institution in charge of Wildlife Management will in future, play an increasingly important role in coordinating the conservation activities of different sectors and multiple stakeholders. To enable it do this as efficiently as possible, it is important that its mandate is reviewed and redefined to reduce conflict and ambiguities and improve on accountability.

Conservation and sustainable utilisation of biological resources requires that accurate information on the extent and distribution of such resources is available. This information contributes to the formulation of national policies, strategies, plans and programmes.

Balancing the demand for ecosystem products and the responsibility for protection requires better knowledge of the interaction between ecosystem components. The long-term preservation of wildlife and their ecosystems requires scientific knowledge about populations, communities, and the ecological processes upon which sustainable ecosystems depend. The success of our PAs in preserving natural ecosystems depends, in large part, on the abilities to provide support for the science that is necessary to understand the basic ecological processes on which sustainable ecosystems depend.

Policy Objective 6.1: Develop the institutional capacities for wildlife management and ensure that PAs are efficiently managed, coordinated and provided with adequate financial and technical resources to achieve the desired conservation outcomes.

Preferred policy options to achieve this objective:

- Undertake an in-depth review of the mandates of the current Institution in charge of wildlife management and other conservation organisations and facilitate a participatory process for re-defining and re-focusing the mandates, roles and responsibilities.
- Allocate adequate financial, technical and human resources for park and wildlife management.

Policy Objective 6.2: Provide best management practices for wildlife resources knowledge, data and other information on which park management and conservation decisions are based.

Preferred Options to Achieve Objective:

- Ensure that resource managers working on the ground to protect and conserve the most vulnerable areas of the country have direct and timely access to information and services essential for managing resources.
- Facilitate the generation and exchange of knowledge and expertise about conservation and PAs in order to enhance professionalism and thereby improve the quality of conservation planning and management.

- Establish an annual forum of policy makers, academicians, resources managers and research scientists to identify research needs and priorities, for analysing, disseminating and applying research results.
- Establish a national database for managing information on wildlife resources

Policy Objectives 6.3: Generate and apply knowledge as a sound foundation for understanding the ecosystems, and for developing comprehensive strategies for effective ecosystem development and management

Preferred Options to Achieve Objective:

- Facilitate the development of wildlife resources indicators and other tools for biodiversity assessments and monitoring,
- Draw up a Research Plan and protocols for collaboration between the Institution in charge of Wildlife Management and other research institutions;
- Undertake long-term Ecological Monitoring of ecosystems and ecological processes to provide resource managers with a feedback mechanism as a basis for adaptive management.
- Document the achievements, experience and lessons learnt and their use to improve and support planning and adaptive management. The information generated will be shared and disseminated with through websites, technical reports and other appropriate means.

6. Stakeholder views

Management of protected areas in particular, and conservation generally, is of interest for many stakeholders. Many institutions in and outside government, are involved at various levels in managing wildlife and protected areas.

For over one year, MINICOM, which is currently responsible for wildlife, has collaborated and consulted with key stakeholders in formulating a Rwanda Wildlife Policy that will define the national conservation goals and principles upon which it shall be based. The participatory and consultative approach, involved a number of measures aimed at achieving the following objectives:

- a. Defining national wildlife conservation goals and aspirations;
- b. Collecting and analysing information necessary for making accurate and informed decisions about wildlife conservation and management;
- c. Placing ownership of the Wildlife Policy in the public domain;
- d. Building consensus among stakeholders and thus establishing public confidence in the formulation process to enhance opportunities for implementation;

- e. Establishing synergies and areas of complementarity with other relevant sectoral policies to ensure consideration of cross-cutting issues; and
- f. Identifying relevant regional and international wildlife policies and laws and incorporate them in the wildlife policy.

The formulation process was coordinated by a National Coordination Committee (NCC) through the following consultative activities:

- a. Three (3) sites (Akagera, Nyungwe and Volcanoes) stakeholder meetings;
- b. Consultations with relevant institutions;
- c. Consultations with individuals with expertise or insights in specific policy components;
- d. Focused group meetings with specific experts or partner institutions; and Literature review and use of internet-based resources

7. Implementation Plan

7.1 Implementation and Coordination of Rwanda Wildlife Policy

In pursuing a coordinated approach to the implementation of policy, planning, and management of wildlife resources, four key issues shall be taken into consideration:

- Raising awareness of the importance and profile of conservation of wildlife resources.
- Highlighting the linkage between wildlife resources management with every aspect of our daily lives.
- The importance of developing partnerships, processes and mechanisms for coordinating the contributions of multiple stakeholders, disciplines and strategies.
- The possibility of transforming the available wildlife richness into income generating products and services through a supportive and appropriate regulatory framework to ensure the critical balance between ecological conservation and ever expanding human demands based on scientific evidence.

This policy shall be implemented at two levels:

Supervisory Level: The Ministry responsible for Wildlife shall provide the overall policy guidance and supervision, and monitor how it is implemented; coordinate with other national policies. This shall be done with the advice of and consultation with relevant sectors such as environment and natural resources, agriculture, water and others.

Technical Operations: The Institution in charge of Wildlife Management shall be designated and mandated as the implementing institution for the Wildlife Policy. The Institution shall be mandated to conserve the country's wildlife and to protect and maintain the country's protected

areas. New categories of protected areas proposed under this policy will also fall under the institution.

Government shall:

- Establish appropriate institutional and legal framework and provide adequate systems and resources for implementation, monitoring and evaluation of impact and outcomes of the objectives set out in the policy.
- Establish a Wildlife Unit at the Ministry responsible for wildlife policy implementation through monitoring and coordination with other sectors.
- Put in place mechanisms for the participatory implementation of the Rwanda Wildlife Policy.
- Facilitate collaboration and coordination between the Ministry, the Institution in charge of Wildlife and other sectors that are relevant to this policy.
- Provide the Institution in charge of Wildlife Management with clear mandate and adequate technical, financial and human resources to implement the new roles and responsibilities in accordance with the provisions of this policy.
- Advance the principles of sustainability, practicing and demonstrating environmental stewardship in the management of wildlife resources. Provide leadership, harmonisation and coordination of the roles of various wildlife stakeholders in and outside government.

7.2 Implementation Strategy

The detailed Implementation Plan of this Policy is presented in Annex 1 and should involve both Government and non-government stakeholders. In addition to this the following should take place:

- Institute periodic review of plans and programmes as experience and more information are gained.
- Establish mechanisms for and support devolved wildlife management institutions at the district and community levels for effective participation of local communities, private sector, individual land-owners and other stakeholders in wildlife sector planning, implementation and decision making.

7.3 Monitoring, Evaluation and Learning

There should be a plan for regular monitoring and evaluation of the implementation of the Wildlife Policy, to provide the basis for reviewing and addressing on going changes and improve planning and management.

- The Ministry responsible for Wildlife and the Institution in charge of Wildlife Management, in collaboration with other stakeholders and partners, shall develop a detailed monitoring and evaluation plan to track progress, and document and apply lessons learned to enhance planning and implementation of policy and conservation programmes.
- The Institution in charge of Wildlife Management shall collaborate with relevant national agencies and international partners to develop indicators for monitoring and reporting on trends in wildlife, and to evaluate progress towards sustainability.
- Monitoring and Evaluation will be undertaken at policy, institutional ecosystem and protected areas levels, and shall include long-term ecological monitoring of ecosystem components and functions.

8. Financial implications

Conservation and protected area management in Rwanda have traditionally relied on public funding, with an increasing coverage by revenues from especially gorilla-based tourism. However, resources available for conservation continue to decline in relation to conservation and management needs and the pressures and threats PAs face, and more urgent demands and higher priorities assigned to other sectors.

As shown in the detailed policy implementation plan, attached to this policy document as Annex 1, the total GoR budget contribution for full implementation of this policy is RWF 5, 921 million over the five year period, 2013 – 2017. The policy implementation is premised on substantial donor support, over and above the GoR contribution, amounting to RWF 4,114 million. This donor contribution should be secured by substantive joint working between Government and development partners.

9. Legal implications

Currently, there is no Wildlife Law to ensure the protection and management of wildlife. Other sectoral laws and regulations (e. g: environment, biodiversity, compensation for damages caused by animals, use and management of land, water resources, etc.) that are relevant to conservation and wildlife management do not address all the relevant contemporary issues.

In reference to the above issues, The Government should enact a Wildlife Law that is expected to be in harmony with other wildlife-related policies and laws, in order to build the necessary synergies, reduce duplication and improve the impact of the overall policy and legal framework.

The Law shall:

- Be formulated within the context of the Constitution, and other relevant laws, especially those relating biodiversity, forestry, environment, land, agriculture and decentralisation, to create harmony, elicit synergies and facilitate smooth wildlife management.
- Define the powers, authority and roles of the competent authorities in charge of Wildlife protection and management and other stakeholders that contribute to the implementation of this policy,
- Domesticate international and regional conventions, protocols, norms and standards relevant to the sector so as to manage and regulate the sector in the wider national interest.
- Provide a legal basis for establishing and managing National Parks and other categories of protected areas as provided in this policy.
- Establish new institutional arrangements, and define the responsibilities and authority of relevant institutions.
- Set up a framework of incentives for managing existing wildlife resources and creating new categories of protected areas and provide for their gazettment and management.
- Provide for issuing of Regulations, Guidelines and Instructions for specific wildlife management activities.

Conservation and wildlife management are cross-sectoral in nature, and therefore require a multi-sectoral integrated approach, which the Wildlife Law shall make binding. There shall therefore be need for:

- Strengthening of the role of the Central Government in policy formulation and regulation, and reduce its implementation roles.
- Devolution of substantial authority for wildlife resource management to local governments, and strengthen their capacity.
- Improved engagement of private sector, civil society and communities in wildlife management.
- Equipping new institutions with adequate flexibility in decision making and use of financial resources while remaining adequately accountable to the public.

10. Impact on business

Biodiversity and wildlife are in need of wise management, not simply to satisfy international obligations, but because they are the basis of most rural livelihoods and the foundation of major new economic sectors that offer the prospect of better, more sustainable lives. Rwanda's sustainable development must be anchored on the best use of local resources. Wildlife is one of these, and represents a formidable natural asset, which has a great potential to create business and opportunities for investment.

11. Impact on equality, unity and reconciliation

This policy is based on the promise of “making conservation everybody’s business”. It creates an additional platform around which collaboration and cooperation shall be created and sustained for the national stewardship of nature. Wildlife, protected areas and environment generally, shall be conserved and managed for both their intrinsic values and for the economic goods and services they generate, which shall be shared equitably.

Integrating gender and youth considerations into wildlife management is critical to the principle of intra-generational equity, an internationally recognised principle in several wildlife related Multilateral Environmental Agreements (MEAs) to which Rwanda is a party.

This policy not only creates a new paradigm for the stewardship of nature, but also strengthens national unity through shared values, shared obligations and shared benefits.

12. Handling Plan

This Policy, as a new initiative of GoR in a crucial area of national endeavours, requires a special handling plan, not only to create awareness of its existence, but also to inform and educate stakeholders on its key provisions and the opportunities it creates for their participation. The following measures are proposed for the dissemination of the policy as soon as it is approved by the Cabinet:

1. Plan a one-day seminar for public and private sector leaders and development partners to launch this policy.
2. Disseminate copies of the policy document as widely as possible to relevant stakeholders.

Annex 1: Implementation plan and budget

Policy goal	Strategic objective	Activity	Budget in RwF millions			Institution	Timeframe
			GoR	Donors	Total		
1. To ensure that wildlife inside and outside protected areas are managed within a comprehensive national conservation plan	1.1: Increase the area under the protected area system to at least 15 per cent of the national territory by diversifying ownership and management regimes.	Enact a Wildlife Law	20	0	20	MINICOM	2013-
		Prohibit mining and other ecology-disrupting activities within PAs, except under very strict legal conditions.	-	-	-	RDB	2013-
		Formulate National Conservation System Plan	5	0	5	RDB (lead), MINIRENA	2013
		Undertake Ecological Gap analysis.	10	10	20	RDB (lead), MINIRENA	2013-2014
	1.2: To establish and implement comprehensive	Formulate Management Plans for each PA	60	40	100	RDB	2013
		Privatise some park activities and operations	10	0	10	RDB	2013
		Develop planning strategies for best management practices	10	0	10	RDB	2013

	management systems for PAs that integrate conservation, protection, sustainable use, community participation and best management practices, in order to improve management effectiveness and long-term sustainability	Used Park Zone techniques to evaluate and classify Parkland according to diversity of the resources and their vulnerability	-	-	-	RDB	2013
		Carry out “Management effectiveness evaluation” to assess the appropriateness of management systems and processes, and the delivery of protected area objectives.	40	20	60	RDB	2013-2015
	1.3: To develop new strategies, that link protecting biodiversity with human needs and harness the	Raise awareness among stakeholders and the public at large on the overarching value of wildlife, and of the role of the business community.	15	10	25	RDB	2013-2017
		Support the development and promotion of business and wildlife initiatives and provide appropriate incentives to develop public-private partnerships in the conservation and sustainable use of wildlife resources.	15	10	25	RDB	2013-2017

	investment opportunities offered by biodiversity to generate and equitably share economic benefits.	Development of business models for marketing environmental services.	10	0	10	RDB	2013-2017
		Promote bio-prospecting and access to genetic resources in PAs, which can contribute to wildlife conservation through royalties and value addition to wildlife by products.	5	5	10	RDB	2013-
2. To develop and enhance National Parks	2.1: Wildlife in protected areas conserved, managed and wisely used and their socio-economic benefits optimised	Undertake quantitative and qualitative assessments and censuses of wildlife, biodiversity and their habitats in the PAs as part of the national baseline assessment.	100	50	150	RDB	2013-2014
		Put in place mechanisms to identify, control and eradicate invasive alien species	30	20	50	RDB	2013-2016
		Monitor, control and reduce the risks of the transmission of diseases between livestock, wildlife and humans.	120	60	180	RDB	2013-2017
	2.2: Extend existing National Parks and establish new	Survey eco-systems to identify wildlife that is threatened and that would be feasible for protection as well as creating transparent criteria for the selection of sites for new PAs.	60	40	100	RDB	2013-2017

	<p>National Parks and/or other categories of PAs in unrepresented ecosystems as a means for conserving biodiversity and wildlife, and protecting threatened species, habitats and ecosystems</p>	<p>Transparent criteria are established for long-term leases and management agreements with reputable organisations to contribute additional financial and technical resources and expertise for enhance park planning and management.</p>	10	0	10	RDB	2013-2015
	<p>2.3: To develop and implement an effective law enforcement programme as a key success factor in ensuring that PAs</p>	<p>Put in place an appropriate regulatory framework, coherent enforcement mechanisms for all law enforcement organs (park staff, police and judiciary), for the general control, direction and management of park and wildlife security countrywide.</p>	80	40	120	RDB	2013-2015
		<p>Equip Park rangers with arms and regulate their use in the performance of their duties and in alignment with existing national weapons handling regulations.</p>	10	0	10	RDB	2013-2015

maintain their biodiversity, wildlife and economic and cultural values.	Put in place and implement trans-boundary collaboration mechanisms for law enforcement and wildlife monitoring where the PAs border another country.	15	20	35	RDB	2013-2017
	Institute mechanisms to encourage and develop capacity for compliance by neighbouring communities and reporting of law violations to park and local authorities.	20	30	50	RDB	2013-2017
	Develop well-trained, well-equipped, and motivated teams of rangers for effective patrolling, monitoring and protection of park resources.	150	0	150	RDB	2013-2017
	Collaborate with local communities in law enforcement	15	0	15	RDB	2013-2017
	Sensitise law enforcement organs, policy and law and decision makers on the importance of wildlife conservation and on the important roles they must play in the enforcement of wildlife policy and law	15	0	15	RDB	2013
	2.4: To ensure the development of adequate infrastructure for Park	Provide adequate and appropriate park infrastructure in and around protected areas	200	300	500	RDB / MININF RA
	Provide adequate and appropriate park infrastructure for new parks	400	600	1000	RDB / MININF RA	2013-2017

	management and tourism promotion	Ensure that limits of acceptable change (LAC) evaluations are undertaken	60	30	90	RDB/ REMA	2013- 2016
		Facilitate the undertaking of environmental impact assessments for all proposed developments and environmental audits	40	30	70	RDB/ REMA	2013-
		Develop environmental standards for the use of parks by tourists and other visitors, in order to maintain their environmental integrity.	30	10	40	RDB/ REMA	2013- 2016
	2.5: To develop a financial strategy to mobilise adequate and sustainable financing which is fundamental to effective wildlife management and conservation	Promote coordination with international organisations, private sector and NGOs to mobilise resources for more effective financial and technical support for PAs.	15	0	15	RDB / MINIC OM	2013- 2017
		Prepare financial sustainability strategies and business plans for National Parks that identify various funding opportunities and mechanisms, ranging from market-based to internal funding systems	30	10	40	RDB	2013- 2015
		Develop long term funding mechanisms for wildlife conservation	20	0	20	RDB	2013- 2015
		Develop systems for economic valuation, marketing and payment for ecosystem services and non-traditional goods such as medicine.	25	0	25	RDB	2013
3. To create conditions	3.1: Set up a regulatory framework for	Develop and grant user rights to decentralised structures, private and community entities, administered by new District and community wildlife conservation committees	10	10	20	RDB / Districts	2013- 2015

where people and wildlife can co-exist and have as little negative impact on each other as possible	management of wildlife, and their habitats outside protected areas as a contribution to both species conservation and socio-economic development.	Strengthen the ecological security and functioning of National Parks through the designation and establishment of buffer zones, migratory corridors and wildlife dispersal areas.	40	60	100	RDB / Districts	2013-2017
		Undertake quantitative and qualitative assessments of wildlife, biodiversity and their habitats outside PAs as part of the national baseline assessment.	30	20	50	RDB	2013-2017
		Provide incentives for landowners and farmers operating on privately owned or leased land to adopt wildlife management principles, to include wildlife farming and private PAs.	10	0	10	RDB / Districts	2013-2017
		Identify and prioritise viable wildlife user rights, species and potential areas and put in place appropriate guidelines, regulations and standards and institutional framework to regulate wildlife resource use under various wildlife user rights regimes.	10	10	20	RDB / Districts	2013-2015
		Establish a regulatory framework for the control of trade in wildlife and plants and their products, in cooperation with other local, national and international law enforcement agencies.	10	0	10	RDB	2013-2015
	3.2: To manage	Develop transparent long-term conflict mitigation and monitoring strategies	10	0	10	RDB	2013-2015

	conflicts between people and wildlife, ensuring that they can co-exist and have as little negative impact on each other as possible	Manage the size of populations of problem animals through selective killing, regulated harvesting, translocation and controlling their reproduction.	20	0	20	RDB	2013-2017
		Erect physical barriers restricting movement of wildlife outside of parks.	1500	0	1500	RDB	2013
		Establish Problem Animal Control Units	10	0	10	RDB	2013-2017
		Put in place measures for managing conflicts within a trans-boundary natural resource management framework, where conflicts occur across national boundaries,	400	600	1000	RDB	2013-2017
4. To encourage wide stakeholder participation in the management of wildlife and equitable distribution of economic benefits	4.1: To establish and develop formal and informal ties and partnerships among stakeholders enabling each group to make positive contributions to wildlife	Promote, establish, support and strengthen partnerships between local, national and international stakeholders as viable models for collaboration in wildlife conservation in promoting environmental stewardship.	20	0	20	RDB	2013-2015
		Establish and support management arrangements for National Parks, through formal agreements as a viable approach to the management of protected areas and/or other categories of conservation areas, corridors and buffer zones.	10	0	10	RDB / Districts	2013-2015
		Develop new professional skills for multi-stakeholder participatory management and joint planning.	20	10	30	RDB	2013-2017

thereof	conservation and management.	Facilitate private sector participation in wildlife management as investors or donors, and to contribute their technical, managerial and financial resources and expertise to conservation.	15	0	15	RDB	2013-2017
		Promote and support communities' conservation initiatives	200	300	500	RDB / Districts	2013-2017
		Implement conventions, agreements and regional programmes as tools for regional collaboration in conservation and equitable sharing of benefits from trans-boundary ecosystems and resources.	30	10	40	RDB	2013-2017
		Strengthen international cooperation and partnerships for mobilising resources, knowledge and expertise for the implementation of regional and national conservation programmes.	20	0	20	RDB / MINIC OM	2013-2017
		Domesticate conservation-related MEAs in national environmental and conservation policies and laws and establish mechanisms for their effective implementation and coordination.	-	-	-	RDB	2013-2017
	4.2: To develop and promote outdoor recreation for people of all	Create opportunities for people to have greater experience of nature activities	50	50	100	RDB / MINISP OC	2013-2017
		Advocate and promote outdoor nature and open space conservation, for recreation and for other considerable public benefits they provide.	30	10	40	RDB / MINISP OC	2013-2017

	<p>ages and backgrounds, based on the opportunities provided by parks for engaging in a broad range of pursuits that enable them to "re-create" and find self-renewal.</p>	<p>Facilitate the collaboration between the nation's park and recreation professionals to prepare a broad strategic outlook of the country's recreation needs and to build partnerships to meet those needs</p>	15	0	15	RDB	2013-2015
	<p>4.3 To develop and grow conservation volunteerism and the opportunities to provide additional private resources for the Pas and the added value.</p>	<p>Develop a volunteer outreach program to enhance park management.</p>	10	0	10	RDB	2013-2017
		<p>Promote, support and facilitate the formation of a Professional Conservation Association in Rwanda as a knowledge platform for information sharing, professional development, mentoring of future conservation leaders and promoting the development of conservation science</p>	6	4	10	RDB	2013-2015

	4.4: To engage with the Rwandan community, and ensure that the specific needs of youth and women are considered and addressed within the context of promoting sustainable and successful conservation and management of wildlife.	Mainstream gender issues and gender equity into wildlife conservation and management policies and programmes.	30	20	50	RDB / Ministry of Gender	2013- 2017
		Empower the youth to become catalysts for wildlife conservation by providing tools, mechanisms and opportunities that enable them to participate more effectively.	30	20	50	RDB / Ministry of Youth	2013- 2017
5. To build the human	5.1: Capacity building shall	Build a cadre of professional resources at national, district, PAs and community levels.	15	0	15	RDB	2013- 2017

capacity for the management of wildlife at all levels of Government, civil society and the private sector	be the cornerstone of effective conservation planning in Rwanda and shall be developed across all the policy components and levels of the Institution in charge of wildlife management and other conservation organisations.	Provide a whole range of scientific, technical and managerial skills necessary for planning and management of parks, biodiversity management; biodiversity assessments, and ecological monitoring.	25	0	25	RDB/ High Learning & research Institutions	2013-2017
		Develop multi-stakeholder participatory processes and skills	10	10	20	RDB	2013-2017
		Undertake training needs assessments to determine the training and skills needed for wildlife management to develop a Training Programme in collaboration with national and regional training institutions.	15	0	15	RDB	2017-2014
6. To develop institutional capacities to enable efficient and effective	6.1: Develop the institutional capacities for wildlife management and ensure	Undertake an in-depth review of the mandates of the current Institution in charge of wildlife management and other conservation organisations and facilitate a participatory process for re-defining and re-focusing the mandates, roles and responsibilities.	25	5	30	RDB	2013-2014

management of wildlife	that they are efficiently managed, coordinated and provided with adequate financial and technical resources to achieve the desired conservation outcomes.	Allocate adequate financial, technical and human resources for park and wildlife management.	500	100	600	RDB	2013-2017
6.2: Provide best management practices wildlife resources knowledge, data and other information on which park management		Ensure that wildlife resource managers working on the ground protect and conserve the most vulnerable areas of the country, and have direct and timely access to essential information and services for managing resources.	25	5	30	RDB	2013-2015
		Facilitate the generation and exchange of knowledge and expertise about conservation and protected areas, in order to enhance professionalism and thereby improve the quality of conservation planning and management.	25	15	40	RDB/RE MA/RN RA/ HLI&R	2013-2017

and conservation decisions are based.	Establish an annual forum of policy makers, academicians, resources managers and research scientists to identify research needs and priorities, for analysing, disseminating and applying research results.	5	0	5	RDB / MINIC OM	2013-2017
	Establish a national database for managing information on wildlife resources.	1000	1500	2500	RDB / REMA	2013-2017
6.3: To generate and apply knowledge as a sound foundation for understanding the ecosystems, and for developing comprehensive strategies for effective ecosystem development and management.						
	Facilitate the development of biodiversity indicators and other tools for biodiversity assessments and monitoring,	10	0	10	RDB / REMA	2013
	Draw up a research plan and protocols for collaboration between the Institution in charge of wildlife management research institutions;	15	0	15	RDB/H LI&R	2013-2015
	Undertake long-term ecological monitoring of ecosystems and ecological processes to provide resource managers with a feedback mechanism as a basis for adaptive management.	50	25	75	RDB	2013-2015
	Document the achievements, experience and lessons learnt and their use to improve and support planning and adaptive management. The information generated will be shared and disseminated with through websites, technical reports and other appropriate means.	25	0	25	RDB	2013-2015
TOTALS		5,921	4,114	10,035		

